

Morrow County School District
Superintendent Search 2021-22
October 6, 2021

Proposal

OREGON SCHOOL BOARDS ASSOCIATION



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October 6, 2021

Becky Kindle, Board Chair
Morrow County School District
235 E Stansbury St
Heppner, OR 97836

Re: Superintendent Search - 2021-22

Dear Ms. Kindle and Board of Directors,

INTRODUCTION

We are submitting this Proposal to the Morrow County School Board of Directors for the Executive Director search with the position beginning work no later than July 1, 2022. While we have included information about our search services, prior searches and what the Morrow County School District search might include, we want to emphasize that each of our executive searches can be customized to meet the school's needs and maximize use of the school's resources.

OSBA has a long history of providing an array of comprehensive services to its members - Oregon school boards. In addition to the search process, OSBA can provide customized services to support the new leadership team - Board and Director.

For this search **Milt Dennison** will be the lead consultant with **Sarah Herb** providing support where needed. During the search you may be introduced to other members of our search team, as needed. Biographies for each consultant on our search team are enclosed. Annually, we assist with searches for about 10-15 superintendent and other executive director positions in Oregon.

Our fundamental beliefs about a successful executive leadership search revolve around three core principals - Relationships, Recruiting, and Results.

RELATIONSHIPS

Successful searches are not the result of having a remote headquarters in a big city in another state which handles all the core search services. On the contrary, director searching is about local connections, networks and easy access to all elements of the search process. Building a strong relationship with the board and other relevant stakeholder groups is a key characteristic of our success in superintendent/director searches. We focus on:

- Community, staff and student engagement to develop the search criteria
- Frequent and thorough coaching, training, facilitation and reporting with the Board
- Strict attention to candidate confidentiality to safeguard their current positions
- Involving staff and community in appropriate search activities asking for their advice
- OSBA provides board development/training to follow up after the search
- Simply, working harder than other search organizations

In most candidate fields for medium-sized districts and larger about 30-40% of the candidates are typically diverse candidates depending on one's definition of diversity. This high percentage is attributable to regular contact by direct e-mail with virtually all school administrators in most states with high numbers of diverse education administrators, e.g., California, Texas, Nevada and New Mexico. This marketing strategy is supplemented by also networking with associations representing diverse candidates such as Oregon Association of Latino Administrators (OALA) and placing job vacancy advertising on their websites.

Our philosophy about director searches is slightly different from other search firms and associations. Basically, we want to become the District's search partner, not just serve as consultant and supervise a process - a subtle, but important difference in our working relationship. **Together** we look for the right candidate.

RECRUITING

Here is where we differ significantly from other search organizations and national search firms. We **do not** just bring forward to the Board a group of our favorite candidates/applicants who have signed up with the firm to find a job. Instead, we reach out via e-mail messages directly to the computer screens, tablets and smart phones to over 40,000 superintendents, school administrators, and education college faculty across the country, with heavy emphasis on the western United States. This method of communication and marketing for positions has proven to be enormously successful. We also take full advantage of electronic social media to recruit candidates and advertise and recruit regionally and nationally in a more traditional sense by posting on online educator job boards. Not only do we passively recruit by posting/advertising the position, but we also actively recruit viable candidates with direct e-mail communication and telephone calls.

RESULTS

Our method of recruiting has resulted in candidate fields significantly larger than our competition and we deliver to the Board **all** qualified applications for review, not just a select few. We report actual applications and not merely candidates who expressed interest or submitted an inquiry. Over the past 5 years the average-size search fields for districts looking for a full-time superintendent/director has ranged from 20-30 applicants for each position. If working together we do not find a suitable fit for your district in the initial candidate field, we simply keep working the project until someone acceptable is found.

Our search experience for Oregon school superintendent/director searches is unmatched. OSBA has conducted over 500 executive searches for school districts, charter schools, education service districts, community colleges and other state agencies since 1984. **We know and serve the state of Oregon better than anyone in the business.** We are committed to your success!

TRANSITION PLAN

Because the first year is so critical for setting the tone of professional relationships, OSBA, in conjunction with Coalition of Oregon School Administrators (COSA), provides a unique collaboration designed to support the Director and Board. OSBA will meet with you and your new chief executive to:

- a) Review your district's vision, mission and goals (strategic plan) with the new Board and Director team
- b) Design effective communication and PR strategies designed to introduce your new executive to the community
- c) Discuss the roles and responsibilities of the Board and Director
- d) Create an effective operating agreement
- e) Establish/review the Director's performance evaluation system and timeline.

