



**EXECUTIVE SEARCH SERVICES
FOR
WATERVILLE-ELYSIAN-MORRISTOWN
ISD #2143**

August 27, 2021



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Proposal for Waterville-Elysian-Morristown (WEM)

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INTRODUCTION

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

The Minnesota School Boards Association (MSBA) is pleased to present the School Board of Waterville-Elysian-Morristown #2143 (WEM) with a proposal for executive search services. MSBA has been serving Minnesota school boards for over 100 years, and as a result MSBA's search team brings a strong school board perspective to the search. MSBA wants to help 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. With the assistance of other MSBA staff, the MSBA search team will professionally handle all details of the search and guide the School Board through the search 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." - 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." - Board Chair, Winona Area 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." - Board Chair, Willmar Public Schools



PLANNING, HIRING CRITERIA, AND STAKEHOLDER INPUT

Initial Planning Meeting

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

Determining Hiring Criteria and Leadership Profile

The search team will help the School Board determine the personal and professional skills and attributes it most desires in a superintendent, which, in turn, will provide the basis for the position leadership profile and hiring criteria. Stakeholder input will also be heavily considered in finalizing the leadership profile, as well as the District's mission and strategic plan. 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 find the best fit for WEM Public Schools.

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, experience, and personal characteristics.
 - It will also include gathering qualitative information through several open-ended questions regarding the opportunities and challenges facing WEM, and what type of individual could most effectively lead the District.
 - This survey will also 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. It is recommended this session be recorded to increase the transparency of the search and ensure all district stakeholders have access to accurate information regarding search processes and expectations.
- stakeholder **Input Forums** with finalists in conjunction with the second round of interviews. Several options regarding the structure of Input Forums will be provided to the Board for consideration.
- **training** of community and/or school district staff input committees, if needed, to ensure adherence to all legal considerations involved in the superintendent search process.

Note: The Q&A session, Input Forums, and training sessions may be conducted in-district or virtually.

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

ADVERTISING AND RECRUITING

MSBA will work with the School Board to develop a two-sided color brochure to advertise the position. This brochure is also 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.

As part of MSBA's outreach efforts, this vacancy announcement will be posted on the following job opportunity sites:

- Minnesota School Boards Association (MSBA). NOTE: our superintendent job openings page receives more than 4,000 hits per month during peak search season—these are from candidates who are specifically seeking superintendent opportunities in the state of Minnesota
- 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, and Assistant Principals across the state of 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.

MSBA's reach also extends nationally to other states 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 (utilizing 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 in the United States.

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:

- American Association of School Administrators (AASA)
- National Alliance of Black School Educators (NABSE)
- Association of Latino Administrators and Superintendents (ALAS)
- Top School Jobs (EdWeek)
- Other sites as requested by the School Board



In conclusion, facilitating the complexities of the advertising, recruitment, and application process is one of MSBA's 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 secure a diversified pool of high-quality individuals interested in the opportunity to lead WEM 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. This training may be conducted by the search team in-district or virtually.

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. The search team will also provide guidelines 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.



SCREENING AND FINALISTS SELECTION

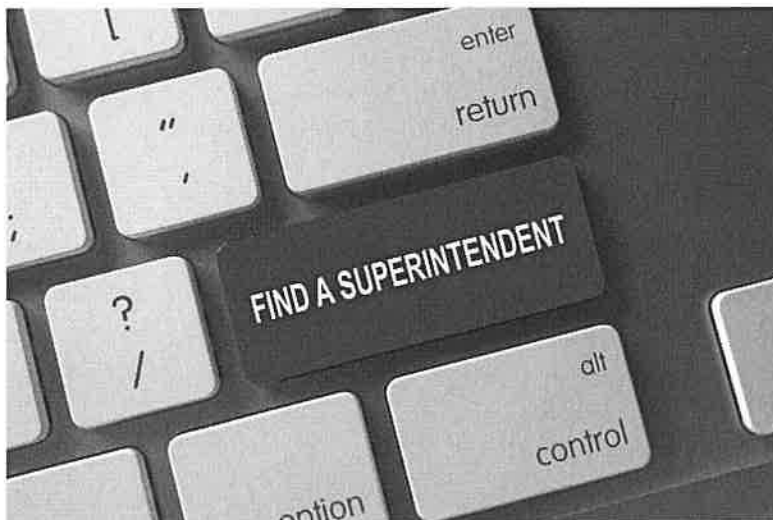
Screen Applications, Vet Candidates, and Select Finalists

