



EXECUTIVE RECRUITMENT AND DEVELOPMENT

Superintendent

Search Services Proposal for

Corbett School District Corbett, Oregon

October 2025



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EXECUTIVE RECRUITMENT & DEVELOPMENT

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October 6, 2025

School Board
Corbett School District
35800 E Historic Columbia River Highway
Corbett, Oregon 97019

Thank you for the opportunity to respond to your request for information. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Corbett School District in ensuring your superintendent search secures quality leadership for the district.

As a nationally recognized leader in superintendent searches, McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps.

McPherson & Jacobson has been conducting searches for boards of education since 1991. Our consultants will ensure your search results in quality leadership for your district.

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

Dr. Norm Ridder

Owner, McPherson & Jacobson L.L.C.

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Executive Summary

McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process. We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who cannot attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- The consultants will read all of the completed files submitted by applicants and evaluate them against the selection criteria.
- The consultants will conduct reference checks until they have complete knowledge of the applicant's strengths and weaknesses. The consultants will pre-interview applicants to be submitted on the shortlist. In-depth background checks (criminal, financial, and educational degree verification) are conducted on the candidates selected by the board to be interviewed.
- We will continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We will help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit, and screen applicants against those criteria, and assist during the transition period, that we guarantee our service.

***Our mission is to ensure your search results in
quality leadership for education excellence.***

About McPherson & Jacobson

The McPherson & Jacobson Difference

“Your students, staff, and community deserve the best.”

- *WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.*
- *OUR MISSION is to ensure your search results in quality leadership for education excellence.*

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process.

At the core of our firm’s work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents to school board members to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the state and nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve.

Qualifications and Background of McPherson & Jacobson, L.L.C.

- **Leading National Search Firm**

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 1,000 superintendents** and other officials in public and non-profit organizations across the United

States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

- **Nationwide Network of Experienced Consultants**

McPherson & Jacobson has **over 130 consultants** across the nation. **One-third** of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. **Almost seventy percent** have a doctorate degree. Their diversity and expertise ensure your search results in quality leadership for education excellence.

- **Sustainability in Leadership**

Waters and Marzano review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **almost eighty percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

McPherson & Jacobson, L.L.C. Non-Discrimination Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity.

As an organization, we are committed to equitable practices that will ensure equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;

3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

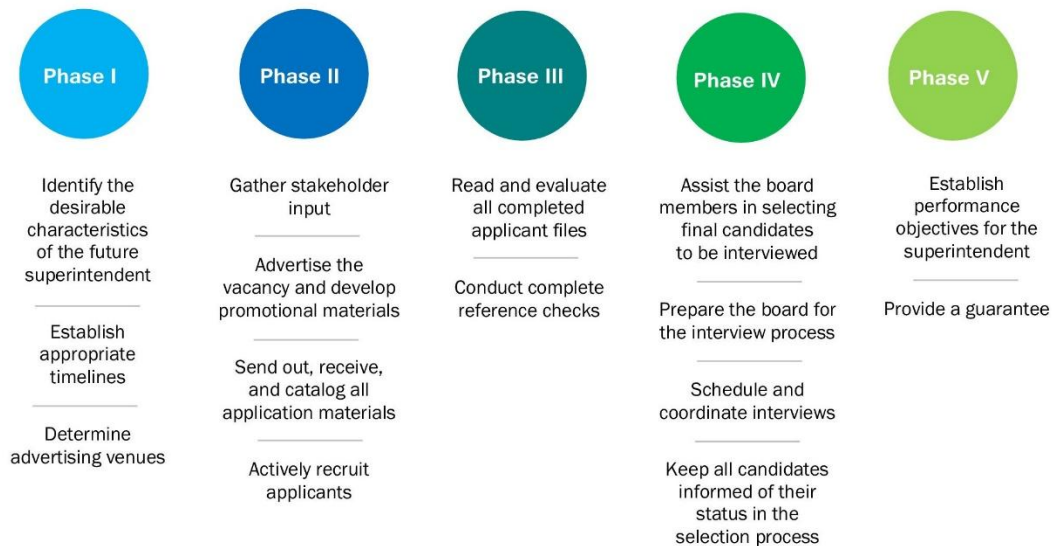
We use our nationwide consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

Search Process

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

- **Using a group process with the board, identify the most important characteristics of the future superintendent.**

The consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

- **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

- **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

- **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson's consultants to meet with to solicit input into the process.