PRICE

Based on the scope of work anticipated for this search, the **Base Fee** price for a full-service Consultant supervised search as described in the Search Overview later in this Proposal is **\$9,975.00** which includes a standard package of advertising and up to 9 hours of professional development for the Board and new Director. **Reimbursable expenses** incurred by the Consultants **are additional** which typically include travel, lodging, and meals.

Please circulate this Proposal to the Board for their consideration. We want to help find a difference-maker for your District. We are available to answer questions related to a director search in general and this Proposal specifically. For additional information, please do not hesitate to ask.

Best Regards,



Steve Kelley

Director of Board Development and Executive Searches
Oregon School Boards Association
503-588-2800

SECTION A

Proposed Search Plan



Search Process Overview

All searches conducted by Oregon School Boards Association are customizable to meet the needs of the School/District and a specific calendar is developed in the Planning Phase to fit the School/District's schedule. For illustration purposes, a "sample" search might include the following components along with a projected general timetable that positions the School/District in the candidate market at the time needed for optimal exposure to prospective candidates.

DATE

ACTIVITY

Planning Phase

Nov, 2021

Search organization and planning meeting with Consultant(s), Board
Board and Board Secretary (probably during regular board meeting)
Scope of work
Develop draft search calendar
Discuss search literature and marketing strategy Identify
advertising/posting targets
Identify application requirements

Qualifications Phase

Nov, 2021

Conduct survey for candidate qualifications, criteria and candidate profile with
some or all of the following groups:
Community & business leaders Local government leaders
Union leaders
Administrators Teachers Classified staff
Confidential staff Student leaders

Board meeting (public meeting - open session)
Report results of candidate qualifications process
Take public input on qualifications
Board adopt qualifications
Board adopt search calendar
Board declare position vacant
Adopt salary range (Consultant provides salary comparison)

Advertising Phase

Dec - Feb, 2022

Consultants prepare search literature and post the position

Open the application period

Post notice of vacancy on District website

Distribute notice of vacancy to direct e-mail distribution list
Over 40,000 educators nationwide
Focus distribution on Western US

Advertise vacancy on association and search websites
OSBA included in contract price
COSA included in contract price
WASA included in contract price
LinkedIn notice to connections
Others as agreed with Board

Recruitment Phase

Dec - Feb, 2022

- Consultants recruit candidates
 - Distribute application packets to prospective candidates
 - Correspond with prospective candidates
 - Receive, process and organize applications
 - Board appoints screening committee

- Close application period
 - Consultant assembles applications and screening packets

Screening Phase

Feb - Mar , 2022

- Board meeting (public meeting - open session)
 - Screening group and Board training for application review
 - Begin reviewing applications (executive session)

- Continue reviewing applications individually

- Special Board meeting
 - Debrief screening results (executive session)
 - Identify interview candidates (executive session)
 - Interview training for Board (public session)
 - Board conducts social media and internet checks
 - Organize initial candidate interviews (public session)

Interview Phase

Mar - Apr, 2022

- Board meeting (executive session) (exact dates/times TBD)

- Conduct initial interviews with selected candidates

- Board meeting (executive session) (after last interview)
 - Debrief candidate interviews
 - Select finalist(s)

- Consultant notifies finalists

- Board and Consultants conduct reference checks
 - Telephone contact with references
 - Internet searches
 - Licensure investigation
 - Organize site visits in finalists' home district

- Organize "day in the district" for finalists
 - 2nd interviews with board (executive session)

Selection Phase

Apr - May, 2022

- Board meeting (executive session)
 - Debrief "day in the district,"
 - 2nd interviews, ref. checks
 - Select new Director

- Board negotiate contract with "top choice" candidate
- Announce selection of new director

- Board meeting (public meeting - open session)
 - Formal contract offer to "top choice" candidate
 - Introduce new Director

July 1, 2022

- Director begins work

TBD, 2022

- Board/New Director Development Workshop and Transition Plan



Frequently Asked Questions

1. What are the key elements in your process?

Answer:

Key elements of our search process are:

- flexibility in the process
- stakeholder involvement to build support for the selection
- spending more time in the district than other search firms
- keeping the Board involved and informed at every step
- partnering with district to maximize use of available resources
- recruiting – not just advertising the position
- sticking with the search until we find the “right fit”
- working harder for your search than other consultants

2. How is your process different than other executive search firms?

Answer:

The steps in a search process for most consultants are relatively similar. However, one important difference is our commitment to **your** search. We are not like a Costco of search consultants where volume counts. We are more of a boutique search firm specializing in customer service. We do not simply want to find a new director. We want to help you find a difference-maker who is the right fit for **your** district.

