



Where School Boards Learn to Lead

**Executive Search Services
November 14, 2019
Duluth Public Schools**

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Executive Search Team

**Sandy Gundlach
Gary Lee
Barb Dorn**

MSBA Staff

Sandi Novak
MSBA Service Provider

**Access to full
MSBA staff
and service
providers**

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Duluth Public Schools

Serve approximately 8,215 students in Pre-K through grade 12

Known for your college and career-ready focus, Ojibway and Spanish Language Immersion programs, full-service community schools, along with extensive opportunities in the arts, activities and athletics

Increasing diversity in your student body

Transparency is a core value of the School Board and community

Located in northeastern Minnesota along the bank of Lake Superior

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Minnesota School Boards Association (MSBA)

Serves MN school boards for 100 years in January 2020

Eighth oldest school board organization in the U.S.

Financially stable, non-profit organization

Knowledge and experience serving all Minnesota school districts

Conducted more than 59 superintendent searches since 2010;
21 in 2018-2019

Work with small to mid-size rural, as well as larger suburban districts

- Recent clients include Willmar, Moorhead, Winona, and Forest Lake

MSBA's reach also extends nationally to other states

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Executive Search Services

Plan the search

Facilitate stakeholder engagement

Recruit and advertise

Screen candidates

Facilitate interviews

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Executive Search Services, cont.

Stakeholder involvement

- Completion of an online survey
- Facilitated community/school district staff listening sessions
- Facilitated one-on-one interviews with School Board members and up to 30 school district staff/community leaders
- Facilitated community/school district staff question-and-answer forums with semi-finalists
- Training of community and/or school district staff interview teams, if any

NOTE: Stakeholders are involved in an advisory capacity only, as all final decisions rest with the Duluth School Board

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Recruiting and Advertising - Approach

Strong school board perspective

Cast a wide net

- All Minnesota superintendents, other potential interested persons

Targeted outreach

- Specific school district leaders – those with diverse experience and/or demographics (Superintendents, Assistant and Associate Superintendents, Central Office level positions, Executive Directors, etc.)
- Council of Urban Boards of Education (CUBE)

MSBA is an Equal Opportunity Search Agency

- Internal licensed candidates treated the same as all other applicants

Every search is different depending on who applies

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Recruiting and Advertising – Methods

Develop Develop a 2-page brochure to advertise the position

Post Post vacancy on websites of MSBA, the Minnesota Association of School Administrators (MASA), and St. Cloud University's EdPost service

Optional postings: American Association of School Administrators (AASA), the National Alliance of Black School Educators (NABSE), Association of Latino Administrators and Superintendents (ALAS), and National Indian Education Association (NIEA)

Send Send announcement to MN school districts, interested persons, and the National Affiliation of Superintendent Searchers (NASS)

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MSBA's Screening of Applicants

1

Review applicants' files using leadership profile and hiring criteria

2

Identify applicants who best meet School Board's hiring criteria

3

Conduct preliminary verification of references and pre-interview of applicants

MSBA then transmits all completed applications to the School District for School Board review

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Cost

Professional search fee of \$19,900

See pages 4-5 of Search Addendum

- Professional Search Services
- Stakeholder Engagement Services
- Other Services

Included, but optional:

- Postings to select national sites
- Mailing of the vacancy announcement
- Verification of semi-finalists' educational and work history through national source

Not included:

- MSBA does not include specific management-style measurement instruments; however, the School Board may contract, at its own expense, for testing or evaluation services

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Benefits

MSBA's depth of experience is unparalleled

School superintendents – 154 years of experience

School administrators – 152 years of experience

School board members – 28 years of experience

Executive search professionals – 47 years of experience

TOTAL in those four areas – 381 years of experience

Add in all other public education experience (teacher, coach, etc):

504 years of team experience

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Why MSBA?

THE SCHOOL BOARD IS IN CHARGE.

MSBA is your organization, and:

- Has a knowledgeable staff
- Works as a team
- Covers a national reach
- Will provide ongoing updates to the School Board Chair and the District's Human Resources Manager
- Will reach out to individuals from districts of similar size, as well as more diverse larger districts
- Offers a variety of options for engaging and gathering data from stakeholders

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Why MSBA?

MSBA's mission:

To support, promote, and strengthen the work of public school boards.

We know you, your district, and how a well-run superintendent search fits into the bigger picture here.

We've been with you and your district through the highs and lows of board leadership.

You can count on us.



