



# **Executive Search Proposal**

**Presented to**



**Cordova School District  
Board of Education**

**August 14, 2025**

*Helping Your Board Create Opportunity from Change*

August 14, 2025

David Glasen, Board President  
Cordova School District  
675 2nd Street, PO Box 1330  
Cordova, Alaska 99574

Dear Board President Glasen,

Thank you for the opportunity to provide you with information regarding the AASB Superintendent Search process. We offer a full slate of services to assist school boards in one of their most important decision-making processes. The enclosed proposal outlines those services.

Our Association has a long history of serving school districts, and we are proud of our track record in assisting many Alaska school boards in their selection process. Our search team includes a former district administrator and former school board members who have experience with superintendent searches in our previous districts. We know that it is school boards who must make the necessary decisions to complete a successful search. Our goal is to help your Board find the best possible candidate, an individual who most closely matches the selection criteria you adopt for the search and who is committed to improving student achievement in your district.

Please note, too, that our proposal includes an additional facilitated workshop with the Board and new Superintendent to be scheduled at your convenience in the six months following the start date. This workshop helps support the working relationship between the Board and Superintendent, and reflects our ongoing commitment to help school boards in Alaska practice excellent governance.

The professional fee for this service is \$10,000. This fee includes all of the components described in the attached document, subject to adjustments necessary to meet the specific needs of the Cordova School District. Reimbursement to the Association is required for actual out-of-pocket expenses and any paid advertisements needed for the search.

We would also offer the district a guarantee whereby if the candidate selected by the board ends their employment as district Superintendent before June 30, 2027, and the board has used its board-superintendent workshop included in the search proposal, AASB will repeat the search process without additional service fee (please see section 4b for complete details).

If you have any questions or need further clarification, please do not hesitate to contact me.

Sincerely,



Katie Oliver  
Associate Executive Director

## THE SEARCH PROCESS

The Association of Alaska School Boards (AASB) has a long history of successfully assisting school boards in selecting superintendents. This success has been grounded in providing a local-control-based search process, quality reference and background information, an extensive state and national network of contacts, and state and national advertising options (when selected by a district).

Throughout the entire process, AASB emphasizes that the search shall be objective, fair, confidential (subject to applicable Alaska Law including the Public Records Act and the Open Meetings Act), and reflective of the criteria and wishes expressed by the Board. The AASB search consultant does not become involved in selecting your new superintendent but rather facilitates the Board's selection.

## SCOPE OF SERVICES

### 1. Superintendent Search Initiation

#### a) Develop Your Action Plan

The superintendent selection process is tailored to the needs of your school board and district. The search consultant will assist the Board in developing an action plan covering all aspects of the search, which can include but not be limited to:

- Develop a strategic timeline to maximize the number of applications.
- Develop selection criteria and a leadership profile.
- Develop, conduct, and summarize stakeholder surveys, if desired.
- Compile relevant comparable salary and benefit information.
- Develop recruitment materials that reflect Board goals and interests, and recruit candidates.
- Distribute the vacancy notice broadly and promote the opportunity.
- Conduct and compile candidate background reviews.
- Assist and facilitate Board access to candidate applications and supporting materials.
- Develop public notices and provide agenda development support.
- Facilitate a review (including legal review) of the contract draft or template and facilitate board determination of contract offer terms.
- Facilitate community engagement activities to correspond with on-site candidate visits.
- Organize and facilitate Board interviews of candidates.

## b) Identify Selection Criteria

The search consultant will assist the Board in developing selection criteria and a profile for the desired candidate, including professional experience, educational background, and management style. These criteria are used throughout the search. If desired by the Board, the search consultant is prepared to conduct community and staff forums to gather additional information and seek comments on the selection criteria established by the Board. AASB will also review District policies, regulations, and bylaws to ensure that the search process is compliant with the District's policies.

## c) Timeline

An adequate timeline is critical to the success of a search. The timeline shown below should be considered a guideline and can be shortened or lengthened to meet the district's needs. We will work with the district to determine the best dates for meetings and activities.