3. Do you prepare and mail a print brochure advertising the vacancy?

Answer:

Preparing a print brochure advertising the position and promoting the school district and community is just not current reality. We have the graphics design capacity to create a first quality electronic brochure instead. In the last few years, no candidates have asked for a mailed print brochure. We prepare a colorful brochure about the position and the district suitable for electronic distribution and, if necessary, print a copy on request.

4. Describe the role of the School Board in the screening/selection process?

Answer:

Ultimately, the Board makes the decision about who to interview after screening the applications. However, we strongly encourage the Board to seek the advice of a screening committee whose composition might include administrators, other staff, and parent/community representatives. An effective screening committee size might be 15-18 others in addition to the Board members.

Usually, the Board members conduct the initial interviews. Sometimes, a few members of the screening committee are observers during the interview process. Observers do not ask questions - just observe. More eyes and ears during the interviews often result in a richer discussion by the Board when narrowing the field of interviewees to finalists.

5. How do you recruit quality candidates for the position?

Answer: The range of advertising for a vacancy posting is a part of the planning process for each search. The vacancy will be posted in a traditional manner state-wide, regionally and nationally, as the Board chooses. We have multiple options for regional and national advertising. These traditional posting opportunities include multiple diversity group job placement websites to be sure minority candidates are aware of the vacancy. But we do more.

In addition to posting widely, we directly notify superintendents and other administrators in Oregon, Washington, Idaho, Montana, Utah, Alaska, Nevada, Wyoming, Colorado, Arizona, New Mexico, Texas, California and other states about the vacancy by electronic message. We also send the electronic messages to the faculties for colleges of education in the western U.S and other highly regarded colleges of education. The list of direct marketing groups grows each year. Currently, we have approximately 40,000 prospective candidates and other educators in our e-messaging data base. This approach puts the availability of the position directly in front of prospective candidates on their computer screens, tablets or smart phones. Because we use an e-marketing service for the vacancy announcements, the notification can be sent multiple times and will be sent at least twice during the application period.

Unlike some other search firms, we will also directly recruit candidates who might fit the profile the board seeks for its next superintendent. We network with superintendents about other qualified candidates who we will also contact. In other words, we work the phones and e-mails.

6. What involvement will District staff have in the search process? How much time will this take away from their other duties?

Answer: The short answer is that the search process generally takes very little of the staff's time. The work of the search process is largely an activity for the Board, consultant and Board Secretary. Since the search for a superintendent often involves candidates who need confidentiality in the early stages, keeping the application process off-site with a consultant provides the candidates some comfort that their names will not be exposed prematurely to the existing staff. However, administrators and other staff or their representatives may be involved at various stages that might include:

- communications coordination
- implementing a marketing strategy
- interviews and focus groups for desired qualities and qualifications
- participation on a committee to screen applications
- observe candidate interviews
- accompany a finalist for a "day in the district"

7. What items are usually included in “costs and expenses” related to the search?

Answer: The amount for costs and expenses the District can expect to spend (both District and consultant combined) varies depending on the scope of advertising, the geographic location of interview candidates, and the resources the District has available to assist with the search. However, as a “general rule” for most searches, the District can expect to spend an amount equal to no more than one-half the search fee for additional costs and expenses. However, in our experience the “costs and expenses” are frequently substantially less than the general rule usually not exceeding \$2,000-\$3,500 total even for larger districts.

Typical items of expense are:

- Fees for advertising/posting of vacancy
- Travel expenses (mileage, meals, lodging) for consultant
- Interview candidate transportation and lodging costs

8. How will our community and staff be involved in the search?

Answer: Community and staff engagement is a vital part of a successful superintendent search. Typically, we arrange a series of meetings with community groups, staff, students and others to explain the search process. At that meeting we also solicit suggestions and comments about the characteristics sought in the next superintendent. For those unable to attend one of the meetings, we provide an online survey with the same questions. We telephone interview local business and community leaders for the same purpose. This information is presented to the Board in a consultant’s report to be used when deciding the qualities and profile characteristics sought for the new superintendent. Community members and staff will often also serve on the screening committee for applicants and participate as observers for interviews. When the finalist candidates are invited to the district for a “day in the district,” the community and staff will have an opportunity to interact with the finalists and report their observations.

9. How do you take advantage of technology and social media to aid in the search?

Answer: We use electronic technology when it provides effective assistance in marketing the vacant position, contributes to finding the right fit, and is user-friendly. For example, we market the vacant position taking full advantage of a multi-media approach that includes online job postings, website information, online surveys, e-marketing and social networking. However, while we sometimes accept online applications from those candidates who choose that method, we also accept applications electronically in PDF format, traditional mail/UPS/FedEx, and personal delivery of a hard copy. In this respect we are candidate friendly. For some searches we set up an all-electronic application screening process allowing the application reviewers to do their work at their convenience. Note: this method requires extraordinary precautions to maintain confidentiality of application materials. While this method offers more convenience, we believe much of the value of screener interaction, discussion, and questions are lost in this method. Basically, we follow a technology rule that says, “use it if it works – otherwise don’t change just because it’s new technology.”