SUPERINTENDENT SEARCH PROPOSAL
Duluth Public Schools, ISD 709
ADDENDUM

II. PROPOSAL REQUIREMENTS

1) Organizational History

The Minnesota School Boards Association (MSBA) is pleased to present the School Board of Duluth Public Schools with a proposal for executive search services (search). MSBA is a private, nonprofit organization that exists to support the work of public school boards and public education. MSBA was founded in 1920 and is the eighth-oldest school board organization in the United States. MSBA supports, promotes, and enhances the work of member public school boards in the areas of governance, board development, government relations, executive search, strategic planning, policy, public relations, management services, etc. MSBA will celebrate its 100th Anniversary in January 2020.

2) Executive Search Team Members' Resumes

Resumes of the search team assigned to assist the Duluth School Board can be found beginning on page 10 of MSBA's Superintendent Search Proposal for Duluth Public Schools (Proposal). Sandy Gundlach, MSBA Director of School Board Services, and Gary Lee, MSBA Deputy Executive Director, will lead the team.

3) History of MSBA's Executive Search Service

Long before adding an executive search service, MSBA was the go-to organization for answers to school board members' superintendent search related questions. In May, 2010, MSBA's Board of Directors approved adding a MSBA-led executive search service to support school boards as they conduct their searches and make their hiring decisions. In 2015, MSBA expanded its executive search team's capacity by adding service providers to help deliver search and other services as needed. MSBA's team of service providers consists of former superintendents and a school board member, all of whom know and understand the role and function of the school board, how law affects the hiring process, and which search-related practices work.

Since the 2010-2011 school year, MSBA's search team has conducted a combined total of 59 searches in various locations throughout the state. It's important to note that 21 of the searches were conducted during the 2018-2019 school year!

4) Recruiting of Applicants

MSBA's search team will directly contact superintendents and administrators to inform them of the vacancy and application procedures. MSBA's search team will also discuss the school district's characteristics and the School Board's established superintendent-related leadership profile and hiring criteria with potential candidates. MSBA creates a new pool of applicants for each executive search it conducts and does not maintain a stable of candidates/applicants.

III. REQUIRED SERVICES

1) Determination of Selection Criteria

- a. MSBA's search team will coordinate the process to determine the superintendent selection criteria. See page 2 of the Proposal.
- b. MSBA will facilitate stakeholder activities, including one-on-one interviews and listening sessions. Stakeholder listening session will include community representatives, union representatives, and employees. One-on-one interviews will also be conducted and will include school board members and key school district staff and community leaders. See page 2 of the Proposal.
- c. The search team will help the School Board determine the personal and professional skills and attributes it most desires in a superintendent, which, in turn, will provide the basis for the position leadership profile and hiring criteria. Upon conclusion of the stakeholder input opportunities noted below, the search team will provide a brief summary of the key findings to the School Board. While taking into consideration the key findings of the stakeholder summary, the School Board will finalize the position leadership profile and hiring criteria.

2) Recruiting

MSBA's search team will use a variety of recruiting processes to attract candidates. See page 3 of the Proposal for additional information.

3) Evaluation and Screening

MSBA will screen all superintendent candidates so that a reduced candidate pool can be identified to proceed with the interview process. See page 5 of the Proposal.

4) Interviewing

MSBA's search team will coordinate the interviews. Search team members will be onsite during the first and second rounds of interviews. MSBA's search team will provide Audience Input forms for the public to provide written comments for each interview. The search team will also facilitate community/school district staff question-and-answer forums with finalists in conjunction with the second round of interviews which may be held over a three-day timeframe allowing each semi-finalist to spend a full day in-district. See page 4 of the Proposal for additional information.

5) Reference Checks

After the application deadline has passed, the search team will review the applicants' files in relationship to the position leadership profile and the hiring criteria that were 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 these applicants. MSBA's search team will work with the school district's Human Resources Department to coordinate the site visits, however, MSBA's search team members will not participate in the on-site visits.

IV. REQUEST FOR PROPOSAL

1) Range of Services

Information about MSBA’s range of services is included in the Proposal.

2) Scope of MSBA’s Candidate Identification Process

Information about MSBA’s candidate identification process is included in the Proposal.

3) Fee Structure

The estimated fee for this executive search package is \$19,900, inclusive of search team travel and expenses. Additional information is provided below.