- **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board's consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

- **Identify the point of contact for the district.**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure and coordinating details for stakeholder input and other meetings within the district.

Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants

- **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district's point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

- **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess.

The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

The results of the stakeholder meetings and online stakeholder input are summarized by the consultants and presented to the board.

- **Develop promotional literature and brochures announcing the vacancy (*optional—there is an additional fee for a full-color brochure*).**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board's selection criteria, the board members, and the application procedures and timelines.

- **Prepare and place announcement of vacancy.**

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 225,000 hits per month.

- **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson's staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

- **Post application information and notify interested applicants.**

McPherson & Jacobson's staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

- **Actively recruit applicants who meet the district's needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women's Leadership Conference.

- **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe public business should be done in public with transparency. We also understand the need for applicants' confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time the names of the finalists are made public.

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search, and we will adapt our process to fit your unique needs.

- **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson's staff monitors applicants and notifies them of what is still needed to complete the process.

- **Communicate with all Board Members in a timely manner.**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

Phase III—Applicant Screening

- **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional materials in each applicant file and begin reviewing against the selection criteria.

- **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualifications. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

- **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants can share with the board.

- **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

Phase IV—Reviewing Candidates with the Board, Interviews

- **Review candidates with the board and assist board members in determining which candidates they will interview.**

The consultants will provide a complete list of applicants who completed the application process to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district's criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

- **Conduct background checks.**

Included in the expenses are a criminal/financial/degree verification background checks for the candidates selected to be interviewed.

- **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of these candidates will be made public upon confirming the interviews (if the board chooses to release the names). During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

If the board chooses to conduct semi-finalist interviews, the candidates will only meet with the board. The names of the semi-finalist candidates will remain confidential (in states where an executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

- **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

- **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

- **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouse/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

- **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouse/significant others. To ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

- **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

- **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

- **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

Phase V—Transition with Success

- **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives.

- **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, **FOR WHATEVER REASON**, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Timeline

The timeline for the search process is established when we meet with the board, so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

Search sequence:

- At the beginning of the search
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - Promotional materials are created to advertise the district and the vacancy
- At the time designated by the board
 - Stakeholder group meetings are held, and online stakeholder input is gathered
 - A summary of stakeholder input is presented to the board
- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials
- After the closing date
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process
- Approximately two to four weeks after the closing date
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles and video interviews of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - Criminal/financial/degree verification background checks are conducted on the candidates selected to be interviewed
 - McPherson & Jacobson notifies each applicant not selected for an interview
- Soon after the board selects their candidates
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates
 - The board selects their new superintendent
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

Responsibilities of Corbett School District and McPherson & Jacobson, L.L.C.

