



**MSBA EXECUTIVE SEARCH SERVICES  
TO BE PROVIDED TO  
RED WING PUBLIC SCHOOLS**

December 6, 2022





*Where Minnesota School Boards Learn to Lead*

December 6, 2022

Anna Ostendorf  
School Board Chair  
Red Wing Public Schools  
2451 Eagle Ridge Drive  
Red Wing, MN 55066

Dear Chair Ostendorf and Members of the Red Wing Public School Board:

On behalf of the Minnesota School Boards Association, thank you for selecting MSBA to assist with your upcoming superintendent search. We will be honored to support you in seeking the most effective leader possible for Red Wing Public Schools, and look forward to working with you on this very important task.

As we move forward in the search process, MSBA will assist the School Board with crafting the district's leadership profile, determining stakeholder involvement, interview processes and procedures, and guiding the Board through understanding the impact of Minnesota's Open Meeting Law, Government Data Practices Act, and data requests on search activities. Although MSBA will conduct the logistical 'heavy lifting' required of any search, the RWPS School Board will take ownership not only of all decisions along the way, but also of crafting the search to best serve the needs of your district's students, staff, and community.

Please see the following information for an overview of how MSBA will provide search services to your district over the coming months. This information, coupled with the upcoming "Hiring the Right Superintendent" workshop will provide a strong base of understanding for school board members about the search process. Please make note of any questions you have regarding this material, as we will thoroughly address these at both the workshop on December 27 and planning meeting to be held January 3, 2023.

Thank you again, and please feel free to contact me anytime if you would like more information. My email is [bdorn@mnmsba.org](mailto:bdorn@mnmsba.org), and cell phone is 507-508-5501.

Sincerely,

Barb Dorn  
MSBA Director of Leadership Development and Executive Search

# TABLE OF CONTENTS

## Superintendent Search for Red Wing Public Schools

INTRODUCTION and TESTIMONIALS	1
PLANNING THE SEARCH and HIRING CRITERIA	2
STAKEHOLDER INPUT	3
ADVERTISING and RECRUITING	4
INTERVIEW PREPARATION	5
SCREENING, MSBA VETTING, and FINALISTS SELECTION	6-7
CONTRACT and FOLLOW-UP SERVICES	8
SUMMARY OF SEARCH SERVICES	9
FEE FOR SERVICE, SATISFACTION GUARANTEE, and WORKSHOP	10-11
WHY MSBA?	12-13
TENTATIVE TIMELINE	14
MSBA-LED SEARCHES and SEARCH REFERENCES	15-18

## Search Team — MSBA Staff

BARB DORN	19
JOHN WARD	20
AMY JORDAN	21
GARY LEE and AMY FULLENKAMP-TAYLOR	22
SHELBY HERRERA and BRUCE LOMBARD	23
MARIA SHINABARGER and JOEL STENCEL	24

## Search Team — MSBA Service Providers

LEE WARNE and TERRY QUIST	25
JEFF OLSON and DAVE THOMPSON	26
CONNIE HAYES and PAUL CARLSON	27
CRAIG MORRIS and RENAE TOSTENSON	28
GARY KUPHAL and STEVE NIKLAUS	29
SANDI NOVAK and BILL TOMHAVE	30
BRUCE KLAEHN	31

## NASS — A National Search Resource

NATIONAL AFFILIATION OF SUPERINTENDENT SEARCHERS	32-34
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### Prepared for

Red Wing Public Schools  
Board Members

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# INTRODUCTION

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

The Minnesota School Boards Association (MSBA) is pleased to assist the School Board of Red Wing Public Schools with your upcoming superintendent search process. MSBA has been serving Minnesota school boards for over 100 years, and as a result brings a strong school board perspective to the search and has a vested interest in helping your School Board find and hire the best person for its superintendent.

MSBA-led searches are based on one clear premise: all searches are conducted through the lens of School Board leadership. Throughout the search the MSBA search team will professionally handle all details and guide the School Board through the process. The MSBA 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 SERVICES

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

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

*"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."*

*- Nancy Denzer, Board Chair, Winona Area Public Schools*

*"We had a great experience utilizing MSBA for our district's search. They helped us focus on what we wanted in a superintendent, and their process brought clarity and harmony to the board table. Throughout the process we relied heavily on MSBA's understanding of our board's needs and expectations, and as a result they helped us find the best possible fit. Our board would unanimously recommend using MSBA for your district's search."*

*- Dean Anderson, Board Chair, Alexandria Public Schools*

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

*- Mike Reynolds, Board Chair, Willmar Public Schools*



# PLANNING THE SEARCH AND HIRING CRITERIA

## Initial Planning Meeting

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

For Red Wing Public Schools, we will begin the search by board members participating in MSBA's "Hiring the Right Superintendent" workshop. This workshop is often utilized as a kick-off to the planning meeting, providing board members with a solid foundation of what to expect during the entire search process. The accompanying booklet will be mailed to the District for distribution to board members in advance of the workshop, as it has proven to be a valuable resource and useful tool to help lay the groundwork for a successful search.