Fees for Search Services	
Search Service	Fee
Professional Search Services: Ten in-district meetings with the School Board, including <ul style="list-style-type: none"> • the initial planning meeting; • a meeting to finalize the hiring criteria and advertising; • the interview training and preparation; • the finalists’ selection meeting; • the first round of interviews held over a two-day timeframe; • the second round of interviews held over a three-day timeframe; and • the post-hiring facilitated workshops. Stakeholder/Engagement Services: Three in-district meetings with stakeholders, including: <ul style="list-style-type: none"> • moderated staff/community listening sessions conducted over a three-day timeframe; • one-on-one interviews with School Board members and up to 30 staff/community members/leaders conducted in conjunction with the listening sessions; and • online survey and summary of results. Other services provided by MSBA’s search team: <ul style="list-style-type: none"> • outreach, recruitment, and maintenance of applicants’ files; • receipt of applicants’ credentials and applicants’ files; • review/screen the applicant pool and conduct preliminary verification of applicants’ qualifications and conduct pre-interviews of applicants who best meet the School Board’s hiring criteria; and 	\$15,500

<ul style="list-style-type: none"> visit the new superintendent during the new superintendent's first year of employment. 	
Advertising and Background Reviews: This Proposal also includes the cost associated with national advertising and validating semi-finalists' qualifications and backgrounds review conducted by a nationally recognized firm. <ul style="list-style-type: none"> development of a vacancy announcement and a two-page (two-sided) promotional brochure, printing, and postage \$1,000; national advertising via AASA, NABSE, ALAS, and NIEA websites not to exceed \$1,000; and validation of semi-finalists' (up to three semi-finalists) backgrounds at a cost not to exceed \$2,400. 	\$4,400
Total Fees for Search Services	\$19,900
Services not included in this Proposal: This Proposal does not include the following costs: <ul style="list-style-type: none"> finalists' interviews-related travel arrangements and/or expenses (travel, lodging, etc.); School Board members' site visit-related travel arrangements and/or expenses; School Board members' stipends; and costs associated with translating documents to other languages and/or providing qualified interpreters when needed. 	To Be Determined and Paid by the School District Directly
<ul style="list-style-type: none"> Credit - in-district workshop titled, "Hiring the Right Superintendent," held within six months of Executive Search Agreement and service final estimated fee not to exceed 	(\$975) \$18,925

4) References

MSBA's Executive Search Service has conducted 59 searches since the 2010-2011 school year. A full list of prior MSBA-led searches can be found on page 21 of the Proposal. The Hastings School Board has taken action to hire MSBA to assist with its search for an Interim Superintendent whose first day of work will be early January 2020.

A graph with reference-related information is provided below.

Year	School District	Reference
2014-2015	Willmar Public Schools	Mike Reynolds, School Board Chair

2017-2018	Moorhead Area Public Schools	Scott Steffes, School Board Chair
2018-2019	Winona Area Public Schools	Nancy Denzer, School Board Chair

5) Other Pertinent Information

- a. Approach: MSBA is the only superintendent search service that approaches the search from a strong School Board perspective. MSBA’s search team is committed to the long-term success of your School Board and superintendent team and will be around long after your search is over. When contracting with MSBA search services, you get the entire MSBA staff and their experience working for your benefit, not just a single search consultant. MSBA stands behind its search services by providing a satisfaction guarantee and will conduct your search with the highest personal, professional, and ethical standards. Information about MSBA’s search team can be found beginning on page 10 of the Proposal.
- b. Satisfaction Guarantee: MSBA will conduct the superintendent search with impartiality, professionalism, a strong School Board perspective, and according to the School Board’s identified hiring criteria. If at any time within one year after the conclusion of the MSBA-led search, the School Board has released the superintendent, MSBA will conduct a second superintendent search for no additional fee for services; however, the School Board will be responsible for expenses incurred by MSBA for the second search.
- c. Communication: MSBA will provide ongoing updates to the School Board chair prior to School Board meetings. MSBA will also communicate with the school district’s Senior Human Resources Manager.
- d. Identify Prospective Candidates: MSBA will reach out to individuals from districts of similar size. MSBA’s search team will work with the Council of Urban Boards of Education (CUBE) to generate leads. MSBA is an equal opportunity search agency, and, for that reason, follows all applicable employment-related laws, rules, and regulations. MSBA’s strategic plan places a high priority on assisting school boards relative to closing the academic achievement gap and addressing the needs of a changing, more diverse student population.
- e. Stakeholder Engagement: All MSBA-led searches include a variety of options for both engaging stakeholders and gathering data from them about the needs of

the school district and qualifications of the new superintendent. MSBA's search team relies on Survey Monkey for its online tool for gathering data and facilitated staff/community listening sessions and one-on-one interviews with School Board members and key school district staff and community leaders. Two search team members will be available onsite to facilitate the staff/community listening sessions and the one-on-one interviews noted above. MSBA's search team will analyze the information and provide a summary to the School Board.

Additional information can be found in the Proposal.



SUPERINTENDENT SEARCH PROPOSAL
FOR
DULUTH PUBLIC SCHOOLS

September 19, 2019

607 709 1850
Duluth
Public Schools



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Proposal for Duluth Public Schools

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INTRODUCTION

The most important decision a school board will probably ever make is to choose a new superintendent. As the school district's chief executive officer, the superintendent is responsible for providing leadership and 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 the school district's vision and strategic priorities — requires time, thoughtful planning, and a sound recruitment and employment process and procedure.