SECTION B

Consultant Profiles & Information



Steve Kelley

Steve Kelley joined the Oregon School Boards Association (OSBA) staff in July, 2015 as Director of Board Development. He is responsible for Board training and also leads the Executive Search team. Steve has 38 years of experience in public education, including six years as superintendent of the South Umpqua School District. His career includes stops in Florida, Wyoming and New Mexico, and the last 19 years in Oregon. Steve lives in Stayton, Oregon (east of Salem).

Education

Education Leadership Certification/Coursework University of North Florida
University of Oregon Master of Arts – Adult Education
University of South Florida Bachelor of Science - Secondary Education
Flagler College (graduated Cum Laude)

Education Employment

2015-present	Director of Board Development – OSBA
2009-2015	Superintendent – South Umpqua SD
2001-2009	Assistant Superintendent – Lebanon Community SD
2000-2001	Founding Principal – East Mountain Charter HS, Albuquerque PS (NM)
1998-2000	Middle School Principal – Uinta County SD (WY)
1995-1998	Middle School Principal/Asst. Principal – Nassau County SD (FL)
1982-1995	Teacher of math/science – Baker & Marion County SDs (FL)

Education & Community Service

Confederation of Oregon School Administrators
Oregon Association of School Executives
OASE Funding Coalition Subcommittee
Canyonville Lions Club “Educator of the Year” for 2012
Local service clubs including Chamber of Commerce and Elks



Sarah Herb

Sarah Herb joined the Oregon School Boards Association (OSBA) staff in 2016 bringing with her a background in vocational education and public service.

Sarah graduated with degrees in Natural Resources and Watershed Management from Oregon State University. She worked as a registrar and acting assistant to the campus president at two vocational colleges, working directly with students to ensure degree completion, as well as planning graduations and other events.

At OSBA, Sarah has assisted with over 50 superintendent searches and is the event planner for OSBA's multiple major annual statewide conferences. She believes that selecting the right educational leader for a district is one of the most important functions of a school board and is passionate about supporting and facilitating that process.

Education

Bachelor of Science - Natural Resources, Watershed Management, Oregon State University

Education Employment

2018-present	Executive Search and Events Specialist- OSBA
2016-2018	Board Development Assistant- OSBA
2013-2014	Registrar-ITT Technical Institute
2010-2013	Registrar-Institute of Technology Salem



Milt Dennison

Milt Dennison has 13 years of superintendent and administrator search experience in both Oregon and Washington. He also knows what it takes to be a successful superintendent having served as a K-12 superintendent in Washington, a K-8 superintendent in Oregon and an ESD superintendent. He brings valuable on-the-ground experience to the search team. Milt lives in Oregon City, Oregon.

Education

1980	Ed.D. Educational Administration and Curriculum, Univ. of Southern California
1975	M.A. Educational Administration California State University, Sacramento
1970	B.A. Mathematics and Physical Education, Western State College

Education Employment

2016-2017	Interim Superintendent, Columbia Gorge ESD
2004-2016	Superintendent, Clackamas Education Service District
1993-2004	Superintendent, Camas School District (WA)
1986-1993	Superintendent, Canby Elementary School District
1984-1986	Director of Curriculum & Instruction, West Linn School District
1975-1984	Middle and Elementary School Principal

College Instructor

2011-2013	Adjunct Professor, University of Portland Education Leadership Program
2006-2009	Adjunct Professor, Lewis & Clark College Educational Leadership Doctoral Program
1986-1994	Adjunct Professor, Lewis & Clark College Administrative Leadership, Community Relations

Education & Community Activities

Oregon Teacher Standards and Practices Commission (2007-13)
Oregon Association of Education Service Districts board member (Zone A Chair)
Cascade Council of the Boys Scouts of America board member (Senior Vice-President)
Washington State Association of School Administrators board member

Awards & Honors

American Association of School Administrators “Civic Star Award” Camas-Washougal Chamber of Commerce “Citizen-of-the-Year” Camas-Washougal Rotary Club “Rotarian-of-the-Year” Washington Association of School Administrators “Award of Merit”



References

Bandon SD - 2021

Angela Cardas, Board Chair - cardasphotography@gmail.com; 541-936-2755
Shauna Schmerer, Superintendent - sschmerer@bandon.k12.or.us; 541-347-4411

