



## Douglas County School District Special Board Meeting

Douglas High School-Media  
Center & Zoom

1670 Highway 88

Minden, NV 89423

Thursday, March 21, 2024

5:00 PM

### Agenda

Please use the following link to join the webinar: <https://dcsd-k12.zoom.us/j/86209626834> Passcode: MAR24 Or Telephone: +1 669 900 6833 US (San Jose) Webinar ID: 862 0962 6834 Passcode: 866728

#### 1. Call to Order

##### A. Pledge of Allegiance

##### B. Approval of a Flexible Agenda (*For Possible Action*)

The Trustees reserve the right to take items in a different order to accomplish business in the most efficient manner and may combine two or more agenda items for consideration, remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

#### 2. Public Comment on Agenda Action Items

The public will be invited to make comments at this time on agenda action items, where such comments shall be limited to one and a half minutes per person. Anyone with comments on action items that will take more than one and a half minutes is encouraged to put their testimony in writing and provide a copy to the Board prior to or at the meeting. These copies will not be read aloud, but will be added to the minutes of the meeting upon request.

#### 3. Appointment of Acting Superintendent to Superintendent of Schools (Information Only)

At the March 12, 2024, Regular Board Meeting, the board took action and voted on appointing Acting Superintendent, Jeannie Dwyer, to the permanent position of Superintendent on Agenda Item 6. This action was in violation of open meeting law, and therefore the action/vote is null and void, as a matter of law.

#### 4. Search Process for Superintendent SG-G (*Discussion and For Possible Action*)

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The Board will deliberate and make decisions regarding the procedure for selecting a new District Superintendent. Consideration may be given to the option of engaging a national search firm. The Board will explore and define specific steps and a timeline they will follow in the process.

#### 5. Public Comment

Comments from the public are invited at this time on topics not specifically addressed elsewhere in the agenda. A sign-up sheet is provided and individuals who wish to address the Board are asked to indicate their desire to speak and the topic about which they will speak. Individuals wishing to address the Board at this time will be limited to one and a half minutes. The Board is precluded from acting on items raised during Public Comment that are not already on the agenda.

#### 6. Adjournment

(\*) Times are estimated. Items on the Agenda may be taken out of order. The Board of Trustees may combine two or more agenda items for consideration, and may remove an item from the agenda or delay discussion

relating to an item on the agenda at any time. Generally speaking, the item will be heard no earlier than the time indicated.

**If copies of the complete agenda (and supporting materials) are desired in advance, they may be obtained at the District Office on the Friday or Monday preceding a regular Tuesday meeting of the Board. Please contact the District Office at 775-782-5134 or Suptoffice@dcsd.k12.nv.us.**

Notice to Individuals with Disabilities: Members of the public who require special assistance or accommodations are asked to notify the District Administration at 1638 Mono Avenue, Minden, Nevada, 89423, or by calling 782-5134, so that such notification is received at least twenty four (24) hours prior to the meeting. In conformance with the Open Meeting Law, it is hereby noted that the agenda for the meeting of the Douglas County School Board of Trustees has been posted at the following locations:

Douglas County School District, Minden, NV  
District website: [www.dcsd.k12.nv.us](http://www.dcsd.k12.nv.us)  
State of Nevada website: <https://notice.nv.gov>



# Douglas County School District

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## BOARD MEMORANDUM

**Date: March 12, 2024**

**To: DCSD Board of Trustees**

**From: Jeannie Dwyer, Acting Superintendent**

**Re: Search Process for Superintendent - Information on Recruiting Agencies**

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Ray and Associates

[School Administrator Executive Recruiters](#)

At Ray and Associates, we provide our clients with the services they need to locate the perfect job candidates. From recruiting, and background investigations to contract negotiations -- we provide the resources you need to make the right decision.

Developing the Profile

One of the best features of working with Ray and Associates, Inc. is that our firm closely customizes each and every search to the criteria and qualifications determined by our clients. In fact, we take extra measures to ensure the proper development of these criteria and qualifications. This includes individual interviews with each member of the board or selection committee. If constituent input is desired, we have a systematic process that organizes various groups and surveys their expectations for a new leader. In turn, this information is provided to the board or selection committee in an easy to use format that lends high credibility to the search.

Recruitment

The quality and extent of recruiting efforts is an important key to any executive search. Ray and Associates, Inc. maintains a positive working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of attracting outstanding candidates. Because of our own extensive network of professional associates, our relationship with other search firms, and other contacts, we are able to stay abreast of the performance of many of the best school administrators and non-traditional leaders in the country. These school leaders typically have good jobs and must be recruited.