The Minnesota School Boards Association (MSBA) is pleased to present the School Board of Duluth with a proposal for executive search services (search). MSBA has been serving Minnesota school boards for nearly 100 years, and, as a result, MSBA's search team (search team) brings a strong school board perspective to the search. MSBA wants to help the School Board find and hire the best person for its superintendent.

MSBA-led searches are based on one clear premise: the School Board is in charge of all decisions. With the assistance of other MSBA staff, the search team will professionally handle the details of the search and guide the School Board through the search process. The search team will customize the search to meet the needs of the school district and community, allowing the School 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 SERVICE

"In hiring our next superintendent we needed an extremely transparent process that heavily involved the community and staff, along with strong facilitation to keep us on task. MSBA gave us this and more. I highly endorse their executive search services, and believe MSBA's leadership also helped move our school board into a more collaborative, respectful way of working together."

"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, and provided a process that was efficient and timely. We couldn't be happier with the result."

"MSBA's executive search team showed genuine interest in assisting our school board in finding a candidate who shared our goals. I would recommend MSBA's services to any district in the superintendent hiring process."

PLANNING, HIRING CRITERIA, AND STAKEHOLDER INPUT

Initial Planning Meeting

An MSBA search begins with an initial planning meeting between the School Board and the search team. At the planning meeting, a search team member will work with the School Board to establish the best possible search timeline and procedures for conducting the search.

Determining Hiring Criteria

The search team will help the School Board determine the personal and professional skills and attributes it most desires in a superintendent, which, in turn, will provide the basis for the position leadership profile and hiring criteria. Upon conclusion of the stakeholder input opportunities noted below, the search team will provide a brief summary of the key findings to the School Board. While taking into consideration the key findings of the stakeholder summary, the School Board will finalize the position leadership profile and hiring criteria.

Stakeholder Input

Five stakeholder involvement-related opportunities are included in the search package. The opportunities include:

- completion of an online survey,
- facilitated community/school district staff listening sessions held over a three-day timeframe,
- facilitated one-on-one interviews with School Board members and up to 30 school district staff/community leaders held over three-day period, which may be conducted in-district (see above) or from a remote location, as determined by the needs of the interviewees,
- facilitated community/school district staff question-and-answer forums with finalists in conjunction with the second round of interviews which may be held over a three-day timeframe allowing each semi-finalist to spend a full day in-district, and
- training of community and/or school district staff interview committees, if any.

The search team will work with the School Board and its designee(s) to schedule and promote the stakeholder input sessions and will provide a brief summary of the key findings.

ADVERTISING AND RECRUITMENT

Advertise and Recruit

MSBA will work with the School Board to develop a two-page [printed back-to-back] brochure to advertise the position.

In addition, the vacancy announcement will be posted on MSBA's website and in MSBA's *The Leader* newsletter; will be posted on the Minnesota Association of School Administrators' website; and will be sent electronically to Minnesota school districts and interested parties. The vacancy announcement will also be posted on St. Cloud State University's EdPost website.

This proposal also includes purchased advertising options via the American Association of School Administrators (AASA), the Council of Urban Boards of Education, the National Alliance of Black School Educators (NABSE), Association of Latino Administrators and Superintendents (ALAS), and National Indian Education Association (NIEA).

In addition, MSBA's reach extends nationally to other states through the National Affiliation of Superintendent Searchers (NASS). NASS is comprised of more than 100 superintendent search consultants representing 40 state school boards associations who assist their peers in other states by providing access to nationwide job postings and vital reference and work-history verification concerning out-of-state applicants. Ultimately, when a school board hires MSBA to conduct its superintendent search, the school district taps into NASS — one of the most experienced, qualified networks of search consultants in the United States.

At the direction of the School Board, other advertising beyond the methods noted above may be utilized to promote the position and recruit applicants, in which case, any additional print or web-based advertising must be approved by the School Board and costs borne by the school district.

The search team will directly contact superintendents and administrators to inform them of the vacancy and application procedures.

The search team will develop application procedures and handle all applicants' calls and correspondences.



INTERVIEW PREPARATION

Interview Training and Preparation

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, reference checks, and site visit(s). Interview training will include information which will help the School Board members conduct interviews in open sessions as required by state law and in a professional manner.

The search team will also help the School Board develop interview questions that fit the leadership profile and hiring criteria, that do not violate the law, either directly or indirectly, and that standardize the interview process. If requested, the search team will assist the School Board with planning second interviews, reference checks, and site visit(s) questions and help the School Board plan a site visit(s). The search team will be on-site during the first and second rounds of interviews. Search team members will arrange/coordinate the site visits with the school district's Human Resources Department, if requested, but will not participate in the site visits.

