



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

A Superintendent Search Proposal

for the



Kinder to College

CORBETT SCHOOL DISTRICT

Human Capital Enterprises believes it uniquely has the expertise to support the Corbett School District with the highest caliber leadership and support through its upcoming executive transition. As a leading Pacific Northwest superintendent search firm, we pride ourselves on searches conducted with exceptional service to our Boards and widely respected attention to detail - with the highest level of integrity in the process. Our strong local ties combined with our connection to the national educational leadership community allows us to bring the best candidates from across Oregon, the rest of the Pacific Northwest, and throughout the country.

Respectfully Submitted for Consideration,
October, 2025

I. Executive Summary

We are not like other Superintendent Search firms.

Human Capital Enterprises, a national firm which considers Oregon our home, is unmatched in our ability to represent Corbett on the regional and national scene and to attract top talent to this search. Although the bulk of our work is in the Pacific Northwest, we are widely known by educators in all fifty states – and as such we truly are a national firm. Our listserv of 40,000+ is widely read, with an unprecedented 30%+ open rate on almost all our announcements. In the recent past, we have had the honor to serve as the Search Consultants in the most recent superintendent searches in Forest Grove, South Lane, Portland Public, Riverdale, Evergreen, and Salem-Keizer.

How do we do this? We are a known and trusted name with years-long relationships with educational stakeholders across the nation who take our phone calls and help point us to leaders of outstanding talent and character. Our growth is deliberate and intentional, but even in states where we do not typically conduct searches, many educators know Oregon because they know us. It is not uncommon for us to be at national conferences and be approached by a superintendent or educational leader who says – *oh, you're that group from Oregon. I read all your job announcements!* We get calls from other search firms who want to know “how we do it.” We are meticulous about our work, absolutely committed to our school boards, incredibly dedicated, and respectful to our candidates who are willing to “put themselves out there”.

Our valued school board partners will routinely tell you that we have far and away exceeded their expectations in all aspects of their Superintendent Search. Our candidates, whether they are selected for a superintendency or not, routinely tell us that we bring a level of professionalism and savvy that is unmatched by other firms. We are a small, humble, and nimble firm and we are a significant player in Pacific Northwest superintendent searches. To serve school boards in this way is immensely rewarding, and we are honored by the accolades we receive. We do this work because we love this work.

We are the only superintendent search firm in the Pacific Northwest that is led by Human Resources professionals, which means we have spent a good portion of our careers dedicated to providing the highest level of thoroughness, integrity, fairness, and communication to the recruitment and selection process.

Why does that matter? No superintendent search is boilerplate. Every search has its unique characteristics, and occasional unexpected dynamics. When complexities arise, you are best served by a team of experienced K-12 leaders who are also experienced K-12 search consultants with deep human resources expertise and who have collectively engaged in over 100 K-12 executive-level searches.

We see ourselves as true partners to the Board, with high investment in the outcome – ever mindful that the hiring decision rests squarely on the shoulders of the elected school board. Our commitment is paralleled by our comprehensive understanding of Oregon and a vast national network. We do our work with exceptional quality, and that is why we are the most highly recommended Superintendent Search firm operating in Oregon. It is also why districts as small as Tillamook, Riverdale and Forest Grove, and as large as Beaverton, Portland Public, and Salem-Keizer, look to us as their trusted partner in leadership searches. And we aim to bring that caliber of service to the Corbett School District.

For our Corbett team, we'd like to introduce you to:

Robyn Bean is a highly respected educational leader and human resources executive with over 30 years of service to Oregon schools. Most recently, she served as Chief Human Resources Officer for Northwest Regional ESD, where she previously served as a Special Education Director. Her diverse leadership background has provided her with a deep understanding of both personnel systems and student-centered programming, making her a trusted advisor to districts far and wide. In her HR role, she supported dozens of school systems with critical services including compensation studies, investigations, labor relations, and leadership mentoring. Robyn has also been active for many years in the American Association of School Personnel Administrators (AASPA) serving as a Regional Director from 2015-2019.

Since joining HCE in 2020, Robyn has continued to serve school boards as a consultant where she brings her extensive HR expertise to superintendent searches. She is known for her fairness, clarity, and ability to build trust throughout the hiring process. Robyn has successfully guided multiple searches, where her thoughtful approach ensures that every candidate is evaluated with integrity and every board has confidence in the process. Her work reflects a lifelong dedication to public education and to helping districts secure leaders who will foster inclusive, supportive, and high-performing school communities.