Event	McPherson & Jacobson's Tasks	School District's Tasks
1 st board meeting	☐ The consultant guides the board in determining the following items ○ Characteristics for the new superintendent ○ The search calendar ○ Compensation parameters ○ Identify the appropriate constituent groups for stakeholder input ○ Advertising venues ☐ The consultant works with the Point of Contact to compile: ○ Information to create the brochure announcing the vacancy (optional) ○ The list of names to be invited to the community input meetings	☐ Provides consultant with the necessary information to create the brochure (optional); the name of the Point of Contact; and the Board Contact List ☐ Reviews and approves the brochure
After 1 st meeting	☐ Application link is posted online ☐ Brochure announcing the vacancy is created (add-on item) ☐ Advertising is started ☐ Vacancy announcements are sent out ☐ E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening ☐ E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position ☐ Opening is posted on social media and additional venues	☐ Edit the brochure (if district chooses to have a brochure created)
During application period	☐ Consultants recruit candidates that fit the position ☐ Monitors applicants and where they are in the application process ☐ Notifies applicants of the closing date for submitting their materials ☐ Lead consultant keeps the board up to date on the search	☐ Posts a link to the McPherson & Jacobson website ☐ Posts the brochure (announcement of vacancy) on their website (if chosen) ☐ Advertises the opening on the district's social media platforms

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	☐ Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district	☐ Assists in organizing stakeholder focus groups and meeting schedule ☐ Names and addresses are sent to Home Office for community meeting invitations ☐ Posts meeting dates, times, and locations as open public forum ☐ Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder meetings	☐ Consultants facilitate the stakeholder meetings, recording the input ☐ An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post	☐ Link to online stakeholder input form(s) is (are) posted on the school district website
Stakeholder meetings completed	☐ Consultant summarizes key themes and is sent to Home Office ☐ The stakeholder input summary report is created	☐ "Stakeholder Input Report" is posted on the school district website
2 nd board meeting	☐ Review stakeholder input summary report and provide copies to the district ☐ The consultant guides the board in determining the following items ○ Interview questions ○ Length of contract, moving and interview expenses ○ Spouse/significant other's involvement in interview process ○ District Interview Schedule ○ Candidate Daily Interview Schedule ☐ Interview questions are sent to Home Office to be formatted	
Prior to 3 rd board meeting	☐ Applicant packets are reviewed by the consultants and reference checks are performed ☐ Contact candidates on short list and verify their interest in the position ☐ Meet with stakeholder group chairs to review schedule, procedures, and screen questions	

Event	McPherson & Jacobson's Tasks	School District's Tasks
3 rd board meeting	☐ The consultant facilitates the board's - o Review of the list of all applicants - o Overview of candidates on short list - o Selection of finalists - o Finalizing of interview dates & schedule - o Review of interview questions & procedures - o Finalizing candidate & spouse/significant other arrangements ☐ Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues ☐ Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) ☐ Send Candidate Daily Interview Schedule to each finalist ☐ Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed ☐ Notify the applicants who were not selected to be interviewed	☐ Assist with lodging arrangements and welcome gifts ☐ Arrange for spouse/significant other tour
Interviews	☐ Call Point of Contact after 1st interview to learn how it went ☐ Call 1st candidate to learn their perspective and how the interview went ☐ Suggest any possible improvements ☐ Be available for questions ☐ Be present at interviews if request is made by school district (additional fee for this service)	☐ One candidate per day ☐ Board member greets each candidate upon arrival to district ☐ Informal interview-social setting ☐ Formal interview ☐ Spouse/significant other's visitation is coordinated
Finalist selected and accepted	☐ Call and make offer to candidate ☐ Verify acceptance ☐ Call other finalists ☐ Sends out letter of congratulations to candidate who was chosen	☐ Board meets and discusses each candidate individually ☐ Read input forms submitted by stakeholder input groups ☐ Have each board member rank order candidates ☐ Select minimum of #1 and #2 candidate ☐ Call and make offer to candidate ☐ Send interview forms and files to the Home Office ☐ Board evaluates our services
Phase V	☐ Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept ☐ Consultant reviews superintendent's plan	☐ Superintendent creates plan with target objectives and timelines ☐ Plan is sent to consultant to be reviewed ☐ Board adopts plan

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

Initial stakeholder input sessions

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

Meeting the candidates

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

Process for Obtaining Staff Input

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the

characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal, to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

Process for Obtaining Parent and Community Input

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

Process for Including Ethnically Diverse Communities

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

At the request of the district, online surveys for multiple languages can be developed and posted.