After the application deadline has passed, the search team will review the applicants' files in relationship to the position leadership profile and the hiring criteria that were established by the School Board in order to identify the applicants who best meet the School Board's hiring criteria. The search team will then conduct preliminary verification of references and pre-interviews of the applicants who best meet the School Board's hiring criteria. 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 foundation of MSBA's executive search service is that it is crucial for members of the School Board, as the 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 we feel 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

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 search team member(s) will not negotiate the contract for the School Board, however, as it is the Board's responsibility to make such hiring decisions. 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 assist the School Board's 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.



SEARCH SERVICES

The proposed search for WEM 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. Results will be summarized for the School Board by MSBA.
- Host an informational Q&A session for staff and community members regarding the superintendent search process. **
- Develop a two-sided color vacancy announcement and post vacancy via various sources.
- Directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Charter School Directors, Principals, and Assistant Principals across the state of Minnesota 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, presenting candidate recommendations so the School Board can take action to 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, if requested.
- Facilitate Audience Input Forums with finalists 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, if requested.
- Visit the new superintendent during their first year of employment. *
- Assist in developing a transition plan for the new superintendent.
- 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.

** Designates virtual meetings with the School Board; however, 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 \$7,800, 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: Option for Credit

If the district hires MSBA to conduct a "Hiring the Right Superintendent" workshop with the School Board, and also chooses to retain MSBA for the superintendent search within six months after the workshop, the entire cost of the workshop will be credited toward the search fee. This workshop helps the School Board prepare for a search, regardless of whether or not MSBA is selected for the long-term search itself, and it is presented independent of MSBA's search services. Workshop information 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 (costs listed are 2020-21 rates so may adjust in 2021-22):

- 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 @ \$150
- 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 \$350.00 per person.

Satisfaction Guarantee

MSBA will conduct WEM's superintendent search from a strong school board perspective, and with impartiality and professionalism while focusing on the School Board's identified hiring criteria and leadership profile. If, at any time within one year after the conclusion of the MSBA-led search, the School Board has released the superintendent, MSBA will conduct a second superintendent search for no additional professional fee for services (however, the School Board will be responsible for 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 \$1,295 in-district (\$995 virtual) and includes all time and materials. This workshop is available only to MSBA members.

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



WHY MSBA?

MSBA believes the following features truly differentiate our services from other firms in both the philosophy and implementation of executive search services.

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. We understand how to balance the Open Meeting Law with Minnesota's Data Practices Act, the increasing pressure on public education to provide an equitable education to each and every student, and the vital leadership role a school board must fill in finding its next superintendent. MSBA is your association, and we put the interests of school boards at the forefront of everything we do — including our executive search services.

2. TRANSPARENCY AND COMMUNICATION

All facets of a superintendent search depend upon clear and open communications amongst the school board, search firm, and the public. Setting expectations early in the process regarding the role of the board and involvement of stakeholders in the process is crucial to success, and clarifying these expectations is one of the things MSBA does best. We also believe in sharing all applications with the school board to assist board members in making the most informed decisions possible. This is your search, and as the hiring authority you are entitled to review all applications 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 with the board we are committed to taking all steps necessary to ensure that data privacy considerations remain at the forefront throughout the search. Our ability to conduct all the legwork, yet guide the process appropriately, will empower school boards to confidently take ownership of finding the best fit for their district.

3. 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 makes a significant difference in ensuring a successful first year. We offer a post-hiring workshop to the Team at no additional charge 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 helping build trust and collaboration among board members and their new superintendent. All of these things help get a superintendent's first year off to a strong start.



WHY MSBA?, CONT.

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 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

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 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, La Crescent-Hokah 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 September 2021 to Late November 2021

- School Board holds initial planning meeting with MSBA search team to establish the search timeline, review hiring criteria and leadership profile, 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's search team collects stakeholder input through qualitative and quantitative data survey.
- MSBA hosts an informational Q&A session regarding superintendent search process.
- MSBA prepares a summary of stakeholder input for Board to review and integrate into the search process.

Late November 2021 to Late January 2022

- MSBA search team finalizes application procedures and advertises the vacancy.
- MSBA search team receives applications.
- MSBA search team conducts initial screening of applicants.
- MSBA search team conducts preliminary verification of references, pre-interviews, and vetting of applicants.