Hank Harris will support Ms. Bean on this search. Hank is the founder and president of Human Capital Enterprises and one of the most respected superintendent search consultants in the nation. With close to twenty years of service in public education followed by almost fifteen years leading HCE, Harris has built a strong national reputation for professionalism, integrity, and expertise in executive leadership searches. He began his career as a high school teacher in Vancouver, Washington, before moving into administrative leadership roles in Oregon and California, including principalships and district leadership positions. Harris served as Executive Director of Human Resources in Portland Public Schools and held the same role in Washington's Bellingham Public Schools, where he honed the HR expertise that continues to distinguish his work today.

Since founding Human Capital Enterprises in 2011, Hank has personally led or co-led more than 100 superintendent and executive-level searches nationwide. His work has supported

districts of all sizes, from small rural systems to large urban districts. Known for his meticulous attention to process, fairness, and stakeholder engagement, Hank has become a trusted partner to school boards across the Pacific Northwest and beyond. His leadership has contributed to HCE's unparalleled record of superintendent longevity, with 96% of placed superintendents since 2020 still in their seat or having served at least four years. Today, Hank continues to guide searches combining his deep HR knowledge, superintendent partnerships, and national networks to help districts identify and secure transformational leaders.

II. Work Plan

HCE envisions certain milestones for this work with the school board, on a clear timeline that will have been pre-approved by the members of the Board. The work of the search can be delineated as follows.

PLANNING

HCE will engage with the Board in an open-session *Planning Meeting* which will establish the parameters and a framework for the search. We develop a strong communication plan with the Board that meets the needs of the Board collectively and individually. There are various paths a Board can take in a search, and we will walk you through them to arrive at a process that is best for the Board and community. We will also outline protocols that ensure a commitment to fairness and integrity in the hiring process.

As your partners in this search, we shoulder the responsibility for managing the search – which means your central office staff can rest assured that, but for a small number of events in the process, they will not be required to add to their already full plates.

Our philosophy can be distilled to three truisms:

1. that Board Members are well-served by strongly considering the various voices of the community in the development of the *Next Superintendent Criteria*.
2. that Board Members should have high-value feedback in the selection process from a sample of community members.
3. and that the Board, and only the Board, has the statutory responsibility to select and hire the next Superintendent.

ENGAGING

Community engagement is a hallmark of our work – as is learning about the dreams and aspirations of the Board Members we serve. We will meet individually with each Board member, and our team will also get to know the community by engaging with key stakeholders and conducting focus groups in English or Spanish. There is high value in engaging as much of the community as possible, and to do this, an online survey is created

so that all stakeholders can offer input. The survey can also be adapted for other languages as well.

Most community members will provide their input through the survey, and while this is typically received and submitted back to us electronically, it need not be exclusively digital. We have come to understand that there are important voices in any school community that will not be captured by an electronic survey sent out via email, and so we will work with Corbett's community outreach team to identify processes by which to capture more of those voices than we would if we limited our outreach to digital media exclusively. We also have a bilingual/bicultural sitting superintendent consultant who can engage deeply with Spanish-speaking communities if that is desirable to the Board.

Focus groups allow us to understand the Corbett story at both the micro- and macro- level. Most of our focus group participants spend a significant amount of their time in Corbett: namely the students, staff, and parent leaders in your District. Sometimes we also meet with key leaders such as elected officials; and sometimes we meet with individual parents selected by lottery who have individual stories to tell us which help build our understanding of both the macro- and the micro- elements of the Corbett context. The Board, or a subcommittee of the Board which could include key staff, will delineate the breakdown of the focus groups.

Following this high-level engagement, HCE will return to meet with the Board in Open Session to present a document we call *Corbett School District's Next Superintendent Criteria* for the Board to consider. From that draft, the Board will establish criteria for what this next superintendent should bring to the table. There are literally hundreds of desirable qualities and experiences that a leader could bring. Deeply engaging in a variety of ways with the Corbett education community – the people who know the district best – during the engagement period will help identify the *specific qualities and experiences* that your next extraordinary leader should embody. This *Next Superintendent Criteria* will guide our next phase: recruiting.

RECRUITING

In hiring a search firm, school boards not only want a trusted partner who can run a process, but who can also find exceptional talent – and in Corbett's case, to entice great leaders who match your criteria to consider this opportunity. The ability to attract candidates who may not be actively searching for a leadership role is a key hallmark of the HCE approach. Our direct email announcements are widely known by virtually every school leader in Oregon, as well as leaders across all fifty states – in fact they reach an audience of over 40,000 educational stakeholders across the country.