Central Curry SD - 2021

Andy Wright Board Chair - awright@ccsd.k12.or.us; 541-373-3296
Eric Milburn, Superintendent - emilburn@ccsd.k12.or.us; 541-247-2003

Colton SD - 2021

Sid Gunter, Board Chair - gunters@colton.k12.or.us; 503-780-8874
Dave Kline, Interim Superintendent - klined@colton.k12.or.us; 503-824-3535

Ione SD - 2021

Rob Crum, Board Chair - rob.crum@ionesd.org; 541-314-5179
Kevin Dinning, Superintendent - kevin.dinning@ionesd.org; 541-422-7131

Junction City SD - 2021

Daniel Allred, Board Chair - danielallredjc@gmail.com; 541-998-2060
Troy Stoops, Superintendent - tstoops@junctioncity.k12.or.us; 541-998-6311

Mt. Angel SD - 2021

Shari Riedman, Board Chair - shari.riedman@masd91.org; 503-989-1945
Rachel Stucky, Superintendent - rachel.stucky@masd91.org; 503-845-2345

South Coast ESD - 2021

Corinne Potts, Board Chair - cpotts.screl@orcca.us; 503-290-9449
Charis McGaughy, Interim Superintendent - charism@scesd.k12.or.us; 541-269-1611

Spray SD - 2021

David Newton, Board Chair - newton.david83@gmail.com; 541-934-2205
Glen Butler, Interim Superintendent - gbutler@spray.k12.or.us; 541-408-0763

Sweet Home SD - 2021

Jason Redick, Board Chair - jason.redick@sweethome.k12.or.us; 541-401-8601
Lisa Riggs, Superintendent - lisachildressriggs@gmail.com; 775-842-1282

Woodburn SD - 2021

Anthony Medina, Board Chair - Anthony.medina@alumni.stanford.edu; 503-710-5900
Juan Larios, Superintendent - jlarios@woodburnsd.org; 503-981-9555

Yamhill-Carlton SD - 2021

Susan FitzGerald, Board Chair - fitzgerald.susan263@gmail.com; 503-662-4832
Clint Raever, Superintendent - raeverc@ycschools.org; 541-875-2942

Brookings-Harbor SD - 2020

Alan Nidiffer, Board Chair - alann@brookings.k12.or.us; 541-251-0145
David Marshall, Superintendent - dmarshall@brookings.k12.or.us; 541-667-6020

Corbett SD - 2020

Michelle Vo, Board Chair - mvo@corbett.k12.or.us; 503-381-9989

Dan Wold, Superintendent - dwold@corbett.k12.or.us; 503-261-4200

Dayton SD - 2020

Christopher Wytoski, Board Chair - christopher.wytoski@dayton.k12.or.us; 541-520-5119

Steve Sugg, Superintendent - steven.sugg@dayton.k12.or.us; 503-864-2215

Eagle Point SD - 2020

Nita Lundberg, Board Chair - lundbergn@eaglepnt.k12.or.us ; 541-261-8023

Andy Kovach, Superintendent - kovacha@eaglepnt.k12.or.us; 541-830-1200

Marcola SD - 2020

Jim Smith, Board Chair - jsmith@marcola.k12.or.us; 541-933-2256

Terry Augustadt, Superintendent - taugustadt@marcola.k12.or.us; 541-933-2512

Rainier SD - 2020

Kari Hollander, Board Chair - karij.olsen@gmail.com; 503-397-4555

Joseph Hatrick, Superintendent - jhatrick@rsd.k12.or.us; 503-556-3777

Sheridan SD - 2020

Scott Burke, Board Chair - scott.burke@sheridan.k12.or.us; 503-490-7263

Dorie Vickery, Superintendent - dorie.vickery@sheridan.k12.or.us; 971-261-6959

Silver Falls SD - 2020

Jonathan Edmonds, Board Chair - Edmonds_jonathan@silverfalls.k12.or.us; 503-856-5370

Scott Drue, Superintendent - drue_scott@silverfalls.k12.or.us; 503-873-5303

South Lane SD - 2020

Sherry Duerst-Higgins, Board Chair - sherr@duerst-higgins.com; 541-953-6689

Yvonne Curtis, Superintendent - Yvonne.curtis@slane.k12.or.us; 541-942-3381 x 131