<i><b>ACTIVITY</b></i>	<i><b>Suggested Dates</b></i>
Meet with Board to develop timeline, goals, leadership profile	late August/early September
Update and post electronic vacancy notice & recruitment materials	mid-September
Accept materials from candidates and conduct background checks	Sept. 15 to Dec. 1, 2025
Meet with board to screen for finalists	mid December 2025
AASB notifies finalists and arrange interviews	mid December 2025
Board Members conduct reference checks	mid December 2025
Candidates travel to Cordova for on-site visit, Board conduct interviews, final selection, secure contract	early January 2026
Superintendent begins	July 1, 2026
Follow-up workshop with Board & Superintendent	By the end of Dec 2026

## d) The Recruitment Process

Once the selection criteria have been identified, the search consultant will work with the Board to develop a vacancy announcement that will describe the position, the selection criteria, the district, and the community. This will be published using an attractive online brochure and leadership profile. AASB will ensure that the announcement receives wide circulation through state and national professional associations, the Revelus platform, websites, and, where authorized by the Board, paid advertisements.

## e) Applicants & Eligibility

AASB uses an entirely online application process. Applicants will complete an online profile and then must complete specific application questions tailored to your district based upon Board input and requirements. Applicants must provide evidence for meeting or exceeding the Board's minimum

requirements for the position, and all information must be submitted to create a complete application. Only complete applications will be forwarded to the Board for review.

AASB will check for certification and recency credits and conduct preliminary background checks on each candidate that meets the basic search criteria. Each application will be examined, and AASB will inform the Board as to whether each applicant is eligible or non-eligible based on the Board's minimum requirements.

#### **f) Background and Reference Checks**

AASB will conduct confidential background investigations of all qualified candidates through our statewide and national network of contacts. This network is one of the most valuable features of the AASB search process, particularly if the Board is interested in conducting a nationwide search. AASB staff can solicit candid information through other state associations and contacts that your local search committee or other consultants would not necessarily secure. Included in the fee for service, AASB will conduct a national criminal background check, a sex offender list check, and an SSN trace for each applicant. An education, employer, and professional license verification are also provided for each applicant.

## **2. Finalist Selection**

AASB maintains that the applications for the superintendent search are the property of AASB. As such, they will remain confidential. If required and requested by the Board, and once the application period has closed, AASB would release only the names of the applicants to the Board President.

A brief oral report of each candidate's background will be presented to the Board before the file review. All files will be presented to the Board for consideration during the selection process. The search consultant will meet with the Board to facilitate the screening process. If a separate committee process beyond the Board is utilized, the search consultant will facilitate this process.

Based on the review of candidate files and the background investigation information, the Board will select finalists to interview in person and onsite. Finalists will be notified immediately by AASB of their selection and invited for an interview. AASB will communicate appropriately to candidates not selected as finalists. AASB will draft a press release for the Board to use that provides a short narrative of each finalist that includes their credentials and work history. This release will be disseminated to the school district, the public and local news media.

AASB will be responsible for oversight of all travel logistics and facilitating search activities while the candidates are on site.

AASB can assist with the superintendent contract review with the Board. AASB usually facilitates the offer development by the Board and may assist with the final contract negotiation if desired. The AASB facilitators have extensive experience with this aspect of the hiring process.

### 3. Superintendent Selection

#### a) The Onsite Candidate Visit and Interview

The search consultant will meet with the Board to provide information on the mechanics of conducting successful interviews and assist the Board in developing effective interview questions. The search consultant will also help prepare a public announcement of the superintendent selection suitable for a press release.

The search consultant will be onsite to help orient candidates to the community during their onsite interview and work with the Board to plan functions, allowing the candidates to meet with constituent groups. The search consultant will facilitate community and staff forums or surveys with the candidates as requested.

AASB understands a school board's desire to make sure its stakeholders feel that they have an opportunity to provide input to the Board about the choice of the next superintendent. AASB will include two stakeholder surveys and two stakeholder forums (in-person or virtual) included in the fee for service. Stakeholders may include but are not limited to district staff, students, parents and families, tribes, civic leaders, and community groups.

### 4. Developing a Successful Team; Board / Superintendent Workshop

#### a) Board Superintendent Workshop

One of the key factors leading to a good transition between the Board and new superintendent is the development of a trusting and effective relationship. One of the most crucial opportunities for that to happen is at a facilitated workshop with the new superintendent and the Board. Following the appointment of the new superintendent, the search consultant will conduct a workshop in the district to help identify expectations, clarify responsibilities and develop priorities. This workshop supports the new board-superintendent team in establishing effective lines of communication and a positive working relationship. This workshop is included in the price of the service set forth. There is no refund value available to the district if it is not used. This follow-up workshop must be scheduled to occur by the *end of 2026* to receive it as a part of this comprehensive service.