In addition to that, HCE reaches out to talented individuals who reflect the district's profile of the ideal superintendent candidate, and in so doing we share it with individuals who might not otherwise know about the vacancy. Similarly, there are candidates who might know of the vacancy but who may not recognize that it is an ideal opportunity for them to consider. By

enlisting not only our own network but our “network of networks,” we are able to reach a very wide array of educational leaders from across the region and across the country. And because they typically know our name and reputation, they will be receptive to hearing about Corbett.

SELECTION

The team will engage in multiple conversations with top prospects including a preliminary interview and preliminary reference check. In order to reduce the risk of unintended bias, all of our top-tier candidates will interact with at least two members of our team. At the conclusion of the recruitment window, Board Members will receive a confidential link in which they can view all applications and all candidate materials. HCE will then engage with the Board in a *Slate Meeting* in executive session where we will offer recommendations, including articulating a rationale regarding each recommended and non-recommended candidate. As the decision-making entity, the Board will collectively engage to determine whom to interview from any of the candidates who have applied.

Unlike most other search firms, our searches typically include five levels of interview in order to fully vet candidates:

- Preliminary Interview with Consultants
- First-Round Interview with School Board
- Confidential Community Stakeholder Panel Interview
- Reverse Interview
- Final Interview with School Board

Each of these interviews represent a set of data points on a candidate. We also coordinate a thorough system of telephone reference checks, internet searches, and a full investigative background check on finalists. By the time the Board meets with the finalists for a second time, the Board will have a significant number of data points on each of the finalists. We believe that no other search firm provides the amount of information, per finalist, that we do at Human Capital Enterprises.

No other firm that we know of includes, in their base fee, the **Confidential Community Stakeholder Panel interview**. We are excited to share with you about the how and why – and how community members can be part of a process that provides truly rich feedback to the board without compromising the integrity of a confidential search.

TRANSITION

We will guide the Board through the finalization process, which includes various components such as the public announcement and contract development. This begins with contract negotiations, followed by an open session Board Meeting where a motion is made to appoint the new superintendent. We remain in close contact with the Board Chair and the superintendent over the ensuing weeks to ensure an appropriate transition, and we are happy to serve as a thought partner during this process at no extra cost.

III. Communication

Although each search is different, it is fair to say that in general, we develop strong partnerships with each member of the Board – and we partner frequently with the identified Board *Lead*, who is often though not obligatorily the Board Chair. There are many logistics involved in a successful superintendent search, and it is vital we have a partner at the Board level.

We are a highly communicative team. The collective board can expect to hear frequently from us. Most often, information to the Board is disseminated through the Board Lead or through the Executive Assistant. Key to all of this is a value that all Board members are in the loop and have a right to all of the information that is provided. Thus, specifically with respect to candidate information, we are careful that all candidate information is provided simultaneously to all Board members. We do not have one-off conversations with board members about candidates – and we do that specifically to ensure fairness to the process and to clarify that each Board member is an equal decision-maker.

IV. A Search of Integrity

We center our recruitment practices on principles of integrity and fairness. In a superintendent search, this manifests in various ways. For the sake of brevity, we'll highlight two.

1. At the initial Planning Meeting with the Board, we will ask Board Directors to individually commit to not meeting with, engaging with, have coffee with, or hold conversations with prospects or candidates. We do this to ensure that there are no inadvertent advantages given to candidates who might already have more access to powerful voices.

It is not unusual for a well-intentioned candidate to reach out to a Board member to request a conversation. But out of fairness for all candidates, we ask that no candidate gets unfairly advantaged by having access to a Board Member where other candidates would not. Historically, those kinds of connections – especially where a certain candidate might know someone who is closely connected with a Board member and therefore can advocate on his/her behalf – advantage some candidates, typically those who already bring a higher level of privilege to the equation. In ensuring equity for all candidates, we take pains to make sure that there are no such “legs up” afforded a certain candidate or group of candidates.

2. A second approach we take is to do our utmost to ensure that top candidates have an opportunity to engage with our team *prior* to an initial interview. Many candidates are not aware that it is acceptable (and in fact wise) to reach out to a recruiter to learn more about the organization – and those who are already aware of this are often the very candidates who already bring privilege into the system. Knowing this, we preemptively invite top candidates to engage in a videocall with us in order for them to have the

opportunity to ask us questions about the role *prior* to their initial interview. We are typically thanked by such candidates who say they've never had a recruiter attend to them before in this way.