Process for Obtaining Online Stakeholder Input

McPherson & Jacobson will create an online input survey to allow stakeholders unable to attend scheduled meetings to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

Cost Proposal for Corbett School District

Investment for the Search

The fee for conducting the superintendent search is \$8,450 for Phases I-V.

Estimated Expenses \$3,950

- **Advertising**
 - Thirty (30) days on AASA (American Association of School Administrators)
 - One posting on OSBA (Oregon School Boards Association)
 - One posting on COSA (Coalition of Oregon School Administrators)
 - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
- **Stakeholder Meetings**
 - One (1) day of in-person stakeholder meetings
 - Online stakeholder input surveys
 - Final report delivered to the board by email and one hard copy per board member, if requested
 - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
 - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
- **Candidate Reviews/Information**
 - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
 - Criminal/financial/degree verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
 - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
- **Consultant Travel**
 - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
 - *Consultant travel expenses can be reduced if the district requests online meetings.*
- **Office Expenses**

The total not to exceed amount including expenses is \$12,400.

Interview expenses for the candidates are not included in this amount.

Additional Services Available

- **Attending Candidate Interviews**

If the board requests, McPherson & Jacobson's consultants will attend the candidate interview sessions for an additional fee (negotiated between the district and the consultant) plus expenses.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$500 for a two-page brochure and \$750 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates.

Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate. The report received will

- Show the traits most expressed by a potential candidate.
- Provide insight into work styles and environmental preferences.
- Help you understand the projects and initiatives a candidate will likely prioritize.

- **Assistance in Hiring the Selected Candidate**

The fee will be based on an hourly negotiated rate.

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.

- **Searches for Other Leadership Positions**

The fee will be based upon services selected.

McPherson & Jacobson can assist the district in filling additional leadership positions in your district (principals, central office, etc.). For these searches, we offer either a full search process, or we can assist the district with selected parts

of the search. Our consultants would be pleased to discuss the options with you. For some districts we have a blanket contract to assist the district with their leadership openings as they occur.

- **Leadership Team Resources**

The fee will be based upon services selected.

In addition to our Phase V, Establishing Superintendent Objectives, we can assist the district leadership team through additional services and workshops.

- Creating Board Operating Principles
- Goal Setting/Long-Range Planning
- Executive Coaching
- Meaningful Superintendent Evaluations

- **Strategic Planning**

The fee will be based upon services selected.

McPherson & Jacobson has partnered with Innovate K12 to offer districts a dynamic, comprehensive, Strategic Planning service.

InnovateK12 will utilize its suite of consultative, engagement, and analytics services to drive the Strategic Planning process in conjunction with District Leadership.

- InnovateK12 serves as the engine for district leadership and their internal and external outreach, offering an array of services—spanning the beginning to completion of the process, including using the new Strategic Plan as a dynamic resource for Continuous Improvement.
 - SWOT Analysis involving both internal and stakeholders.
 - Internal: Staff (classified/certified), students, leadership.
 - External: Parents, Residents, Business Community, Community Partners.
 - Evaluating previous/current Strategic Plan: Pre-Strategic Planning.
 - What worked and what didn't and why?
 - Challenges and barriers to successful implementation.
 - Data Analytics Reporting identifies the priorities as shared by internal and external stakeholders to pair with future strategic planning committee work.
 - Integration of Continuous Improvement processes.
 - Defining strategic priorities/challenges/objectives.
 - Crafting the Strategic Plan

McPherson & Jacobson Guarantees

Client Satisfaction

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses; there is not an additional fee.

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of a majority of the members who hired the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Price Match

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

Recruiting the Selected Candidate

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **almost eighty-percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

Additional Information

McPherson & Jacobson, L.L.C. Consultants

McPherson & Jacobson, L.L.C. maintains a vast cadre of professionally trained consultants across the United States. All our consultants are actively involved in recruiting quality candidates for all searches.