Because hiring the superintendent is the School Board's role, MSBA recommends that only its members participate in the interviews. If the School Board decides to involve non-school board members in the interview process, the search team will help the School Board develop a process that makes clear the advisory nature of the non-school board members' roles. The search team will also provide interview training for the non-school board members, review and approve the interview questions, and be on-site during the interviews. By following these recommendations, the School Board is able to standardize the interview questions and format, to provide more control over the selection decision, and to reduce the school district's risk of liability.

If desired, the School Board may decide to invite community and school district staff to participate in a search team moderated question-and-answer session in conjunction with the second round of interviews. Because school boards typically ask three semi-finalists to return for a second interview, this proposal allows the second interviews to be held over a three-day time frame so each semi-finalist would be in-district a full day. This proposal does not include funds to pay for interpreters for translating written and/or oral communications.

SCREENING AND FINALISTS SELECTION

Screen Applications and Select Finalists

After the application deadline has passed, the search team will review the applicants' files in relationship to the position leadership profile and the hiring criteria that were 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 hiring criteria.

Following MSBA's review of the applications, a copy of all completed applications will be provided to the school district for the School Board members to review prior to the finalists' determination meeting noted below, if requested.

Once the screening, preliminary verification of references, and pre-interviews have been conducted, the search team will meet with the School Board to determine the finalists.

The search team will prepare a communication piece to send to the media, school district staff, and community including the names of the finalists who will be interviewed as well as the schedule of remaining search-related activities, if requested. For purposes of ensuring a "thorough validation of each semifinalists' qualifications and background," MSBA will work with Baker-Eubanks, a nationally recognized firm, to conduct the background investigations of up to three semi-finalists. If selected by the School Board, the background investigations will occur between the first and second rounds of interviews. As pertains to applicants' data, MSBA will abide by all relevant data privacy laws.



CONTRACT AND FOLLOW-UP

Decisions, Contract, and Announcement

The search team will guide the School Board through the process of contacting the lone finalist to offer the position. The search team will recommend the School Board use the MSBA/MASA Model Superintendent Contract as the basis for negotiating the superintendent's contract. Search team member(s) will not negotiate the contract for the School Board. The search team will draft a communication piece for the media, school district staff, and community announcing the new superintendent, if requested.

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

Follow-up

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.

To assist the School Board's and superintendent's working relationship and provide support to the new superintendent, the search team will:

- facilitate an in-district, post-hiring workshop dealing with goals and/or expectations for the School Board and superintendent after the new superintendent begins work in the school district;
- visit the new superintendent during the new superintendent's 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, in-district workshop, etc.



RANGE OF SEARCH SERVICES

The proposed search for Duluth Public Schools includes the services outlined below.

The Search Team will:

- Conduct an initial meeting with the School Board for purposes of developing the search timeline, preliminary discussion of the hiring criteria, advertising venues, etc.*
- Conduct community/school district staff online survey — created and summarized by MSBA
- Conduct community/school district staff activities — hold community/school district staff listening sessions conducted over a three-day time frame as determined by the School Board*
- Conduct one-on-one interviews with School Board members and up to 30 school district staff members and/or community leaders which may be conducted in-person while in-district for the listening sessions or from a remote location, as needed, based on each leader's preference/schedule*
- Develop a two-page (two-sided) vacancy announcement and post vacancy via various sources
- Handle applicants' calls and correspondence and receive applicants' credentials
- Conduct a meeting with the School Board for purposes of interview training, developing interview questions, and clarifying the first round interview schedule*
- Screen the applicant pool against the School Board's established hiring criteria
- Conduct preliminary verification of references and pre-interviews 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 presenting applicants so the School Board can take action to select "finalists" for interviews and approve interview questions and schedule*
- Conduct a meeting with non-school board member input committees in conjunction with the finalists selection meeting to prepare for the interviews, if requested*
- Be on-site during the first and second rounds of interviews*
- Prepare a communication piece to send to the media, school district staff, and community that includes the names of the finalists who will be interviewed, if requested
- Assist with developing second round of interview, reference check, and site visit questions, if requested
- Moderate a community/school district staff question-and-answer forum with finalists in conjunction with the second round of interviews, if requested*
- Prepare a communication piece to send to the media, school district staff, and community introducing the new superintendent
- Visit the new superintendent during the new superintendent's first year of employment*
- Conduct an in-district, post hiring workshop after the new superintendent begins work*

***In-district meeting with School Board and/or community/school district staff groups.**

ESTIMATED FEE FOR SERVICE

The estimated professional fee for this search proposal shall not exceed \$19,900, which includes the search team's time, travel, and mileage. Additional fees the school district may incur above the professional fee include advertising beyond the venues noted on Page 3, are outlined on Page 5 of the Addendum. The level of services and fee included in this proposal are negotiable based on the School Board's needs.