V. What Else?

We think you will see practices that we employ that are unlike others you have seen before. One place you will see this is in our interview and debriefing structures. Another way you'll experience this is in our commitment to providing all timeline information before we begin the recruitment phase so that candidates have ample time to schedule and prepare for a future interview date. You'll also see it in the amount of quality information you receive on finalists, and you'll see it in practices such as the ones we illuminated above that seek to truly establish a search grounded in equity, access, and fairness.

It is well known that in the current era there are fewer candidates of great talent seeking educational leadership roles. Notwithstanding that, we intend to bring to Corbett a pool of very strong candidates, and therefore it is incumbent upon all of us to think about the impediments to that goal. The good news – Corbett is a wonderful community. Situated where it is at the entrance to the magnificent Columbia River Gorge and in close proximity to all that is offered in a major American city, Corbett offers the advantage of smaller city living, small enough that people still know each other, yet with the convenience of city life and a major international airport just minutes away.

Whether or not finalists' names are made public is a consideration upon which the Board will need to ponder. Our greatest successes for attracting a top-drawer pool of candidates has occurred in searches in which candidates' names are not announced publicly but where there are nonetheless opportunities for citizen involvement in the selection process. Should Corbett opt for a more public finalist process, we are highly experienced in organizing a seamless process that involves public vetting.

VI. Draft Timeline

We propose the draft timeline below which would conclude with a new superintendent announced in March 2026. Exact dates will be determined in conjunction with the full Board in order to ensure full participation of all Directors.

Activity	Proposed Date(s)
Board Planning Meeting <i>in Open Session</i>	October/November
1:1 Board Conversations	October/November
Focus Group Meetings and Online Survey Window	November

Presentation of Corbett's Next Superintendent Criteria <i>in Open Session</i>	December
Recruitment Window including additional e-Blast and other Advertising	December/January
Preliminary Interviews virtual <i>with consultants</i>	January
Presentation of Slate <i>in Closed Session</i>	February
Board initial interviews (first round) <i>in Closed Session</i>	February
Finalist (second round) interviews <i>in Closed Session</i>	February
Board meets to identify preferred candidates <i>in Closed Session</i>	Late February or early March
Selection and Announcement	Late February or early March
Superintendent assumes responsibilities	July 1, 2026

VII. Our commitment to staff

District employees will have opportunities to offer input into the *Next Superintendent Criteria* and may also have an opportunity to be involved at the selection phase of the search. All such opportunities are voluntary.

- A. A senior staff person/executive assistant will serve as liaison and will:
 - a. be involved in the scheduling and organization of focus groups.
 - b. provide on-site support to the consultant and Board during in-person interviews.
 - c. serve as a point-person throughout the search for information flow.
- B. A communications point-person will
 - a. routinely update the district's website to provide information to community and staff.
 - b. inform the public and employees about opportunities to participate.
 - c. prepare a press release about a hire or pending hire and may be asked to work in conjunction with counterpart in other school districts. *We are also able to provide support in this area as delineated on p. 18.*
- C. During the engagement phase, a community engagement leader(s) will oversee the outreach to communities, particularly those communities who have historically been farthest away from educational justice.

VIII. Board Member Responsibilities

Collectively, the Board is the “Hiring Manager” for the new superintendent. The Board’s work involves setting the framework for the search and engaging in a highly focused way in the selection processes. During our initial *Planning Meeting*, an official timeline will be finalized in alignment with individual Board members’ schedules such that all Board members are able to commit to all individual and collective responsibilities, specifically:

- A. 1:1 interview by each Board member with HCE consultants. *Scheduled at the convenience of each Board member.*
- B. 1-2 appointed members will convene with the senior staff person (see VII A.a above) and HCE to identify the Focus Groups.
- C. Corbett’s Next Superintendent Criteria meeting. *Held in Open Session.*
- D. Document Review. *In preparation for item (E) below, Board members should individually set aside approximately 6-9 hours to review application materials in the days leading up to the Slate Meeting.*
- E. Slate meeting, during which semifinalists are selected. *Held in Executive Session.*
- F. First Round Interviews. *One full extended day of interviews, typically starting around breakfast time and ending after dinner.*
- G. Second Round Interviews. *Typically held on multiple consecutive afternoons, approximately 3-5 hours in duration.*
- H. Telephone Reference Checks on finalists. *We find it to be of high value for Board Members to be involved in the telephone reference checks on finalists. Any Board Member may opt out of this if they choose.*