## Determining Hiring Criteria and Leadership Profile

An important initial step in the search process is to identify the personal and professional skills and attributes the School Board most desires in a superintendent, which, in turn, will provide the basis for the position leadership profile and hiring criteria. This information is then included in the vacancy brochure for candidates to review in order to help them determine their level of interest in the opportunity .

MSBA recently shared a survey link with current board members to help identify Red Wing's hiring criteria to include in the brochure. This profile will then be used throughout the duration of the search as a guideline for selecting finalists, crafting interview questions, and evaluating superintendent candidates to help find the right leader for Red Wing Public Schools. In other words, the leadership profile serves as a beacon to help guide the School Board in its search from beginning to end.



# STAKEHOLDER INPUT

## Stakeholder Input

Several stakeholder involvement-related opportunities are included in the search package. These opportunities include:

- an online **survey**, open to all staff, parents, students, community members, and district stakeholders
  - ◇ This survey will include gathering quantitative information regarding stakeholder priorities for candidate background, skill set, experience, and personal characteristics.
  - ◇ It will also include gathering qualitative information through several open-ended questions regarding the opportunities and challenges facing Red Wing Public Schools, and what type of individual could most effectively lead the District.
  - ◇ This survey will be offered in multiple languages per the District's request, as well as hard copies to ensure access for those unable or uninterested in taking the survey electronically.
- an **informational Q&A session** for staff and community members regarding the superintendent search process. This session is hosted virtually by MSBA, and is recorded to ensure all district stakeholders have access to accurate information regarding search processes and expectations. The recording will then be made available on the District website throughout the duration of the search. Launched at the beginning of last year's search season, these **Q&A with MSBA** sessions have proven to be one of the most effective tools a district can utilize to increase both the credibility and transparency of their search. Through leveraging the power of sharing information, these unique and proprietary Q&A sessions have solidified MSBA's reputation as a provider of clear, accessible, and stakeholder-inclusive superintendent search services.
- possible **Focus Groups** or **Listening Sessions** conducted across stakeholder constituencies. These traditional methodologies of collecting stakeholder feedback have become less common in MSBA-led searches over the past two years, due to important lessons from the pandemic regarding the value of 24/7 stakeholder access to the survey as the initial (and potentially sole) early feedback opportunity. The availability and anonymity of this survey offers a contrast to the challenges of traditional focus groups or listening sessions, where inequities can result from stakeholder access (or lack thereof) to participate. That being said, these sessions can also provide a valuable opportunity for districts to host conversations with groups across the community who may benefit from personal outreach regarding the search as well.
- finally, stakeholder **Input Forums** with finalists may be offered in conjunction with the second round of interviews. Several options regarding the structure of Input Forums will be provided to the Board for consideration, along with a review of the opportunities and pitfalls tied to involving stakeholders in the interview process. If selected as an option, MSBA will also train Input Forum participants to ensure adherence to all legal requirements involved in the superintendent search process.

Without question, stakeholder input throughout the superintendent search process is critical to its success. The key component is always "expectation management," and all options should be carefully considered by the School Board before initiating a search. MSBA will guide this conversation at the planning meeting to ensure the best possible decision is made regarding stakeholder input for RWPS's superintendent search process.



# ADVERTISING AND RECRUITING

A national search is often desired by districts interested in casting the widest net possible for potential candidates. At MSBA, all of our searches are “national” through the National Affiliation of Superintendent Searchers (NASS). The NASS is comprised of more than 100 superintendent search consultants representing thirty-nine (39) state school boards associations who assist their peers in other states by providing access to nationwide job postings through Revelus (a proprietary, nationwide application database), as well as 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 across the United States.