- Credit: in-district workshop titled, "Hiring the Right Superintendent," held within six months of Executive Search Agreement and service
- **Final estimated fee not to exceed \$18,925**
- **Additional fee-related detail can be found beginning on Page 5 of the Addendum.**

CHOOSING AN MSBA-LED SEARCH

Satisfaction Guarantee

MSBA will conduct the superintendent search 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 within one year after the conclusion of the MSBA-led search, the School Board has released the superintendent, MSBA will conduct a second superintendent search for no additional professional fee for services; however, the School Board will be responsible for expenses incurred by MSBA for the second search.

Benefits of MSBA Executive Search Service

- **The school board is in charge.** MSBA's search team focuses on the School Board's critical role in performing a superintendent search.
- **MSBA is your organization.** MSBA is a school board-oriented organization, committed to working in partnership with the School Board to identify individuals who meet the School Board's hiring criteria.
- **MSBA has knowledgeable staff.** MSBA has nearly 100 years of experience serving Minnesota school boards and superintendents. MSBA's staff is competent, experienced, helpful, and dedicated to the principle of serving local school boards.
- **MSBA staff work as a team.** The School Board gets the entire MSBA staff and their experience working for its benefit, not just a single search team member.
- **MSBA has a national reach.** MSBA staff bring extensive state and national contacts to each search.
- **MSBA has high standards.** MSBA staff strive to maintain the highest personal, professional, and ethical standards in all aspects of service delivery.
- **MSBA provides ongoing support.** MSBA is committed to the long-term success of school board and superintendent teams, and MSBA will continue to provide support for member school boards and superintendents well after the search is over.

TENTATIVE TIMELINE*

■ Early October 2019 to Early November 2019

- School Board holds initial planning meeting with search team member(s) to plan the search, including to develop a timeline, search procedures**
- Search team conducts online survey and holds community/school district staff forums for public input, if applicable**
- School Board holds a meeting to approve advertising materials, including hiring criteria

■ Early November 2019 to Early January 2020

- Search team finalizes application procedures and advertises the vacancy
- Search team receives applications
- Search team conducts initial screening of applicants
- Search team conducts preliminary verification of references and pre-interviews of applicants

■ Mid-January 2020

- 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 and conduct training of non-school board member committees, if requested**

■ Late January 2020 to Early February 2020

- School Board conducts first round of interviews and search team member(s) on-site for interviews, if requested**
- School Board conducts reference checks
- School Board conducts second round of interviews and search team member(s) on-site for interviews, if requested**
- School Board conducts site visit, if applicable
- School Board selects lone finalist

■ Early February 2020 to Mid-February 2020

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

■ July 1, 2020

- Superintendent reports to work

* This timeline provides a starting point for considering and adopting a superintendent search timeline.

SEARCH TEAM — MSBA STAFF

MSBA's search team is comprised of 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.

▪ SANDY GUNDLACH, Ed.S.

Sandy brings more than 25 years of experience working with school boards and superintendents, including being a local school board member (St. Peter School Board, 1992-1999), a member of the MSBA Board of Directors (1995-1999), and a superintendent search consultant. Sandy is a member of the National Affiliation of Superintendent Searchers and has conducted more than 80 superintendent searches in Minnesota and Illinois. Sandy joined MSBA in 2005.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of School Board Services
- Illinois Association of School Boards (IASB): Field Services Director
- South Central Service Cooperative: Education Consultant
- Brown-Nicollet Human Services Board: Nurse
- Sibley County Public Health Nursing Service: Nurse
- St. Peter Community Hospital: Nurse

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search, School Board-Superintendent Relationship, Mutual Expectations, School Board Self-Evaluations
- Presenter — MSBA workshops, seminars, and conferences:
 - Superintendent Evaluation
 - Area Negotiations
 - Strategic Planning
 - Phase I: School Board Governance/Roles and Responsibilities
 - Various Other Topics
- Analyze superintendent employment contracts
- Contributor to The MSBA Leader newsletter
- Daily telephone/email responses to MSBA school board member questions
- Presenter — IASB workshops, seminars, and conferences
 - Targeting Student Learning
 - School Boards in a Democracy

SEARCH TEAM — MSBA STAFF

■ BARB DORN

Barb 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.

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
 - Conflict Management
 - Resiliency
 - o Diversity and Inclusion
 - o Community Relations
 - o Strategy and Visioning

SEARCH TEAM — MSBA STAFF

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

Amy has more than 20 years of extensive experience in human resources including recruitment, retention, training, employee relations, benefit administration, and employment and labor law compliance, and she is a member of the National Affiliation of Superintendent Searchers. Amy joined MSBA in 2007. Below is a summary of Amy's work history and relevant work experience.