Early February 2022

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

Mid-February 2022 to Late February 2022

- 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 conducts site visit(s), if applicable..
- School Board selects lone finalist.

Late February to Early March 2022

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

July 1, 2022

- Superintendent reports to work.

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

SEARCH 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

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

Amy has more than 20 years of experience in human resources including recruitment, total rewards, 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, and below is a summary of her work history and relevant work experience.

WORK HISTORY

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

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search
- Presenter — MSBA workshops, seminars, and conferences:
 - Superintendent Evaluation
 - Negotiations
 - Leadership Foundations—School Finance and Management: Phase II
 - Various Other Topics
- Analyze superintendent employment contracts and licensed and non-licensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions
- Presenter at other professional workshops and conferences
 - Americans with Disabilities Act
 - Family and Medical Leave Act
 - Collective Bargaining
 - Unrequested Leaves of Absence
- Created employee handbooks
- Superintendent Search

SEARCH TEAM — MSBA STAFF

■ GARY LEE

Gary has 29 years of experience in private business — both in a large corporate setting and as an owner/president of small rural businesses. Gary is a former member of the Fertile-Beltrami School Board. Gary also served on the MSBA Board of Directors, the Northwest Service Cooperative Board of Directors, the Minnesota Service Cooperatives Board of Directors, the MSBA Insurance Trust Board of Directors, and the Big Three working group. Gary joined MSBA in 2009.

WORK HISTORY

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

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search and School Board-Superintendent Relationship
- Presenter — MSBA workshops, seminars, and conferences:
 - o Teacher Development and Evaluation
 - o Area Negotiations
 - o Board Treasurers
 - o Strategic Planning
 - o Various Other Financial and Data Trainings
- Analyze superintendent employment contracts and licensed and non-licensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions

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 SERVICE PROVIDERS

▪ PAUL CARLSON

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

WORK HISTORY

- New London-Spicer Schools: Superintendent (17 Years)
- New London-Spicer Schools: High School Principal
- Sleepy Eye Public Schools: High School Principal
- Sleepy Eye Public Schools: Business Education Teacher

RELEVANT WORK EXPERIENCE

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

▪ RENAE TOSTENSON, Ed.S.

Renae has nearly 40 years of experience in education. She has served as superintendent (Lac qui Parle Valley 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

▪ 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

▪ LEE WARNE, Ed. S.

Lee has 46 years of experience in education, including serving as a high school principal, superintendent, service cooperative executive director, Minnesota Rural Education Association executive director, and Association of Educational Service Agencies executive director. Lee has served at all levels of leadership in local, state, and national organizations. Lee has also received numerous awards at the regional, state, and national levels.

WORK HISTORY

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

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

▪ 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 High School, 1983-1987).

WORK HISTORY

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

RELEVANT WORK EXPERIENCE

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

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ **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

▪ **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

WENDY SCHOOLMEESTER, Ed.D.

Wendy has 34 years of experience in education including as an elementary teacher, elementary principal, professor of education, and school board member.

WORK HISTORY

- Southwest Minnesota State University (SMSU): Professor of Education (19 years)
- Minnesota Rural Education Association: Board Member representing Higher Education (2-year appointment)
- Pipestone Area Schools (PAS): School Board Member (5.5 years)/School Board Chair (3 years)
- Russell-Tyler-Ruthton Schools: Elementary School Principal
- Pipestone/Jasper Schools: Elementary Teacher

RELEVANT WORK EXPERIENCE

- Served on and chaired several search committees for SMSU
- Guided PAS Superintendent search as board chair
- Presented numerous educational keynotes and sessions locally, state-wide, and internationally
- Collaborated with PAS to begin an Educators Rising Club to address teacher shortage in Minnesota

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 - Interim
- Royalton Public Schools
- Tri-County Schools
- Ulen-Hitterdal Public Schools

Member districts:

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

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

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

2019-2020 MSBA-LED SEARCHES

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

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

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

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

NATIONAL AFFILIATE OF SUPERINTENDENT SEARCHERS

National School Boards Association



National Affiliation of Superintendent Searchers

August 2020

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 AFFILIATE OF SUPERINTENDENT SEARCHERS

National School Boards Association



National Affiliation of Superintendent Searchers

National Affiliation of Superintendent Searchers (NASS)

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