As part of MSBA’s recruiting efforts, we will also work with the School Board to develop a color brochure to advertise the position. This brochure is known as a vacancy announcement, and it will be made available to the district in electronic format to facilitate posting on the district’s website or affiliated sites. MSBA will also post this announcement on the following job opportunity sites:

- Minnesota School Boards Association (MSBA). NOTE: our superintendent job openings page receives more than 6,000 hits per month during search season, including many from out-of-state applicants
- Minnesota Association of School Administrators (MASA)
- Minnesota EdPost (hosted by St. Cloud State University)

In addition, the search team will directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Charter School Directors, Principals, Assistant Principals, and Cabinet Members throughout Minnesota to inform them of the vacancy and application procedures. Emails are sent directly to these individuals at regular intervals throughout the search to sustain and heighten interest in your position.

Finally, at the direction of the School Board, other advertising sites such as those listed below may be utilized to promote the position and recruit applicants. In that case, any additional advertising costs must be approved by the School Board and borne by the school district. These additional sites may include:

- Top School Jobs (EdWeek)
- American Association of School Administrators (AASA)
- National Alliance of Black School Educators (NABSE)
- National Indian Education Association (NIEA)
- Association of Latino Administrators and Superintendents (ALAS)



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



# 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 visits (if needed). Interview training will include information to help School Board members conduct interviews in open sessions as required by state law, as well as abide by all requirements of the Data Practices Act.

The search team will also help the School Board develop interview questions that fit the leadership profile and hiring criteria, that do not violate the law either directly or indirectly, and that standardize the interview process to ensure a level playing field for all candidates. In addition, the search team will assist the School Board with planning second interviews, additional reference checks, and site visit questions (if needed).

Because hiring the superintendent is the School Board's role, MSBA recommends that only its members participate in the finalists' interviews with the Board. If the School Board decides to involve non-school board members in the interview process, however, the search team will help the School Board develop an **Input Forum** process that makes clear the advisory nature of the non-school board members' roles. As discussed earlier in this proposal, the search team will also provide guidelines and training for the non-school board members, and review all questions submitted by Input Forum members. By following these recommendations, the School Board is able to standardize the interview questions and format, provide more control over the selection process, and reduce the school district's risk of liability.

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





# SCREENING, MSBA VETTING, AND FINALISTS SELECTION

## Screen Applications, Vet Candidates, and Select Finalists

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

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

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

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



# MSBA'S APPLICANT VETTING PROCESS

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

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

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

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

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

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

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

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



# CONTRACT AND FOLLOW-UP SERVICES

## Decisions, Contract, and Announcement

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

## Transition Plan and Follow-up Services

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

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

- assist in developing a transition plan for the new superintendent;
- facilitate a post-hiring workshop to develop goals and/or performance expectations for the School Board and superintendent after the new superintendent begins work in the school district;
- visit the new superintendent during their first year of school district employment; and
- be available to answer the new superintendent's and the School Board's questions during the transition and beyond via phone, email, workshop, etc.

NOTE: There is no additional charge for any of the above transition services.



# SUMMARY OF SEARCH SERVICES

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

## The MSBA Search Team will:

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

\* Designates in-district meetings, if possible.

\*\* Designates virtual meetings. However, at the Board's request in-district meetings may be substituted for an additional \$300 per meeting.



## ESTIMATED FEE FOR SERVICE

The estimated professional fee for this search proposal shall not exceed **\$13,900**, which includes the search team's time and all expenses. Additional fees the school district may incur above the professional fee include advertising beyond the venues noted on Page 3 (see below), school board member stipends, expenses associated with finalists' interviews, and School Board members' site visits (if needed). The level of services and fee included in this proposal are negotiable based on the School Board's needs.

### **NOTE: Hiring the Right Superintendent workshop**

As discussed with RWPS School Board on December 5, 2022, MSBA will also present MSBA's superintendent search workshop as a kickoff to the process. There will be **no additional charge for this workshop** (value is \$1,395). Information regarding workshop content is included on the following page.

## ADDITIONAL FEES: A LA CARTE OPTIONS

**NATIONAL ADVERTISING SITES:** As referenced on Page 3, additional advertising is available on the following sites at no additional mark-up:

- American Association of School Administrators (AASA) - 30 days @ \$559; 60 days \$799
- National Alliance of Black School Educators (NABSE) - 30 days @ \$250
- Association of Latino Administrators and Superintendents (ALAS) - 6 weeks @ \$250
- National Indian Education Association (NIED) - 8 weeks @ \$80
- Top School Jobs (EdWeek) - 30 days @ \$495
- Other sites as requested by the School Board

**BACKGROUND CHECKS:** Criminal background checks, as well as verification of employment, educational credentials, and professional licensure are also available for final candidates at a cost of \$395 per person.