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

- Individual school board in-services: Superintendent Search
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Teacher Development and Evaluation
 - o Area Negotiations
 - o Strategic Planning
 - o Phase II: Employment; Contracts; Termination and Public Employment Labor Relations Act
 - o Various Other Topics
- Analyze superintendent employment contracts and licensed and nonlicensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions
- Presenter — other employer trainings
 - o Americans with Disabilities Act
 - o Family and Medical Leave Act
 - o Harassment
 - o Violence
- Author of policies and procedures for at-will employees pertaining to compensation, employee relations, leaves of absence, and performance management

SEARCH TEAM — MSBA STAFF

■ GARY LEE

Gary has 29 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 Relationship
- Presenter — MSBA workshops, seminars, and conferences:
 - o Teacher Development and Evaluation
 - o Area Negotiations
 - o Board Treasurers
 - o Strategic Planning
 - o Various Other Financial and Data Trainings
- Analyze superintendent employment contracts and licensed and nonlicensed master agreements
- Contributor to The MSBA Leader newsletter
- Daily telephone/email responses to MSBA school board member questions

SEARCH TEAM — MSBA STAFF

▪ SUE HONETSCHLAGER

Sue has more than 30 years of experience providing a full range of administrative support services. Sue joined MSBA in 1985.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Administrative Assistant to Management, Legal & Policy Services/MSBAIT

RELEVANT WORK EXPERIENCE

- Answer and direct phone calls to appropriate parties
- Arrange conference calls
- Conduct research and compile data
- Coordinate and schedule meetings
- 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.

▪ BRUCE LOMBARD

Bruce has more than 10 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

- Answer and direct phone calls to appropriate parties
- Handle information requests
- Interact with a wide range of staff, business partners, and members
- Prepare search proposals and advertising materials

SEARCH TEAM — MSBA SERVICE PROVIDERS

■ PAUL CARLSON

Paul has 34 years of experience in education as a teacher, principal, and superintendent. He is committed to delivering effective guidance for educational excellence to ensure optimal education opportunities for all students.

WORK HISTORY

- 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 four successful operating levy campaigns and two successful bond levy campaigns
- Budget skills including all facets of revenue and expenditures planning and implementation

■ RENAE TOSTENSON, Ed.S.

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

WORK HISTORY

- Lac qui Parle Valley School District: Superintendent
- Lac qui Parle Valley School District: Principal
- Lac qui Parle Valley School District: Teacher Coach

RELEVANT WORK EXPERIENCE

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

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ 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
- Presenter at individual school board in-services, including strategic planning
- Mentor of new superintendents in southeast Minnesota

▪ LEE WARNE, Ed. S.

Lee has 46 years of experience in education including serving as a high school principal, superintendent, 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. Lee has also received numerous awards at the regional, state, and national levels.

WORK HISTORY

- RTR (Russell-Tyler-Ruthton) Schools: Interim Superintendent
- Association of Educational Service Agencies: Executive Director
- Minnesota 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

SEARCH TEAM — MSBA SERVICE PROVIDERS

■ GARY KUPHAL

Gary has 42 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

- Southland School District: Superintendent
- LeRoy-Ostrander School District: Superintendent
- Plainview-Elgin-Millville Community Schools: Superintendent
- Mabel-Canton Schools: Superintendent
- LaCrescent-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 superintendent searches

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

▪ TERRY QUIST, Ph.D.

Terry has nearly 40 years of experience in education including serving as superintendent (Alexandria Public Schools, 2006-2012), assistant superintendent (Alexandria Public Schools, 1999-2006), director of teaching and learning (Alexandria Public Schools, 1987-1999) and administrative assistant (Apple Valley High School, 1983-1987).

WORK HISTORY

- Alexandria Public Schools: Superintendent
- Alexandria Public Schools: Assistant Superintendent
- Alexandria Public Schools: Director of Teaching and Learning
- Apple Valley High School: Administrative Assistant
- Hastings High School: Teacher/Coach
- Dodge Center Public Schools: Teacher/Coach

RELEVANT WORK EXPERIENCE

- Facilitated strategic planning processes in several Minnesota school districts
- Led and implemented district's long-range facility plan, including the construction of a new elementary school, a new high school, and several building renovations and air quality upgrades

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ HAROLD REMME, Ed. S.

Harold has 45 years of experience in public schools in Minnesota and Wisconsin. His classroom experience was as an elementary teacher in grades 4, 5, and 6. His administrative experience included elementary principal, curriculum director, and superintendent. Harold has served on the Minnesota Association of School Administrators (MASA) Board of Directors and the MASA Foundation.