All our professionally trained consultants are involved with education. Every consultant believes that every child in every district is entitled to the highest quality educational opportunities. They also believe that quality education begins with quality leadership.

Following is a list of our consultants located in Oregon and Washington:

Oregon Consultants

Dr. Gustavo Balderas, Superintendent, Beaverton

Mr. Michael Scott, Retired Superintendent, Hillsboro

Dr. Douglas Nelson, Retired Superintendent, The Dalles

Mrs. Heidi Sipe, Superintendent, Umatilla

Ms. Maureen Wolf, Board Member, Northwest Regional ESU, Tigard

Washington Consultants

Dr. Ivan Duran, Superintendent, Highline School District

Dr. Mary Alice Heuschel, Educational Consultant, Liberty Lake

Dr. Steven Lowder, Retired Superintendent, Vancouver

Dr. Michelle Price, Superintendent, North Central Educational Service District, Wenatchee

McPherson & Jacobson’s Superintendent/Administrative Searches for Oregon School Districts

Note: All searches listed are for school superintendents unless otherwise noted

Year	District/Organization	City	Enrollment
2024/25	McMinnville School District—Interim Superintendent	McMinnville	6,394
2024/25	North Wasco County School District—Chief Financial Officer	The Dalles	2,700
2024/25	Pendleton School District	Pendleton	2,909
2023/24	Canby School District	Canby	4,200
2023/24	Tigard-Tualatin School District	Tigard	12,000
2023/24	Rainier School District #13	Rainier	1,000
2023/24	Columbia Gorge Education Service District	The Dalles	
2023/24	Tigard-Tualatin School District—Chief Financial Officer	Tigard	12,000
2023/24	Nyssa School District 26	Nyssa	1,500
2023/24	Willamina School District	Willamina	895
2022/23	Glide School District	Glide	709
2022/23	Hillsboro School District 1J	Hillsboro	20,000
2021/22	Glendale School District	Glendale	281
2021/22	Grants Pass School District 7	Grants Pass	6,200
2021/22	Oregon City School District	Oregon City	8,058
2021/22	Greater Albany Public Schools	Albany	9,300
2020/21	Winston-Dillard School District No. 116	Winston	1,400
2021/22	Newberg Public Schools—Assistant Superintendent	Newberg	4,970
2021/22	Newberg Public Schools—Principal (Antonio Crater Elementary School)	Newberg	350
2021/22	Newberg Public Schools—Principal (Catalyst Program-High School Alternative Education)	Newberg	400
2021/22	Newberg Public Schools—Principal (Chehalem Valley Middle School)	Newberg	460
2021/22	Newberg Public Schools—Principal (Dundee Elementary School)	Newberg	303
2020/21	North Wasco County School District 21	The Dalles	3,000
2018/19	North Bend School District	North Bend	2,300
2018/19	Springfield Public Schools	Springfield	10,700
2017/18	Reynolds School District	Fairview	11,200
2014/15	Bend-La Pine Schools	Bend	17,300
2011/12	Reynolds School District	Fairview	14,000

What Board Members Say About the Services of McPherson & Jacobson, L.L.C.

June 2024

From: Paul Zastrow

Re: Recommendation

I have been on the Columbia Gorge Education Service District Board of Directors for over twenty five years. During that time I have served in several capacities – more often than not as the Board Chairperson. Over the time in office the District has had several opportunities to hire Superintendents. There are a number of search groups that offer services to seek administrative personnel that we have used in the past.

This year, upon the announcement that our superintendent was going to retire, we faced the usual dilemma – which one to choose. In the end, we chose the McPherson and Jacobson Recruitment and Development Firm, as one of our Board members, Doug Nelson, is an employee. He acted more as an agent with little active input once we got going in the process.