### Satisfaction Guarantee

MSBA will conduct the Red Wing Public Schools' 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 during the first year of the new superintendent's contract the School Board releases the superintendent, MSBA will conduct a second superintendent search for no additional fee. However, the School Board would be responsible for new direct expenses, if any, incurred by MSBA for the second search.



# HIRING THE RIGHT SUPERINTENDENT - WORKSHOP

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

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

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

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

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



# WHY MSBA?

MSBA believes the following distinguishing features truly differentiate our services from other firms in both the philosophy and implementation of executive search services, and we look forward to providing them to RWPS.

## 1. LENS OF SCHOOL BOARD LEADERSHIP

MSBA's process is school-board driven, and every step is viewed through the lens of board leadership. We understand not only best practices of conducting an executive search, but also the myriad of challenges and opportunities facing school boards today. In addition we understand how to balance Minnesota's Open Meeting Law with our state's Data Practices Act, the increasing pressure on public education to provide an equitable education to each and every student, the impact of data requests on board work, and the vital leadership role a school board must fill in finding its next superintendent. MSBA is your association, and as a result we place the interests of school boards at the forefront of everything we do.

## 2. TRANSPARENCY AND COMMUNICATION

Every facet of a superintendent search depends upon clear and open communications amongst the school board, search firm, and the public. To help ensure success, MSBA sets expectations early in the process through our *Q&A with MSBA* session. We also believe in sharing all applications with the school board to assist you in making the most informed decisions possible. Because this is *your* search, as the hiring authority you are entitled to review every application for your district's superintendent position. MSBA understands the additional work this creates for the district's search firm, but in the interest of transparency we are committed to taking the steps necessary to ensure you have access to the entire applicant pool. In sum, our ability to conduct the labor-intensive search legwork, yet guide the process clearly and appropriately, empowers school boards to confidently take ownership of finding the best superintendent candidate to lead their district.

## 3. NO HIDDEN FEES

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

## 4. POST-HIRING SUPPORT

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



## WHY MSBA? (FROM OUR CLIENTS)

***A bonus to working with MSBA is the expertise provided in the search process AND the expertise they have in school board law and process.***

- Board Chair, Rochester Public Schools

***MSBA was both easy to work with and made a daunting process manageable and enjoyable. I believe it also helped draw our board closer.***

- Board member, Byron Public Schools

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

- Board member, Rochester Public Schools

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

- Board member, Bloomington Public Schools

***MSBA's work allowed the board to focus on the candidates' applications, their strengths and weaknesses, and their letters of support. MSBA's experience provided much-needed guidance while remaining neutral, allowing the board to make all of the decisions.***

- Board member, Cook County ISD 166

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

- Board member, Intermediate School District 917

***MSBA assisted with every step in the process and provided guidance to ensure we held a fair and equitable search. As a board member, it was reassuring to know they were there to help us select the best candidate while also following all of the rules and ethical standards required of us. I would recommend MSBA to any school district having to hire for these critical positions.***

- Board member, Houston Public Schools

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

- Board member, Austin Public Schools

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

- Board Chair, Bloomington Public Schools





# TENTATIVE TIMELINE

## Late December 2022 to Mid-February 2023

- MSBA presents “Hiring the Right Superintendent” workshop on December 27, 2022 to help lay the foundation for a success search. Booklets will be mailed to the District in advance of the workshop.
- School Board holds initial planning meeting with MSBA on January 3, 2023 to establish the search timeline, review hiring criteria, identify district’s position in the marketplace, determine advertising venues, discuss stakeholder involvement, and finalize all processes and procedures for conducting the search.
- School Board approves all advertising materials, including hiring criteria and vacancy brochure.
- MSBA search team finalizes application procedures and advertises the vacancy.
- MSBA hosts an informational Q&A session regarding superintendent search process.
- MSBA’s search team collects stakeholder input through qualitative and quantitative data survey, as well as focus groups and listening sessions (if requested by the Board).
- MSBA prepares a summary of stakeholder input for Board to review and integrate into the search process.

## Mid-February 2023 to Mid-March 2023

- MSBA search team continues to receive applications.
- MSBA search team conducts initial screening of applicants.
- MSBA search team conducts preliminary verification of references, pre-interviews, and vetting of applicants.

## Mid-March 2023 to Late March 2023

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

## Late March 2023 to Early April 2023

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

## Mid-April 2023

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

## July 1, 2023

- Superintendent reports to work.