Background Investigations



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## BOARD MEMORANDUM

Ray and Associates, Inc. makes every effort to ensure our clients that the candidates recommended for consideration are exactly who they say they are. Careful screening and background checks are essential to this process. Our firm provides our clients with detailed information on each semi-finalist in addition to all other application materials. This information relies upon many hours of research and investigation. No attempts are made to conceal anything from our clients. In fact, our clients often remark that they are very impressed with how much they actually learn about candidates before ever meeting them.

### Contract and Guarantee

We will provide a written agreement between our clients and Ray and Associates, Inc. that will contain the provisions of our proposal and any modifications upon which we mutually agree. Additionally, we provide a satisfaction guarantee with all terms specified in the written agreement.

### Additional Services Provided by Ray and Associates

Included in the basic fee is our Board/Superintendent Governance Assessment. The consultants from Ray and Associates, Inc. will spend time with the Board in determining areas of interest for the development of the relationship between the Board, superintendent, and other administrators. We have found that there is really no better time than very early in the tenure of a new superintendent to address issues and expectations. Our services in this regard include interviewing and providing an assessment of board members. Assessment results are then analyzed and shared with the Board and new superintendent along with recommendations to consider for a training plan which would be scheduled by mutual agreement.



## BOARD MEMORANDUM

### [Superintendent Searches | McPherson & Jacobson LLC](#)

The McPherson & Jacobson Difference

“It’s About the Kids”

WE BELIEVE every student is entitled to a high quality education. We strongly believe quality education is dependent upon quality leadership.

OUR MISSION is to ensure your search results in quality leadership for education excellence.

McPherson & Jacobson, L.L.C. has designed a five-phase protocol allowing the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and stakeholder groups the district identifies, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

McPherson & Jacobson has been conducting national searches for boards of education since 1991.

We have over 125 consultants across the United States who will ensure your search results in quality leadership for your district.

Our comprehensive, transparent process is outlined below:

#### Phase I

- Identify the desirable characteristics of the future superintendent.
- Establish appropriate timelines.
- Determine advertising venues.

#### Phase II

- Meet with designated stakeholder groups.
- Advertise the vacancy and develop promotional materials.
- Send out, receive, and catalog all application materials
- Actively recruit applicants.

#### Phase III

- Read and evaluate all completed applicant files.
- Conduct complete reference checks.
- Assist the board members in selecting final candidates to be interviewed.

#### Phase IV

- Prepare the board for the interview process.
- Schedule and coordinate interviews.
- Keep all candidates informed of their status in the selection process.

#### Phase V



## BOARD MEMORANDUM

- Establish performance objectives for the superintendent.
- Provide a GUARANTEE.

### Additional Services

- [Establish Board Operating Principles](#)
- [Goal Setting—Long Range Planning](#)
- Review and update job description
- Assist in developing an effective contract

### [Hazard, Young, Attea, Associates](#)

#### 1. Engage

Engage stakeholders and develop a leadership profile and selection criteria that matches the priorities of the community.

The Engage phase consists of designing and planning a process of engaging the Board and stakeholders through interviews, [online surveys](#) (available in world languages), and focus groups. Information from these interactions assists in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of the local district. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be a part of the search process and provides valuable feedback about the school district based on HYA's local research and professional understanding of the district's standing in the broader marketplace. The HYA Signature search includes all Engage phase services, however, a district can choose services a la carte.

#### 2. Recruit

Leverage HYA's extensive network of nation-wide consultants to identify and recruit qualified leaders. The Recruit phase consists of leveraging HYA's extensive national [network of Associates](#) across multiple offices and incorporating advertising strategies that results in the identification and recruitment of exceptionally talented leaders. HYA can also recruit non-traditional candidates, i.e. executives that have worked in business, military, private or public sector. HYA works in close partnership with state and national organizations with numerous Associates serving on those



## BOARD MEMORANDUM

Boards. The HYA Signature search includes all Recruit phase services, however, a district can choose services a la carte.

### 3. Select

Select among a slate of highly qualified candidates aligned to priorities of the Board/community.

The Select phase consists of providing the Board with a slate of candidates that were interviewed by HYA Associates using the Leadership Profile or job description established by the District. HYA Associates are committed to spending the necessary time and energy on the details to find the right candidates. The search team then facilitates the Board/District interviews and appointment process including reviewing candidates' references. HYA's ability to gain important [background information](#) regarding candidates – beyond what appears on an individual's resume – is a unique and distinguishing characteristic of HYA, and is attributable to the integrity of the firm, Associates, and the vast networks of professional relationships built through decades in the education field. A workshop on interviewing and construction of interview questions is facilitated by the Associates. Executive due diligence including formal background and media checks complete the Select phase. The HYA Signature search includes all Select phase services, however, a district can choose services a la carte.