Yamhill-Carlton SD - 2020

Susan FitzGerald, Board Chair - fitzgerald.susan263@gmail.com; 503-662-4832

Bill Rhoades, Superintendent - rhoadesb@ycschools.org; 503-852-6980

Camas Valley SD - 2019

Rochelle Herberger, Board Chair - ylowmom@gmail.com; 541-430-0226

Don Wonsley, Superintendent - don.wonsley@camasvalley.k12.or.us; 541-445-2131

Days Creek SD - 2019

Troy Michaels, Board Chair - michaelsranch@frontier.com; 541-825-3760

Diane Swingley, Charter Board Chair - dswingley@citlink.net; 541-825-3352

Steve Woods, Superintendent - steve.woods@dayscreek.k12.or.us; 541-825-3296

Jefferson 14J SD - 2019

Kaye Jones, Board Chair - kaye.jones@jefferson.k12.or.us; 541-327-3514

Brad Capener, Superintendent - brad.capener@jefferson.k12.or.us; 541-327-3337

North Douglas SD - 2019

Jeff Frieze, Board Chair - jdfrieze10@gmail.com; 541-670-9427

Terry Bennett, Superintendent - terry.bennett@northdouglas.k12.or.us; 541-836-2223

Creswell SD - 2019

Mike Anderson, Board Chair - mikpen7@hotmail.com; 541-915-6286

Michael Johnson, Superintendent - mjohnson@creswell.k12.or.us; 541-895-6000

Cove SD - 2018

Steve McLean, Board Chair - stevemclean.dmd@gmail.com; 541-568-4256

Earl Pettit, Superintendent - earl.pettit@covesd.org; 541-568-4424

Klamath County SD - 2018

Jill O'Donnell, Board Chair - odonnellj@kcsd.k12.or.us; 541-891-5179

Glen Szymoniak, Superintendent - szymoniakg@kcsd.k12.or.us; 541-883-5000

Mitchell SD - 2018

Miesha Bennett, Board Chair - alaskamlb@hotmail.com; 541-462-3022

Vince Swagerty, Superintendent - vswagerty@mitchell.k12.or.us; 541-462-3311

Oakridge SD - 2018

Tami Edmunds, Board Chair - tedmunds@oakridge.k12.or.us; 541-913-1600

Reta Doland, Superintendent - rdoland@ohswarriors.net; 541-782-2813

Reedsport SD - 2018

Eric Brandon, Board Chair - ebrandon@reedsport.k12.or.us

Jon Zwemke, Superintendent - jzwemke@reedsport.k12.or.us; 541-271-3656

Forest Grove SD - 2018

Kate Grandusky, former Board Chair - kgradusky@fgsd.k12.or.us; 503-359-5746

Valyrie Ingram, Board Chair - valyriewenzl@hotmail.com

Dave Parker, Superintendent, - 503-359-2427

North Marion 15 SD - 2017

Patrick McArthur, former Board Chair - Patrick.mcarthur@nmarion.k12.or.us;

Heidi Torian, Board Chair - heiditorian@yahoo.com

Ginger Redlinger, Superintendent - ginger.redlinger@nmarion.k12.or.us; 503- 678-7100

Jefferson County 509J SD - 2017

Laurie Danzuka, Board Chair - ldanzuka@509j.net

Ken Parshall, Superintendent - kparshall@509j.net; 541-475-6192

Pleasant Hill 1 SD - 2017

Wylda Cafferata, Board Chair - wyldac@gmail.com; 541-937-3114

Scott Linenburger, Superintendent. - slinenberger@pleasanthill.k12.or.us; 541-746-9646



Search History

2021

- Bandon SD
- Central Curry SD
- Crow-Applegate-Lorane SD
- Dayville SD
- Lone SD
- Junction City SD
- Mt. Angel SD
- Sweet Home SD
- Yamhill-Carlton SD
- Colton SD (interim)
- Enterprise SD (interim)
- Falls City SD (interim)
- South Coast ESD (interim)
- Spray SD (interim)
- Woodburn SD (interim)

2020

All jointly with NextUp Leadership

- Arlington SD
- Blachly SD
- Brookings-Harbor SD
- Dayton SD
- Eagle Point SD
- Knappa SD
- Lake County SD
- Marcola SD
- Pilot Rock SD
- Sheridan SD
- Silver Falls SD
- South Lane SD
- Corbett SD (interim)
- Philomath SD (interim)
- Rainier SD (interim)
- Yamhill-Carlton SD (interim)

2019

All jointly with NextUp Leadership

- Arco Iris Spanish Immersion School
- Camas Valley SD
- Creswell SD
- Days Creek SD
- Jefferson 14J SD
- Newberg Public Schools
- North Douglas SD
- Roseburg Public Schools
- Spray SD
- Brookings Harbor SD (interim)
- Dayton SD (interim)
- Philomath SD (interim)
- Silver Falls SD (interim)
- Woodburn SD (interim)