## 2021-2022 MSBA-LED SEARCHES

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

## MSBA 2021-2022 SEARCH SERVICE REFERENCES \*

\* MORE AVAILABLE UPON REQUEST

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



## 2020-2021 MSBA-LED SEARCHES

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

### Member districts:

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

## MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2020-2021 SEARCHES (MORE AVAILABLE UPON REQUEST)

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



## 2019-2020 MSBA-LED SEARCHES

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

## MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2019-2020 SEARCHES (MORE AVAILABLE UPON REQUEST)

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



## 2018-2019 MSBA-LED SEARCHES

- Badger Independent School District
- Bagley School District
- Barnesville Public Schools
- Buffalo Lake-Hector-Stewart Schools
- Cannon Falls Area Schools
- Central Public Schools
- Fosston School District
- Greenbush Middle River School District
- Jackson County Central School District
- Kaleidoscope Charter School
- Lake Park Audubon Schools
- Lester Prairie Schools
- Lynd Public Schools
- Morris Area Schools
- Red Rock Central Public School District
- Roseau Community Schools
- Warroad Public 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
- 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 Area 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
- St. Louis County Public Schools
- Tri-County Public Schools
- Ulen-Hitterdal Public School District
- Underwood School District
- Willmar Public Schools
- Winona Area Public Schools
- Wright Technical Center
- Yellow Medicine East Schools



# SEARCH TEAM — MSBA STAFF

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

## ▪ **BARB DORN**

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

### **WORK HISTORY**

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

### **RELEVANT WORK EXPERIENCE**

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



# SEARCH TEAM — MSBA STAFF

## ▪ JOHN WARD, JD, Ph.D

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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



# SEARCH TEAM — MSBA STAFF

## ▪ AMY JORDAN

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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





## SEARCH TEAM — MSBA STAFF

### ▪ GARY LEE

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

#### WORK HISTORY

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

#### RELEVANT WORK EXPERIENCE

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

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

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

#### WORK HISTORY

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

#### RELEVANT WORK EXPERIENCE

- School board in-services: Negotiations, Leadership Foundations—School Finance and Management
- Presenter — MSBA workshops, seminars, and conferences:
- Analyze superintendent employment contracts and licensed and non-licensed master agreements
- Presenter at other professional workshops and conferences



# SEARCH TEAM — MSBA STAFF

## ▪ **SHELBY HERRERA**

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

### **WORK HISTORY**

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

### **RELEVANT WORK EXPERIENCE**

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

## ▪ **BRUCE LOMBARD**

Bruce has more than 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 proposal and advertising materials



# SEARCH TEAM — MSBA STAFF

## ▪ MARIA SHINABARGER, JD

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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

## ▪ JOEL STENCEL, CPA

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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



# SEARCH TEAM — MSBA SERVICE PROVIDERS

## ▪ LEE WARNE, Ed. S.

Lee has 48 years of experience in education, including serving as a 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

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

### RELEVANT WORK EXPERIENCE

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

## ▪ TERRY QUIST, Ph.D.

Terry has more than 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 H.S., 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

## ▪ JEFF OLSON, Ph.D.

Jeff has over 45 years of experience in education, including serving as a Curriculum Director, High School Principal, Superintendent of Schools, consultant to the Minnesota School Boards Association and as an educational consultant to Minnesota school districts. Jeff has received numerous regional and state leadership awards, including being named as the 2013 Minnesota Superintendent of the Year and receiving the 2020 MASA Polaris Leadership Award.

### WORK HISTORY

- Minnesota Valley Education District: Interim Executive Director (2020-2021)
- Saint Peter Public Schools: Interim Superintendent (2019-2020)
- Saint Peter Public Schools: Superintendent of Schools (2003-2014)
- Saint Peter Public Schools: High School Principal (1993-2003)
- Saint Peter Public Schools: Curriculum Director (1988-2003)
- Saint Peter Public Schools: Teacher/Coach (1975-1988)

### RELEVANT WORK EXPERIENCE

- Facilitated strategic planning sessions and superintendent search services in numerous Minnesota districts
- Led school district facilities planning and construction projects in several Minnesota school districts
- Served as a mentor to new superintendents at both a regional and state level

## ▪ 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 organization committees.

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

- Led four successful operating levy campaigns and two successful bond levy campaigns.
- Led and implemented district's long-range facility plan
- Coordinated and participated as a mentor in the SEMASA Superintendent's Mentor/Mentee program



# SEARCH TEAM — MSBA SERVICE PROVIDERS

## ▪ CONNIE HAYES

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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

## ▪ PAUL CARLSON

Paul has 37 years of experience in education as a teacher, principal, and 20 years as a superintendent. He is committed to delivering effective guidance for educational excellence to ensure optimal education opportunities for all students.