WORK HISTORY

- New Ulm Public Schools: Superintendent
- Tracy Public Schools: Superintendent
- Trimont Public Schools: Superintendent
- Winona Public Schools: Principal and Curriculum Director
- Winona Public Schools: Teacher
- Cochrane-Fountain City Public Schools: Teacher

RELEVANT WORK EXPERIENCE

- Facilitated discussions for combination and sharing services in two school districts
- Experience facilitating school district and community committees in the South Central Service Cooperative Area, including superintendent searches and strategic planning

▪ BILL TOMHAVE

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.

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
- Provided assistance with community discussions and candidate screenings and interviews

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ DAVE THOMPSON, Ed.D.

Dave has more than 40 years of experience in education 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), athletic director, teacher, and coach (Elgin-Millville Public Schools, 1977-1984). Dave has served on several local and regional organizational committees.

WORK HISTORY

- Stewartville Public Schools: Superintendent
- Farmington Public Schools: Director of Secondary Education and 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
- Coordinated and participated as a mentor in the SEMASA Superintendent's Mentor/Mentee program

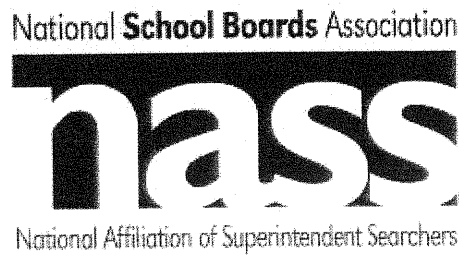
MOST RECENT MSBA-LED SEARCHES

- Badger Independent School District
- Bagley School District
- Barnesville Public Schools
- Buffalo Lake-Hector-Stewart Schools
- Cannon Falls Area Schools
- Fosston School District
- Greenbush Middle River School District
- Jackson County Central School District
- Kaleidoscope Charter School
- Lake Park Audubon Schools
- Lester Prairie Schools
- Morris Area Schools
- Red Rock Central Public School District
- Roseau Community Schools
- West Central Area School District
- Winona Area Public Schools

OTHER MSBA-LED SEARCHES

- Annandale Independent School District
- Atwater-Cosmos-Grove City Public Schools
- Blackduck Independent School District
- Brooklyn Center Community Schools
- Butterfield-Odin Public School
- Canby Public Schools
- Clinton-Graceville-Beardsley Public Schools
- Central Public Schools
- Cook County Schools
- Crookston Public Schools
- Forest Lake Area Schools
- Grand Rapids School District
- Hermantown Community Schools
- Hibbing Public Schools
- La Crescent-Hokah Public Schools
- Lac qui Parle Valley Schools
- Lynd Public Schools
- Monticello School District
- Moose Lake Community Schools
- Moorhead Area Public Schools
- Nashwauk-Keewatin Schools
- Northland Community Schools
- Odyssey Academy Charter School
- Pelican Rapids School District
- Pillager School District
- Pine River-Backus Schools
- Red Lake School District
- Russell-Tyler-Ruthton (RTR) School District
- South Koochiching-Rainy River School District
- Staples-Motley School District
- St. Louis County Public Schools
- Tri-County Public Schools
- Ulen-Hitterdal Public School District
- Underwood School District
- Warroad Public Schools
- Willmar Public Schools
- Wright Technical Center
- Yellow Medicine East Schools

NATIONAL AFFILIATION OF SUPERINTENDENT SEARCHERS



August 2019

Dear School Board Members:

You are facing one of the most significant decisions that you will make as a school board member — selecting a superintendent. No other staff member will likely have more long-term impact in 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 40 states and include more than 100 consultants serving as superintendent searchers for school board associations throughout the country. Supported by the National School Boards Association (NSBA), NASS harnesses the skills and experiences of many search professionals with proven track records of accomplishment, characterized by integrity, passion, and focus. Your state school board association's search professional and NASS member knows state and local laws, knows your district, and understands each search is unique. He or she knows your school board wants a customized search to meet your community's specific needs and understands 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 chairperson of NASS, I can promise you will receive individual, customized attention and a commitment from your NASS professionals to assist in a dedicated and confidential manner, as state laws permit. 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!

Sincerely,

Cheryl Ryan
NASS Chairperson

NATIONAL AFFILIATION OF SUPERINTENDENT SEARCHERS

National School Boards Association



National Affiliation of Superintendent Searchers

Alabama	Nebraska
Alaska	New Hampshire
Arizona	New Jersey
Colorado	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

Minnesota
School Boards
Association

1900 West Jefferson Avenue
St. Peter, MN 56082

Proposal
MSBA Executive
Search Service