### 4. Transition

Appoint and communicate the hiring of the new superintendent, and provide transition services. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. HYA deploys Certified [Executive Coaches](#) designed to meet the unique needs of individual leaders and teams. HYA facilitates [goal setting and an evaluation](#) process for superintendents and chief executives; coordinates and provides a [process for the development of strategic plans](#); and assists in the recruitment of key members of the leadership team, namely assistant superintendents and principals. HYA also provides [training for board members](#) on their role in governing the organization.



# Douglas County School District

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## BOARD MEMORANDUM

### [School Superintendent Search | Human Capital Enterprises](#)

#### SCHOOL SUPERINTENDENT SEARCH

There is nothing more important, more critical to your long-term mission, than hiring an executive leader for your school district. It is the single-most important determinant of your success.

Over the past decade, we have established ourselves as one of the most respected Superintendent Search firms in the United States. Although focused in the beautiful Pacific Northwest where we are best-known, our associates have served school boards as far away as Virginia and Maryland to the east, and California and New Mexico to the south. [Please see our list of satisfied clients here.](#)

Our process of identifying talented leaders, and our process of supporting elected school boards, are steeped in a value system based on Equity, Fairness, and Principled Search which zeroes in on providing an outstanding process that attracts remarkable talent to the Superintendency. As a result, we are able to boast an exceptional record of longevity for the superintendents we seat.



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[Superintendent Search – New Mexico School Boards Association](#)

**Is Your Superintendent Leaving?**

**Hiring A New Superintendent – A Process to Consider**

**Overview of NMSBA Superintendent Search Service**

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The New Mexico School Boards Association offers the following suggestions for the consideration of boards who find themselves faced with the duty of employing a new superintendent.

One of the first questions a board should ask: Is there one or more people within the district who should be considered before conducting an extensive search?

If the board agrees that outstanding candidates are within the district and they are confident that one of them will be the ultimate selection, then a lot of time and expense can be saved by considering only those people.

If the answer to the first question indicates that the search should include candidates from outside the district, the next question is: Does the board wish to employ a consultant to assist in the search? As was mentioned earlier, the process of searching for and selecting a superintendent can be very time consuming; therefore it is suggested that the board consider employing a consultant.

A consultant can help outline the procedures that are necessary; assist with the advertising; help identify candidates who can fit the needs of the district; provide the secretarial service; assure confidentiality; assist in preliminary screening; assist in developing a system for investigating semi-finalists; assist in the preparation of an interview format and arrange an interview schedule; assist in developing a process for making the final decision. Many boards feel that it is appropriate to involve employees and parents in some fashion in the search process. This can be done in a variety of ways and still fully protect the boards right and responsibility to make the final decision. A consultants guidance in considering this issue can be especially valuable.

For a board that does not feel that it can devote the necessary time to adequately perform all the necessary tasks that are involved, the consultant can prove to be a very important asset.

The New Mexico School Boards Association offers a superintendent search service on a contract basis and would be happy to discuss the service with the board. If the board wishes to employ a consultant other than the one provided by NMSBA, the staff of NMSBA would be happy to assist the board in



# Douglas County School District

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## BOARD MEMORANDUM

locating one. If the board decides not to employ a consultant to assist them, the following is provided as a suggested do-it-yourself guide for the selection of a superintendent.

The board should meet immediately after the vacancy is made official and start the search and selection process. At this meeting it is important to adopt a calendar of events that will lead to the selection of the new superintendent. The calendar of events should be an orderly, detailed, step-by-step procedure that includes duties, dates, times and assignments.

The following outline is presented as a suggested guide to assist the board in performing the many and varied tasks that are necessary. It must be emphasized that this outline contains suggestions only and that it is incumbent upon each board to tailor a selection process to meet the needs of the school and community. It must also be emphasized that this outline is not all inclusive and does not intend to cover every possible aspect of the superintendent search and selection process.



# Douglas County School District

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## BOARD MEMORANDUM

### [Superintendent Executive Recruitment Services – GovHR USA](#)

#### Superintendent Executive Recruitment Services

##### *EXECUTIVE RECRUITING*

Our recruitment and selection process is dynamic, thorough, and tailored to each client's needs. We take the time to understand your organization's culture, the school district and the qualities and experiences you are seeking in candidates. We develop a targeted outreach plan specific to your recruitment.

Finding the right superintendent to lead your school district is one of the most important – and most difficult – tasks for school district officials. Our thorough and detailed process will take the burden off of staff and elected officials, and provide you with the information you need to make an informed decision in selecting your next superintendent.

##### *SENIOR STAFF RECRUITMENT*

In addition to superintendent roles, we can help fill other administrator or senior staff positions such as Human Resources Director, Finance Director or Business Manager, Facilities Director, Communications Director and more.