#### b) Guarantee

If the candidate selected by the district ends their employment as Superintendent of the district before June 30, 2027, AASB will repeat the Superintendent search process at no additional service fee (reimbursement of travel expenses required) if the following conditions are met:

- 1) the Board and Superintendent participate in good faith in the Board/Superintendent workshop described in 4 a) above, and
- 2) the District's payment for the initial search services as outlined herein have been paid.

## MEMORANDUM OF AGREEMENT

### Cordova School District and Association of Alaska School Boards

The Association of Alaska School Boards looks forward to assisting the Cordova School District Board of Education with their search to secure a superintendent of schools. AASB's involvement will include one virtual meeting with the Board to establish the search criteria, qualifications, and timeline, two virtual or onsite search facilitations, and ongoing telephonic or web meeting support throughout the entire process. AASB will also provide up to two separate stakeholder surveys, one stakeholder virtual forum, and summary reports needed for the Board if desired

#### I. CONDITIONS

- a. The Cordova District Board of Education will pay a professional fee of **\$10,000**, payable to the Association of Alaska School Boards.
- b. In addition to the professional fee, the Cordova School District Board of Education shall reimburse the Association of Alaska School Boards for reasonable expenses. Expenses include but are not necessarily limited to travel, lodging, and food for AASB staff and candidates. An onsite visit is typically two days in duration. **Any requirement for a more extended onsite visit will be invoiced at the standard rate of \$1,390 per day.** Expenses also comprise additional costs including, but not limited to, specific additional advertising and additional background or reference checks not normally executed as approved by the Board of Education.
- c. Cordova School District warrants that it is an equal opportunity employer and functions in accordance with applicable state and federal laws. AASB warrants that it is an equal opportunity employer and functions in accordance with applicable state and federal laws.
- d. The services that AASB shall provide to Cordova School District shall be those services set out in the **Scope of Services** incorporated here by reference.
- e. Cordova School District shall indemnify and hold the Association of Alaska School Boards harmless from liability not arising through the gross negligence or intentional misconduct of the Association of Alaska School Boards.

#### II. DISCONTINUANCE OF SERVICE

Either party may terminate this contract at any time by a notice in writing delivered by one party to the other. This includes the decision of the Board to suspend the current search. Notice of termination shall be provided as follows:

Lon Garrison, Executive Director, Association of Alaska School Boards,  
[lgarrison@aasb.org](mailto:lgarrison@aasb.org)

David Glasen Board President, Cordova School District,  
[dglasen@cordovasd.org](mailto:dglasen@cordovasd.org)

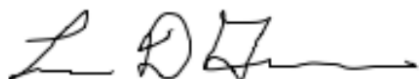
In the event that the search is **suspended** and will be restarted at a later date, this MOA will be terminated, and a renegotiated MOA will need to be approved to complete the search. Consideration for work previously completed and fixed costs to be incurred that are outside of AASB's control, such as necessary additional background and reference checks, will be incorporated into the new agreement.

In the event of contract termination, the Association of Alaska School Boards will be reimbursed for all expenses through the date of termination or the date of receipt of notice of termination, whichever is later, and will be eligible for all professional fees payable in accordance with paragraph I-a, prorating any unused portion of the scope of services based on the cumulative percentage of service completed (see the table below), except that if the Cordova School District Board of Education hires any candidate applying through or submitted by the Association of Alaska School Boards; the entire fee shall be deemed "earned" and paid as though paragraph I-a were still in effect.

1. Superintendent Search Initiation (25% of total fee)	\$2,500 plus expenses
2. Search Initiation & Finalist Selection (35% of total fee)	\$3,500 plus expenses
3. Successful Search Selection (40% of total fee)	<u>\$4,000 plus expenses</u>
<b>Total</b>	<b>\$10,000 plus expenses</b>

If the terms set forth in this Memorandum of Agreement meet with the Board's approval, please indicate acceptance by having the appropriate official sign and return a copy with signatures for our files.

The Cordova School District Board of Education agrees to engage the Association of Alaska School Boards, 1111 West 9<sup>th</sup> Street, Juneau, Alaska 99801-1811, to serve as consultants to the Board in conducting a search for their Superintendent of Schools in accordance with this Agreement.



August 14, 2025

\_\_\_\_\_  
Lon D. Garrison, Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
David Glasen, President, Cordova School District

\_\_\_\_\_  
Date