I am more than satisfied with process we did in searching for a good fit between applicants and the job posted. There was little need to eliminate any number of potential applicants as the firm did an outstanding job of choosing a number to look at. Narrowing the field to a reasonable number gave us the ability to address our wants and needs quickly. I am sure the whole Board would concur the smooth operation and efficient methods used allowed us to choose the best available candidate for Superintendent.

I salute McPherson and Jacobson for their work and would wholeheartedly recommend them to anyone searching for administrative personnel.

July 15, 2024

To Whom It May Concern,

I am writing to extend my highest recommendation for McPherson and Jacobson following their exceptional work in recruiting a new superintendent for the Tigard-Tualatin School District in Tigard, Oregon during the 2023-2024 school year. Our district, the ninth largest in the state, serves roughly 11,500 students. We were in search of a leader who not only had a deep understanding of education but also possessed the strategic vision and leadership skills necessary to guide our schools through a period of transformation. McPherson and Jacobson exceeded our expectations in every regard.

From the outset, McPherson and Jacobson demonstrated a comprehensive understanding of our district's unique needs and challenges. When the sitting superintendent decided to retire a few months before the end of the school year, the board assumed that we would need to hire an interim leader given the short timeframe. The McPherson and Jacobson team immediately encouraged us, based on their deep knowledge of our district, to conduct a search for a permanent hire. They took the time to assess our situation thoroughly, engage with key constituents, and develop a clear profile of the ideal candidate. Their methodical approach ensured that only the most qualified individuals were considered, and they presented us with a pool of highly capable candidates, each of whom was well-suited for the role.

I worked closely with the McPherson and Jacobson team throughout the recruitment process and was continually impressed by their exceptional level of professionalism, communication, and dedication to our vision and mission. Our board is deeply committed to community engagement and while our timeframe was short, they were able to provide multiple opportunities for community members to have their voices heard which gave us valuable feedback that we used in making our decision. Their team was always available to answer questions, provide updates, and offer valuable insights. Their dedication to transparency and collaboration made the entire process seamless and efficient.

Ultimately, McPherson and Jacobson helped us find a superintendent who not only meets but exceeds our expectations. The candidate they identified has already begun making a significant positive impact on our district, bringing fresh ideas and a renewed sense of purpose to our schools. This success is a direct result of the thorough and thoughtful approach taken by McPherson and Jacobson.

I would highly recommend McPherson and Jacobson to any organization seeking to fill a critical leadership position. Their expertise, commitment, and results-oriented approach make them an invaluable partner in the recruitment process. We are grateful for their assistance and look forward to future collaborations. Please do not hesitate to contact me if you have any additional questions.

Sincerely,



Tristan Irvin

Board Chair, Tigard-Tualatin School District
boardmember.irvin@ttsd.k12.or.us
541.915.5266

WILLAMINA SCHOOL DISTRICT 30-44-63J

1100 NE Oaken Hills Dr./P.O. Box 1000, Willamina, Oregon 97396

Phone: (503) 876-4525 / Fax: (503) 876-3610

Carrie Zimbrick, Superintendent

Email: carrie.zimbrick@willamina.k12.or.us

June 28, 2024

As a member of the Willamina School District School Board, I can confidently say that partnering with McPherson & Jacobson was one of the best decisions we've made. We were facing the daunting task of finding a new superintendent, someone who could not only lead our district but also inspire and connect with our entire community.

McPherson & Jacobson's team was outstanding. They took the time to understand our district's unique needs, vision, and challenges. Their expertise in executive search shown through in the way they developed a clear search process. We were impressed by their five-phase protocol, which kept us on track and ensured a smooth search.

Throughout the process, McPherson & Jacobson kept us informed and involved. They facilitated productive meetings with stakeholders and presented us with a diverse pool of highly qualified candidates. Their in-depth reference checks gave us the confidence that we were making the best possible choice.

In the end, McPherson & Jacobson helped us find the perfect superintendent – a leader who is not only a visionary but also a great communicator who truly connects with our students, staff, and families. We're seeing a renewed sense of energy and optimism in our district, and we have McPherson & Jacobson to thank for that.