2018

- Cove SD Oakridge SD
- Forest Grove SD (joint search)
- Klamath County SD
- Mitchell SD
- Reedsport SD
- South Lane SD
- Days Creek SD (interim)
- Jefferson SD (interim)
- Wallowa SD (interim)

2017

- Jefferson County SD 509J
- North Marion SD
- Pleasant Hill SD



Search Comments

WHAT BOARDS HAVE SAID

“Our board made a great choice in deciding to work with OSBA in our superintendent search. They quickly developed a timeline to fit our needs, assisted us at every step, and did an excellent job moderating difficult discussions. The staff quickly pivoted with the changing climate around COVID-19 to make sure we stayed on target. I have especially enjoyed the transition training with our new superintendent and board. Such a great value for the services they provide, I would not hesitate to use OSBA in a future superintendent search!”

Marcola School District
Enrollment: 320

“We might have thought, once our selection was made, the executive search process was over, but no, it was not. Impressively, it became clear that you wanted the board-superintendent relationship to get off on a good track and are eager to teach us processes to meet that goal. By helping us outline board expectations of the superintendent and superintendent expectations of the board, by helping us set priorities for the new superintendent’s first three months and my reviewing basic boardsmanship with us, we are on a far firmer footing than we would otherwise have been.”

Pleasant Hill School District
Enrollment: 1,000

“I wish to thank you for facilitating a flawless superintendent search for the Philomath SD. The process was thorough, methodical, and well organized. It made the administrative effort for the School Board as minimal as possible while creating excellent community engagement. Most notably, by all measures it created an excellent result.”

Philomath School District
Enrollment: 1,700

WHAT CANDIDATES HAVE SAID

“After the extensive hiring process, I believe the board knows more about me than I know myself.”

New Superintendent, 2017

“I appreciated the guidance and support through the selection process but more so with the trainings and directions from OSBA after I was selected; with focused guidance on building relationships with my board - a priceless resource. I believe those initial first steps are critical for a superintendents district vision and success.”

New Superintendent, 2020

“As a candidate my experience was great. The OSBA staff was very professional, organized and efficient. When the time comes, I will recommend the board use OSBA for their next search.”

New Superintendent, 2020

SECTION C

Sample Search Contract for Services



Sample Search Contract for Services

PARTIES: Oregon School Boards Association (OSBA) (“Contractor”)

An Oregon Non-Profit Corporation
1201 Court St., NE, Suite 400
Salem, Oregon 97301

Morrow County School District (“District”)

235 E Stansbury St
Heppner, OR 97836

1. **Services.** Contractor agrees to provide Executive Search professional services to the District.
2. **Scope of Work.** The scope of the services provided by Contractor will include search consulting, facilitating, recruiting and transition services associated with a director search with the position beginning work on July 1, 2022, including:
 - Attending meetings with the Board, staff, students, and community groups as necessary to carry out the search plan.
 - Working with the District leadership to establish a search calendar, facilitate meetings with Board, staff, students and community members to establish candidate qualities and qualifications, and establish a process to be used by any in-district candidates.
 - Preparing and distributing search forms and promotional material needed for collecting applications and advertising the vacancy both within the State of Oregon as well as regionally and nationally as agreed with the District.
 - Managing candidate applications and information; assist with screening applications; assist with organizing interviews; provide Board members with guidelines for interviews and reference checks; conduct reference checks at the Board’s request; organizing site visits when requested; and keeping applicants informed of their status during the search process.
 - Conducting a series of board/director workshops (up to 9 hours of professional development conducted by OSBA) to create and execute a Transition Plan for establishing a solid foundation for the new leadership team over the first six (6) months of the new director’s contract.
3. **Term.** The term of this Agreement shall begin on October 6, 2021, and continue until:

completion of Scope of Work outlined above
 ending date of _____
4. **Base Fee for Services.** District will pay a base fee for Contractor services as follows:

\$9,975.00

hourly rate of \$132/hr. for professional time

hourly rate of \$35/hr. clerical support services
5. **Expenses.** District will reimburse Contractor for Contractor’s expenses incurred while providing services on the basis of actual expenses incurred including:

<input checked="" type="checkbox"/> mileage (at the federal rate)	<input checked="" type="checkbox"/> travel time (\$60 per hour)
<input checked="" type="checkbox"/> lodging	<input type="checkbox"/> ground transportation (rental car)
<input checked="" type="checkbox"/> meals	<input checked="" type="checkbox"/> advertising/posting fees beyond base package as agreed by District
<input type="checkbox"/> photocopying, supplies, printing, postage and shipping costs	