IX. Fee for Service

Base Fee for Comprehensive Superintendent Search (Regional) Package: \$16,900

- A. Included in the Base Fee
 - a. Board Planning Meeting in Open Session.
 - b. 1:1 engagement interviews with all Board Members.
 - c. Ten 40-minute focus group engagements with small groups of constituents, held in either English or Spanish.
 - d. Coordination of community surveys in both Spanish and English.
 - e. Authoring draft of *Corbett School District’s Next Superintendent Criteria*.
 - f. *Next Superintendent Criteria* Meeting with Board in Open Session.
 - g. Coordinating the advertising of the vacancy.
 - h. Engaging with staff on communications and logistics.
 - i. High-level recruitment involving multiple points of contact with prospects:
 - i. Researching;
 - ii. Sourcing;
 - iii. Attracting;
 - iv. Pre-Screening.

- j. Preliminary interviews with approximately 6-9 top contenders.
- k. Single preliminary phone reference checks on 6-9 top contenders.
- l. Preparation of materials for Board review in advance of Slate meeting.
- m. Slate Meeting in Executive Session.
- n. Preparation of First Round Interviews.
- o. Coordination of First-Round Interviews including debrief and facilitation.
- p. Preparation of Feedback from Board after First-Round Interviews.
- q. Facilitation of Board decision-making after each round of interviews.
- r. Preparation of Confidential Community Interviews.
- s. Engagement with Board and Staff around logistics of Confidential Community Interviews
- t. Coordination, Facilitation, and Garnering Feedback of Confidential Community Interviews.
- u. Preparation of Second-Round Interviews.
- v. Engagement with Board and Staff around logistics of Second-Round Interviews.
- w. Coordination of Second Round (Finalist) Interviews.
- x. Coordination of Board-approved background-checks.
- y. Coordination of multi-point phone reference checks on all finalists.
- z. Engagement with district counsel on final processes.
- aa. High-level communication with candidates throughout the process
- bb. Engagement with press if desired.
- cc. Counsel to Board Lead throughout the process including evenings and weekends.

B. Travel Expenses

a. Consultant Travel

At our Board Planning meeting we will determine which meetings are to be in-person and which are to be virtual. Consultant travel expenses will be billed as supplemental invoices within thirty days of completed travel.

b. Candidate Travel

If there are travel expenses incurred by semi-finalists and finalist candidates, they will be reimbursed by HCE and invoiced to the District at the conclusion of each set of interviews. (Note that HCE recommends that semi-finalist interviews are held virtually, which would therefore eliminate the need to reimburse for candidate travel at the semi-finalist stage).

C. Optional Other Expenses

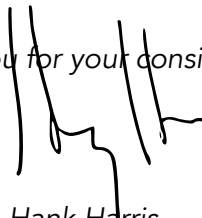
- a. Advertising agreed upon by the Board will be invoiced at cost by HCE. There is no charge for the Listserv Announcement that reaches over 40,000 subscribers.
- b. Background Check with a third-party entity in the amount of \$1175 per finalist.
- c. Additional Focus Group Engagements available at \$195/session.
- d. Immersive outreach to Spanish-speaking communities: TBD.
- e. Implicit Bias Training: TBD.

- f. Other activities not covered by this contract are billed at the hourly rate of \$195/consultant and might include the following such activities: additional board meetings not listed above; planning for public finalist events; managing public finalist events.
- g. Although many school boards choose to handle the superintendent search communications in-house, an add-on package is available. This includes managing the publicity and community engagement regarding the search and can include both one-way and two-way communication packages. Packages are based on district needs and are billed hourly at \$165/hr.

Guarantees

- A. The superintendent appointed with HCE's assistance will not be actively recruited by HCE for another role if it would result in the Superintendent leaving the District within four years of employment, unless the Board provides written authorization to HCE that it may do so.
- B. This search process continues under the parameters articulated in this service agreement up until the time a contract is signed between the District and a new superintendent, or through June 30, 2026, whichever is earlier. If by June 30, 2026, no suitable superintendent has been identified by the Board, HCE will continue to provide services toward the hiring of a superintendent, permanent or otherwise, at no additional Base Fee to the district through January 1, 2027.
- C. If the newly hired Superintendent departs from the position within eighteen months of signing an employment agreement, and if a majority of the Board by vote is still in place, HCE will recruit new candidates and coordinate the selection process at no additional Base Fee.

On behalf of Human Capital Enterprises, I thank you for your consideration.

A handwritten signature in black ink, appearing to read 'Hank Harris', with a stylized flourish at the end.

*Hank Harris
President, Human Capital Enterprises*