If your school board is looking for an executive search firm that prioritizes quality, efficiency, and results, look no further than McPherson & Jacobson. They are true partners in education, and we highly recommend their services.

Respectfully,



Caryn Stockwell
Board Chair, Willamina School District

Willamina Elementary School – 1100 Oaken Hills Dr., Willamina, OR 97396 – Phone: (503) 876-2374 / *Sarah Norwood, Principal*
Willamina Middle/High School - 1100 Oaken Hills Dr., Willamina, OR 97396 – Phone: (503) 876-2545 / *Jami Fluke, Principal*

January 16, 2024

To Whom It May Concern:

I am writing to provide my recommendation for McPherson and Jacobson, who completed the Superintendent Search for the Hillsboro School District in Hillsboro, Oregon. The district serves about 19,000 students and is the fourth largest district in the state. The consultants' knowledge, professionalism, and willingness to listen to our school board created an atmosphere that helped our community choose an exceptional new superintendent.

As the chair of the Hillsboro School District Board of Directors, I worked closely with the McPherson & Jacobson consultants facilitating the search process. Our long-time superintendent was outstanding and, upon his retirement, the board wanted to ensure the momentum that our existing team had built would continue. Completing an executive search process was new for this board and we wanted to hire an experienced team that understood the importance of this critical decision for our community.

The McPherson & Jacobson team took great pains to inform and guide us through the most important job a school board will ever have. The Mac&Jake team worked with the board, asking thought-provoking questions, and helped us to form a unified view of what we as a board were looking for in a superintendent. This was accomplished without inserting themselves into the decision itself. They heard what we wanted and assisted us in achieving our goals.

Our board prioritized stakeholder input. The team at McPherson & Jacobson provided multiple avenues to ensure multiple voices were heard. Various groups participated through customized focus groups, online surveys as well as listening sessions available to those who speak English as a second language. The data was collected, and a detailed report provided to the board, so we fully understood the general themes as well as unique feedback provided by our community.

In the end, the board was presented with a slate of highly qualified candidates all of which would have been excellent leaders for our district. The consulting team understood the qualities and characteristics we expected from our next superintendent and delivered the candidates that made this a competitive process.

Once again, I highly recommend working with the team from McPherson and Jacobson. Please do not hesitate to contact me if you have any additional questions.

Sincerely,



Mark Watson
Chair, Hillsboro School District Board of Directors
watsonm@hsd.k12.or.us/503.939.5335

To whom it may concern,

The Grants Pass district 7 school board had the opportunity to work with Doug Nelson in our search for a new superintendent. Doug was professional and thoughtful in working with us, the community, school administrators and staff and the candidates to help us find the correct fit for our needs. A stressful process was made manageable with his insights and guidance. Most importantly, we found the right person for our needs.

Scott Nelson
Board Chair District 7 Grants Pass Oregon

On Tue, Jun 21, 2022 at 10:45 AM Kathie Carey <careyk@newberg.k12.or.us> wrote:

We are currently using McPherson & Jacobson for a BUNCH of admin positions we are hiring this year. The communication has been excellent and we have been very happy with the information they are providing in this difficult hiring climate.

Kathie Carey
Newberg Public Schools
Newberg, Oregon

From: **Cassie Wilkins** <cwilkins@grantspass.k12.or.us>

Date: Sun, Nov 12, 2023 at 4:54 PM

Subject: Re: Letter of Reference

To: Douglas Nelson <dnnelson48@gmail.com>

I am delighted to endorse McPherson and Jacobson for their exemplary superintendent search services. Having collaborated with them on our search for our district, I am confident in their ability to deliver outstanding results.

Doug Nelson brought a wealth of experience and professionalism to the table. Their approach was tailored to our specific needs, ensuring a comprehensive and strategic superintendent search process. They exhibited a keen understanding of the educational landscape and a commitment to identifying candidates who not only met the criteria but also aligned with our organizational vision and values.