##### *GOVHR USA SERVICES*

GovHR USA consultants are with you every step of the way, guiding school district officials through each step of the recruitment process.

- We offer a transparent partnership featuring regular communication and updates with both officials and candidates throughout the process.
- Strong community engagement efforts include survey tools and public meeting facilitation/focus groups with the community.
- Position assessment and detailed recruitment brochure.
- Extensive outreach to candidates using social media, web-based advertising, multiple databases and personal contact.
- Candidate evaluation, screening, and background due diligence.
- Oral presentation exercises and written exercises for use during the interview process.



## BOARD MEMORANDUM

- Utilization of video interviewing tools, which helps to screen candidates more efficiently. Officials are able to gain more insight into candidates, while at the same time streamlining the process.

### *ABOUT GOVHR USA*

GovHR USA was founded to serve as a vehicle for excellence in public service, through recruitment and selection, human resources and management consulting, and temporary staffing services for local governments, schools and non-profit organizations across the United States.

### Scope of Services

#### Executive Recruitments

- Develop detailed marketing brochure and position announcement
- Post position announcement to approved advertising sources, GovHR's social media sources and extensive email outreach
- Candidate evaluation/top candidates selected
- Conduct Video interview, reference checks, social media and google search of select group
- Presentation of candidates with client (candidate pool narrowed for interview)
- Schedule and facilitate candidate interview process, which is tailored to meet the Client's specific needs
- Full background screening, additional reference checks and news media search conducted
- Present draft interview questions
- Consultant facilitates interviews of top candidates
- Assist with negotiations and offer to selected candidate
- Notify all applicants of appointed candidate

#### Executive Recruitments – Limited Scope

- Develop a flyer and position announcement
- Post position announcement to approved advertising sources, GovHR's social media sources and extensive email outreach
- Candidate evaluation/top candidates selected
- Conduct Video interview, reference checks, social media and google search of select group
- Presentation of candidates with client (candidate pool narrowed for interview)
- Notify all applicants of appointed candidate



# Douglas County School District

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## BOARD MEMORANDUM

### Virtual Recruitments

- Develop a position announcement
- Post position announcement to approved advertising sources and GovHR's social media sources
- Conduct extensive email outreach
- Share announcement with GovHR's professional network
- Prepare assessment matrix that matches candidate's qualifications against position requirements
- Submit top tier candidates to client along with all recruitment applications

### Professional Outreach

- Develop position announcement
- Post position announcement to approved advertising sources and GovHR's social media sources
- Conduct extensive email outreach
- Share announcement with GovHR's professional network
- Submit all resumes to client after deadline

## **Superintendent**

**Search Services Proposal for**

# **Douglas County School District Minden, Nevada**

March 2024



Phone: 888-375-4814  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)  
Website: [www.macnjake.com](http://www.macnjake.com)







**MCPHERSON & JACOBSON, LLC**

EXECUTIVE RECRUITMENT & DEVELOPMENT

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March 6, 2024

Board of Trustees  
Douglas County School District  
1638 Mono Avenue  
Minden, Nevada 89423

Thank you for your request for information. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Douglas County School District in ensuring your superintendent search secures quality leadership for the district.

As a nationally recognized leader in superintendent searches, McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps.

McPherson & Jacobson has been conducting searches for boards of education since 1991. Our consultants will ensure your search results in quality leadership for your district.

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

*Dr. Norm Ridder*

Owner, McPherson & Jacobson L.L.C.



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03/24



## Executive Summary

McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process. We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who cannot attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- The consultants will read all of the completed files submitted by applicants and evaluate them against the selection criteria.
- The consultants will conduct reference checks until they have complete knowledge of the applicant's strengths and weaknesses. The consultants will pre-interview applicants to be submitted on the shortlist. In-depth background checks (criminal, financial, and educational degree verification) are conducted on the candidates selected by the board to be interviewed.
- We will continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We will help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit, and screen applicants against those criteria, and assist during the transition period, that we guarantee our service.

***Our mission is to ensure your search results in quality leadership for education excellence.***

## About McPherson & Jacobson

### The McPherson & Jacobson Difference

***“Your students, staff, and community deserve the best.”***

- *WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.*
- *OUR MISSION is to ensure your search results in quality leadership for education excellence.*

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process.

At the core of our firm’s work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents to school board members to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the state and nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve.

### Qualifications and Background of McPherson & Jacobson, L.L.C.

- **Leading National Search Firm**

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 1,000 superintendents** and other officials in public and non-profit organizations across the United

States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

- **Nationwide Network of Experienced Consultants**

McPherson & Jacobson has **over 120 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensure your search results in quality leadership for education excellence.