6. **Terms for Payment.** OSBA will provide fiscal services for the performance of this Agreement. District agrees to pay billings within 30 days after invoice on the following schedule:
- One-half of the Base Fee (\$4,987.50) upon execution of this agreement.
 - The remaining one-half of the Base Fee (\$4,987.50) plus all applicable expenses incurred in Section 5 above will be invoiced upon board approval of the new director's contract.
7. **Independent Contractor Status.**
- A. Contractor is an independent contractor. This Agreement shall not be construed to establish an employer-employee relationship between the District and the Contractor, including subcontractors or employees thereof. Contractor is free to contract with other parties on other matters. Contractor will not receive any benefits normally accruing to District employees unless required by applicable law.
 - B. The manner of providing these services are under sole control of Contractor, including providing all tools and equipment necessary for the performance of these services. The services provided must, however, meet the general approval of the District and shall be subject to the District's general right of inspection and supervision in order to secure satisfactory performance.
 - C. Contractor, in carrying out the services provided under this Agreement, is not an employee of District, and as such accept full responsibility for any taxes or other obligations associated with payment for services under this Agreement.
 - D. None of the services covered by this Agreement shall be subcontracted without prior written consent of the District. Contractor shall be fully responsible to the District for all acts and omissions of any subcontractor, employee, agent or servant, whether employed directly or indirectly by Contractor. Steve Kelley and Sarah Herb may provide primary consulting services to District for this search.
8. **Worker's Compensation.** Contractor shall comply with state worker's compensation law for all employees who work under the terms of this Agreement. If Contractor hires employees, they shall provide District with certification of Workers' Compensation Insurance, with employee's liability in the minimum of \$100,000 upon request by District.
9. **Termination of Agreement.** This Agreement may be terminated under the following conditions:
- A. By written mutual agreement of all parties and may be immediate.
 - B. Upon ten (10) calendar days written notice by any party to the other.
 - C. Immediately on material breach of contract.
 - D. Upon expiration of the term specified above.

If this Agreement is terminated prior to the expiration date, District shall pay Contractor for services provided prior to the termination.

Force Majeure. Neither Morrow County School District nor Contractor shall be responsible for delay, default, or termination of contract caused by any contingency beyond their control, including, but not limited to war or insurrection (whether declared or not); plague, epidemic, pandemic, outbreaks of infectious disease or any other public health crisis, including, but not limited to quarantine or other restrictions as directed by state or federal government; compliance with any law or governmental order, rule, regulation or direction; strikes or lockouts by the Parties' own employees; walkouts by the Parties' own employees; fires; natural calamities; riots; or requirements of governmental agencies.

Defense, Indemnity, and Insurance Provision. Subject to any and all limitations, exclusions, and notice requirements of the Oregon Tort claims Act (ORS 30.260 through 30.300) and the constitution of the State of Oregon, each party shall be responsible for their own acts and those of its officers, employees, or agents. The parties agree that they will hold harmless, waive, release, indemnify, defend, and discharge each other from all liability and claims arising from each party's

own acts and omissions. The parties agree to this defense and indemnification to the fullest extent allowed by law, which includes liability and claims arising from negligent acts or omissions. Each party agrees to have adequate general liability coverage to cover any tort claim that could arise from this agreement including coverage for sexual molestation and injuries to the head and brain.

Choice of Law Provision. This Agreement shall be construed and enforced in accordance with the laws of the State of Oregon.

- 10. **Standard of Services.** Contractor agrees to perform services with a standard of care, skill and diligence normally provided by a professional individual in the performance of similar services. It is understood that Contractor must perform the services based in part on information furnished by District and that Contractor shall be entitled to rely on such information. Contractor agrees that the recommendations, guidance and performance of any person assigned under this Agreement shall be in accordance with professional standards and the requirements of this Agreement. District agrees not to take any action which will adversely interfere with Contractor’s ability to perform to this standard.

- 11. **Guarantee.** Provided the District follows the steps outlined in the search process proposed by Contractor and engages in good faith attempts to recruit and retain a new chief executive officer, but one is not hired, or if the new chief executive officer leaves for any reason prior to completing two (2) years of service and the District has followed the Transition Plan proposed by Contractor, Contractor will conduct a new search for the cost of expenses only.

- 12. **Written Notice.** Any notice of termination or other communication having a material effect on the performance of this Agreement shall be served by U.S. Mail or by confirmed e-mail delivery on the signatories listed below at the addresses listed above.

It is agreed. Date: October 6, 2021

OREGON SCHOOL BOARDS ASSOCIATION (Contractor)



Steve Kelley, Director of Board Development and Executive Searches

It is agreed. Date:

MORROW COUNTY SCHOOL DISTRICT (District)

Becky Kindle, Board Chair