Throughout the engagement, their communication was transparent and efficient, providing us with regular updates and valuable insights. Their dedication to excellence and the caliber of candidates presented reflect the high standards McPherson and Jacobson uphold in their work.

I wholeheartedly recommend McPherson and Jacobson for any superintendent search. Their expertise, integrity, and commitment to client satisfaction make them an invaluable partner in securing top leadership for educational institutions.

Sincerely,

Cassie Wilkins
Board Chair
Grants Pass School District 7

Nori Juba

2976 NW Underhill Pl

Bend, OR 97703

(541) 788-7872

Dear School Board Members and School Districts:

Please regard this letter as my highest recommendation for the work that McPherson and Jacobson completed in a Superintendent Search for the Bend La Pine School District in Bend, Oregon. The district serves over 18,000 students and is the fifth largest in the state. I served on the board for nearly twelve years and headed the search process as a Co-chair of the Board of Directors. I had also previously led another superintendent search for the district with a competitor national search firm that did a fraction of the work that M&J performed at the same cost.

The board's goal was to hire a firm that not only understood our aspirational goals but the culture and the challenges of our community. We expected the firm to deliver highly qualified candidates from around the country. We worked with Dr. Jacobson to provide us with a lead consultant that understood both our community and the educational practices of our district. We demanded a disciplined process that moved the heavy lifting from the board and the district to the firm. They delivered on all.

Our lead consultant actually developed relationships with our top candidates and was able to provide many valuable insights. He not only brought forth strong candidates but was able to steer us to the right decision through a structured process and a true understanding of our needs and goals.

I would be pleased to provide more details by phone or email (nori.juba@gmail.com).

Sincerely,



Nori Juba

AVID, Board of Directors

Bend La Pine Schools, Board of Directors (2005-2017)



Reynolds School District
Administration Offices
1204 NE 201st Avenue
Fairview, OR 97024
503.661.7200 • FAX 503.667.6932

April 26, 2012

To Whom It May Concern:

I am the Chair of the Reynolds School District, serve on the Board of a non-profit Women's Shelter, am a Consumer Arbitrator, a very active community advocate, and have extensive Executive and Human Resource Management experience. I am compelled to write on behalf of the firm McPherson & Jacobson's Executive Search Consultant Services.

This year our district contracted with the McPherson & Jacobson to conduct a national search to replace our retiring Superintendent. As promised, they delivered excellent, comprehensive services from start to finish. The fact that we were assigned a senior partner and two regional consultants created synergy and success in the process. Their multi-pronged protocols ensured that all stakeholders both internal and external experienced high levels of confidence in both the process and the outcome.

The range and quality of the service delivery was superior. From facilitating widespread community input for design and delivery of a professional search brochure, to national advertising, screening committee management, a survey, stakeholder forums and press releases our board, staff and community strongly supported the process and are very satisfied.

The individuals assigned to us were Dr. Tom Jacobson, Dr. Bill Dean and Mr. Rich Parker. Their varied skills and years of educational experience is an excellent match for any district. They spent tireless hours of support to address staff, citizen and community involvement concerns. They innovatively united diverse processes and combined their energies to accomplish our goals on an extremely tight timeline during a difficult time for our district. Through it all they remained highly organized, exhibited excellent verbal, written and interpersonal skills, while remaining versatile and reliable. Their services were not only strategic but enthusiastic, effective and solution oriented. They delivered results.

In conclusion, their professional services combined with a caring style made our search robust and effective. Your organization would be fortunate to have them provide the same service.

Please share this information with any parties that are interested or may affect decisions regarding this matter. If you require elaboration, please feel free to contact me. I would be happy to share more information.

Respectfully,

Theresa Delaney Davis

Theresa Delaney Davis
Chair

A great place for learning.

www.reynolds.k12.or.us/schools/