- **Sustainability in Leadership**

Waters and Marzano review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **almost eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

## McPherson & Jacobson, L.L.C. Non-Discrimination Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity.

As an organization, we are committed to equitable practices that will ensure equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;

2. Eliminate barriers in recruitment, hiring, retention, and internal processes;
3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

## Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

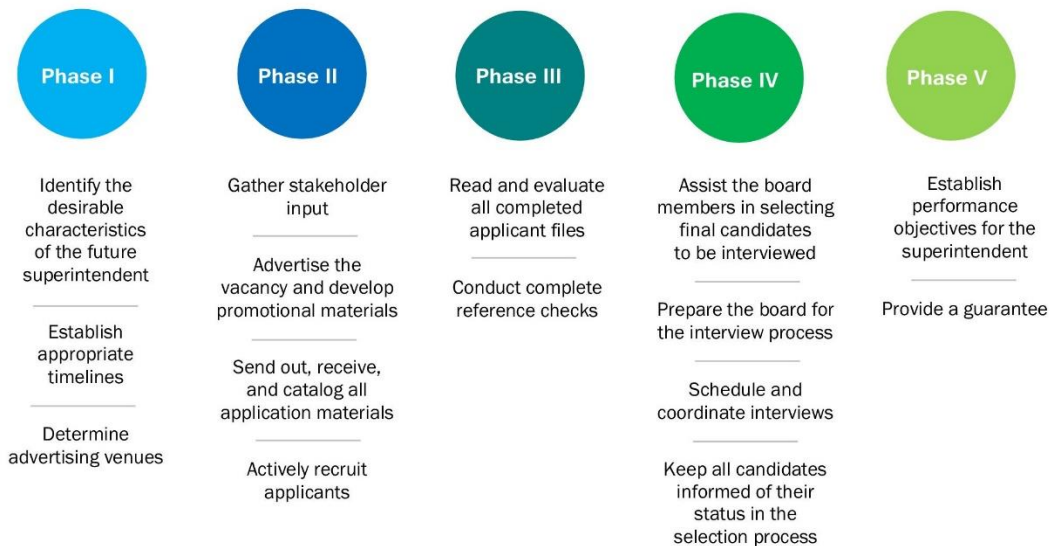
We use our nationwide consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

# Search Process

## Five Phases of a Superintendent Search



### Phase I—Initiating the Search Process

- **Using a group process with the board, identify the most important characteristics of the future superintendent.**

The consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

- **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

- **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

- **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson’s consultants to meet with to solicit input into the process.

- **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board’s consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

- **Identify the point of contact for the district.**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure and coordinating details for stakeholder input and other meetings within the district.

## Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants

- **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district’s point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

- **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess.

The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

The results of the stakeholder meetings and online stakeholder input are summarized by the consultants and presented to the board.

- **Develop promotional literature and brochures announcing the vacancy (optional—there is an additional fee for a full-color brochure).**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board’s selection criteria, the board members, and the application procedures and timelines.

- **Prepare and place announcement of vacancy.**

McPherson & Jacobson’s staff will prepare and place the announcement of vacancy. It will be sent to the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website ([www.macnjake.com](http://www.macnjake.com)) that allows applicants to access all the application materials and apply online. The website averages over 225,000 hits per month.

- **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson’s staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

- **Post application information and notify interested applicants.**

McPherson & Jacobson’s staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

- **Actively recruit applicants who meet the district’s needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women’s Leadership Conference.

- **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe public business should be done in public with transparency. We also understand the need for applicants' confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time the names of the finalists are made public.

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search, and we will adapt our process to fit your unique needs.

- **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson's staff monitors applicants and notifies them of what is still needed to complete the process.

- **Communicate with all Board Members in a timely manner.**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

## Phase III—Applicant Screening

- **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional materials in each applicant file and begin reviewing against the selection criteria.

- **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualifications. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

- **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants can share with the board.

- **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

## Phase IV—Reviewing Candidates with the Board, Interviews

- **Review candidates with the board and assist board members in determining which candidates they will interview.**

The consultants will provide a complete list of applicants who completed the application process to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district’s criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

- **Conduct background checks.**

Included in the expenses are a criminal/financial/degree verification background checks for the candidates selected to be interviewed.

- **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of these candidates will be made public upon confirming the interviews (if the board chooses to release the names). During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

If the board chooses to conduct semi-finalist interviews, the candidates will only meet with the board. The names of the semi-finalist candidates will remain confidential (in states where an executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

- **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

- **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

- **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouse/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

- **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouse/significant others. To ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

- **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

- **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

- **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

## Phase V—Transition with Success

- **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives.