### WORK HISTORY

- ACGC Public Schools: Interim Superintendent
- Hancock Public Schools: Part-time Superintendent (3 Years)
- New London-Spicer Schools: Superintendent (17 years)
- New London-Spicer Schools: High School Principal
- Sleepy Eye Public Schools: High School Principal
- Sleepy Eye Public Schools: Business Education Teacher

### RELEVANT WORK EXPERIENCE

- Implemented long-range planning and goal-setting processes gathering community input and student achievement data resulting in facilities maintenance and energy project.



# SEARCH TEAM — MSBA SERVICE PROVIDERS

## ▪ CRAIG MORRIS

Craig is a culturally-aware and highly-strategic Diversity, Equity and Inclusion and Human Resources administrator. With over twenty years of direct support of national executive recruitment and retention efforts, Craig has dedicated his career to ensuring fair, innovative, equal access, and equity compliance programs. Knowledgeable in the principles and practices of policy creation, Craig has assisted metro and rural school boards to improve channels of communication in order to serve constituents and stakeholders exceedingly well. He is also known for building trust and credibility among diverse communities by utilizing his skills to work with people from different socio-economic, racial and ethnic backgrounds. Craig has served as an elected or appointed official in Minnesota for more than 22 years and on the Boards of Directors for a multitude of community organizations, commissions and councils.

### WORK HISTORY

- Saint Paul College – VP Human Resources and Employee Equity
- Ray and Associates – Superintendent Search National Recruiter
- Metropolitan State University – Sr. Director, Equity, Inclusion and AA
- University of Wisconsin, Madison – Director of Academic and Global Programs
- University of Wisconsin, River Falls – Inclusion Officer
- Qwest Communications Int'l – Human Resources Director

### RELEVANT WORK EXPERIENCE

- Restorative Justice Facilitator
- Cultural Diversity Trainer, NATL. Training Laboratories (Cape Cod Inst.)
- Conflict Resolution – providing services to metro and rural districts in Minnesota and Wisconsin

## ▪ RENAE TOSTENSON, Ed.S.

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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



# SEARCH TEAM — MSBA SERVICE PROVIDERS

## ▪ GARY KUPHAL

Gary has 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
- La Crescent-Hokah Public Schools: Middle School Principal
- Henderson School District: High School Principal
- Henderson School District: Counselor
- Cleveland School District: Counselor
- Union-Whitten School District (Iowa): Teacher

### RELEVANT WORK EXPERIENCE

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

## ▪ STEVE NIKLAUS

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

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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





# SEARCH TEAM — MSBA SERVICE PROVIDERS

## ▪ 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

## ▪ BILL TOMHAVE, Ph.D.

Bill has more than 45 years of extensive experience in education starting as a high school mathematics teacher and including 40 years in higher education involved with teacher preparation. Bill was elected to the Moorhead Area Schools Board of Directors in 2001, serving through 2018.

### WORK HISTORY

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

### RELEVANT WORK EXPERIENCE

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



# 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
- Mentor of new superintendents in southeast Minnesota



# NATIONAL AFFILIATE OF SUPERINTENDENT SEARCHERS



August 2022

Dear School Board Members:

You are preparing to start a process that will culminate in your board making one of the most significant decisions of your school board tenure – selecting a superintendent. No other staff member is likely to have more long-term impact in your district. Choosing, not only the most highly qualified individual, but one who also represents the ideal fit in your community will be critical. For this and many other reasons, we believe your state school board association’s superintendent search service is best qualified to facilitate your superintendent search.

The members of the National Affiliation of Superintendent Searchers (NASS) – which includes the search consultant(s) from your state school board association – stand ready, as the most experienced network of search professionals in the United States, to execute a national campaign to find your district’s next superintendent. NASS consultants are located in 39 states and include more than 100 professional superintendent search consultants who exclusively represent the best interests of school boards 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 your state and local laws, knows your district, and understands* that each search is unique. They know your school board wants a customized search to meet your community’s specific needs. They also understand the importance of maintaining 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, relying on a member of your local NASS team is your first step toward realizing that goal!

Sincerely,

*Michael Adamson*

Michael T. Adamson, Ed.D. (IN)  
NASS Chairperson





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

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