- **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, **FOR WHATEVER REASON**, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

## Timeline

The timeline for the search process is established when we meet with the board, so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

Search sequence:

- At the beginning of the search
  - The qualities for the new superintendent are identified
  - A formal timeline is established
  - Advertising decisions are made
  - Application information is posted
  - Promotional materials are created to advertise the district and the vacancy
- At the time designated by the board
  - Stakeholder group meetings are held, and online stakeholder input is gathered
  - A summary of stakeholder input is presented to the board
- As applications arrive in our office
  - Applications are monitored and applicants are notified of the deadlines to submit their materials
- After the closing date
  - All the completed applicant files are forwarded to the consultants
  - The consultants begin the review and pre-interview process
- Approximately two to four weeks after the closing date
  - Consultants provide information to the board on all applicants who completed the process
  - Consultants present summary profiles and video interviews of qualified candidates to the board
  - The board selects the candidates it wants to interview
  - Criminal/financial/degree verification background checks are conducted on the candidates selected to be interviewed
  - McPherson & Jacobson notifies each applicant not selected for an interview
- Soon after the board selects their candidates
  - Semi-finalist interviews are conducted (if chosen by the board)
  - The board interviews its final candidates
  - The board selects their new superintendent
  - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

## Responsibilities of Douglas County School District and McPherson & Jacobson, L.L.C.

Event	McPherson & Jacobson's Tasks	School District's Tasks
1 <sup>st</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> The consultant guides the board in determining the following items               <ul style="list-style-type: none"> <li>o Characteristics for the new superintendent</li> <li>o The search calendar</li> <li>o Compensation parameters</li> <li>o Identify the appropriate constituent groups for stakeholder input</li> <li>o Advertising venues</li> </ul> </li> <li><input type="checkbox"/> The consultant works with the Point of Contact to compile:               <ul style="list-style-type: none"> <li>o Information to create the brochure announcing the vacancy (optional)</li> <li>o The list of names to be invited to the community input meetings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provides consultant with the necessary information to create the brochure (optional); the name of the Point of Contact; and the Board Contact List</li> <li><input type="checkbox"/> Reviews and approves the brochure</li> </ul>
After 1 <sup>st</sup> meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Application link is posted online</li> <li><input type="checkbox"/> Brochure announcing the vacancy is created (add-on item)</li> <li><input type="checkbox"/> Advertising is started</li> <li><input type="checkbox"/> Vacancy announcements are sent out</li> <li><input type="checkbox"/> E-mails are sent to applicants registered with McPherson &amp; Jacobson notifying them about the opening</li> <li><input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position</li> <li><input type="checkbox"/> Opening is posted on social media and additional venues</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Edit the brochure (if district chooses to have a brochure created)</li> </ul>
During application period	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultants recruit candidates that fit the position</li> <li><input type="checkbox"/> Monitors applicants and where they are in the application process</li> <li><input type="checkbox"/> Notifies applicants of the closing date for submitting their materials</li> <li><input type="checkbox"/> Lead consultant keeps the board up to date on the search</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Posts a link to the McPherson &amp; Jacobson website</li> <li><input type="checkbox"/> Posts the brochure (announcement of vacancy) on their website (if chosen)</li> <li><input type="checkbox"/> Advertises the opening on the district's social media platforms</li> </ul>

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	<ul style="list-style-type: none"> <li><input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule</li> <li><input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations</li> <li><input type="checkbox"/> Posts meeting dates, times, and locations as open public forum</li> <li><input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district</li> </ul>
Stakeholder meetings	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input</li> <li><input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson &amp; Jacobson website and also provided to the district to post</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website</li> </ul>
Stakeholder meetings completed	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultant summarizes key themes and is sent to Home Office</li> <li><input type="checkbox"/> The stakeholder input summary report is created</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website</li> </ul>
2 <sup>nd</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review stakeholder input summary report and provide copies to the district</li> <li><input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> <li>o Interview questions</li> <li>o Length of contract, moving and interview expenses</li> <li>o Spouse/significant other's involvement in interview process</li> <li>o District Interview Schedule</li> <li>o Candidate Daily Interview Schedule</li> </ul> </li> <li><input type="checkbox"/> Interview questions are sent to Home Office to be formatted</li> </ul>	
Prior to 3 <sup>rd</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed</li> <li><input type="checkbox"/> Contact candidates on short list and verify their interest in the position</li> <li><input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures, and screen questions</li> </ul>	

Event	McPherson & Jacobson's Tasks	School District's Tasks
3 <sup>rd</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> The consultant facilitates the board's <ul style="list-style-type: none"> <li><input type="checkbox"/> Review of the list of all applicants</li> <li><input type="checkbox"/> Overview of candidates on short list</li> <li><input type="checkbox"/> Selection of finalists</li> <li><input type="checkbox"/> Finalizing of interview dates &amp; schedule</li> <li><input type="checkbox"/> Review of interview questions &amp; procedures</li> <li><input type="checkbox"/> Finalizing candidate &amp; spouse/significant other arrangements</li> </ul> </li> <li><input type="checkbox"/> Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues</li> <li><input type="checkbox"/> Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.)</li> <li><input type="checkbox"/> Send Candidate Daily Interview Schedule to each finalist</li> <li><input type="checkbox"/> Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed</li> <li><input type="checkbox"/> Notify the applicants who were not selected to be interviewed</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assist with lodging arrangements and welcome gifts</li> <li><input type="checkbox"/> Arrange for spouse/significant other tour</li> </ul>
Interviews	<ul style="list-style-type: none"> <li><input type="checkbox"/> Call Point of Contact after 1<sup>st</sup> interview to learn how it went</li> <li><input type="checkbox"/> Call 1<sup>st</sup> candidate to learn their perspective and how the interview went</li> <li><input type="checkbox"/> Suggest any possible improvements</li> <li><input type="checkbox"/> Be available for questions</li> <li><input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> One candidate per day</li> <li><input type="checkbox"/> Board member greets each candidate upon arrival to district</li> <li><input type="checkbox"/> Informal interview-social setting</li> <li><input type="checkbox"/> Formal interview</li> <li><input type="checkbox"/> Spouse/significant other's visitation is coordinated</li> </ul>
Finalist selected and accepted	<ul style="list-style-type: none"> <li><input type="checkbox"/> Call and make offer to candidate</li> <li><input type="checkbox"/> Verify acceptance</li> <li><input type="checkbox"/> Call other finalists</li> <li><input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board meets and discusses each candidate individually</li> <li><input type="checkbox"/> Read input forms submitted by stakeholder input groups</li> <li><input type="checkbox"/> Have each board member rank order candidates</li> <li><input type="checkbox"/> Select minimum of #1 and #2 candidate</li> <li><input type="checkbox"/> Call and make offer to candidate</li> <li><input type="checkbox"/> Send interview forms and files to the Home Office</li> <li><input type="checkbox"/> Board evaluates our services</li> </ul>
Phase V	<ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept</li> <li><input type="checkbox"/> Consultant reviews superintendent's plan</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Superintendent creates plan with target objectives and timelines</li> <li><input type="checkbox"/> Plan is sent to consultant to be reviewed</li> <li><input type="checkbox"/> Board adopts plan</li> </ul>

## Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

### **Initial stakeholder input sessions**

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

### **Meeting the candidates**

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

### **Process for Obtaining Staff Input**

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the

characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal, to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

### **Process for Obtaining Parent and Community Input**

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

### **Process for Including Ethnically Diverse Communities**

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

At the request of the district, online surveys for multiple languages can be developed and posted.

### ***K12 Insight***

McPherson & Jacobson will utilize *K12 Insight* to collect the online input and provide an analysis of the input received. The online input received, analysis, and input received from in-person meetings will be summarized into a report and presented to the board.

# Cost Proposal for Douglas County School District

## Investment for the Search

**The fee for conducting the superintendent search is \$13,900 for Phases I-V.**

**Estimated Expenses                      \$6,600**

- **Advertising**
  - Thirty (30) days on AASA (American Association of School Administrators)
  - Thirty (30) days on TopSchoolJobs (Ed Week online)
  - Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
  - Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
  - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
- **Stakeholder Meetings**
  - One (1) day of in-person stakeholder meetings
  - Online stakeholder input surveys
  - Final report delivered to the board by email and one hard copy per board member, if requested
  - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
  - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
- **Candidate Reviews/Information**
  - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
  - Criminal/financial/degree verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
  - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
- **Consultant Travel**
  - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
  - *Consultant travel expenses can be reduced if the district requests online meetings.*
- **Office Expenses**

**The total not to exceed amount including expenses is \$20,500.**

*Interview expenses for the candidates are not included in this amount.*

## Additional Services Available

- **Attending Candidate Interviews**

If the board requests, McPherson & Jacobson's consultants will attend the candidate interview sessions for an additional fee (negotiated between the district and the consultant) plus expenses.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$250 for a two-page brochure and \$500 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates.

Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate. The report received will

- Show the traits most expressed by a potential candidate.
- Provide insight into work styles and environmental preferences.
- Help you understand the projects and initiatives a candidate will likely prioritize.

- **Assistance in Hiring the Selected Candidate**

*The fee will be based on an hourly negotiated rate.*

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.

- **Searches for Other Leadership Positions**

*The fee will be based upon services selected.*

McPherson & Jacobson can assist the district in filling additional leadership positions in your district (principals, central office, etc.). For these searches, we offer either a full search process, or we can assist the district with selected parts

of the search. Our consultants would be pleased to discuss the options with you. For some districts we have a blanket contract to assist the district with their leadership openings as they occur.

- **Leadership Team Resources**

*The fee will be based upon services selected.*

In addition to our Phase V, Establishing Superintendent Objectives, we can assist the district leadership team through additional services and workshops.

- Creating Board Operating Principles
- Goal Setting/Long-Range Planning
- Executive Coaching
- Meaningful Superintendent Evaluations

- **Strategic Planning**

*The fee will be based upon services selected.*

McPherson & Jacobson has partnered with Innovate K12 to offer districts a dynamic, comprehensive, Strategic Planning service.

InnovateK12 will utilize its suite of consultative, engagement, and analytics services to drive the Strategic Planning process in conjunction with District Leadership.

- InnovateK12 serves as the engine for district leadership and their internal and external outreach, offering an array of services—spanning the beginning to completion of the process, including using the new Strategic Plan as a dynamic resource for Continuous Improvement.
  - SWOT Analysis involving both internal and stakeholders.
  - Internal: Staff (classified/certified), students, leadership.
  - External: Parents, Residents, Business Community, Community Partners.
  - Evaluating previous/current Strategic Plan: Pre-Strategic Planning.
    - What worked and what didn't and why?
    - Challenges and barriers to successful implementation.
  - Data Analytics Reporting identifies the priorities as shared by internal and external stakeholders to pair with future strategic planning committee work.
  - Integration of Continuous Improvement processes.
  - Defining strategic priorities/challenges/objectives.
  - Crafting the Strategic Plan

# McPherson & Jacobson Guarantees

## Client Satisfaction

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses; there is not an additional fee.

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of a majority of the members who hired the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

## Price Match

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

## Recruiting the Selected Candidate

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **almost eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

## Consultants for Douglas County School District

**Mr. Daniel E. Moore**  
**Stockton, California**  
**Email: d\_moore@macnjake.com**  
**Phone: 530-638-5981**

### **Educational Background**

M.S.	1995	National University	Educational Administration
B.S.	1989	California State Polytechnic University	Organizational Communication
A.A.	1986	Riverside Community College	

### **Professional Experience**

Dates	Title	District	Location
2023 to Present	Consultant	McPherson & Jacobson	
2021 to Present	Superintendent	Linden Unified School District	Linden, CA
2018 to 2021	Superintendent	Banta Elementary School District	Tracy, CA
2014 to 2018	Superintendent/ Principal	Owens Valley Unified School District	Independence, CA
2010 to 2014	Superintendent/ Principal	Round Valley Joint Elementary School District	Bishop, CA
2008 to 2022	Professor	Simpson University	Redding, CA
2007 to 2008	Assistant Superintendent of HR & Director of Special Education	Enterprise Elementary School District	Redding, CA
2005 to 2007	Director of Special Education and Student Services	Alta Loma School District	Alta Loma, CA
2005 to 2007	Adjunct Professor, Human Resources	University of California	Riverside, CA
2001 to 2005	Director of Personnel and Pupil Services	Cucamonga School District	Cucamonga, CA
2000 to 2001	Assistant Principal	Cucamonga School District	Cucamonga, CA

1999	to	2000	Assistant Principal	Murrieta Unified School District	Murrieta, CA
1989	to	1999	Teacher & Vice Principal	Jurupa Unified School District	Riverside, CA

**Professional Organization Memberships**

<b>Name of Organization</b>	<b>Offices Held</b>
America Association of School Administrators (AASA)	Member
Small School District Associations (SSDA)	Member
California School Board Association (CSBA)	Member
Association of California School Administrators (ACSA)	Member
California Association of Resources Specialists (CARS)	Member
Association for Supervision and Curriculum Development (ASCD)	Member
Computer Using Educators (CUE) Association	Member

**Professional Recognition/Awards**

<b>Name of Award</b>	<b>Awarding Organization, Committee, etc.</b>	<b>State</b>
Founder's Day Award	West Riverside Parent Teacher Association	CA

**Community/Service/Fraternal Organizations**

<b>Name of Organization</b>	<b>Offices Held</b>
Riverside County Blood Bank Drive	Site Coordinator
United Way	Site/District Coordinator
American Red Cross	Instructor in CPR, First Aid, and Lifeguard Training
Neighborhood Life Program in Rancho Cucamonga, CA	Aquatic Instructor
Riverside Community Players Theatrical Group	Cast Member

**Mr. Dan Zeisler**  
**Grass Valley, California 95945**  
**Email: d\_zeisler@macnjake.com**  
**Phone: (530) 263-7468 cell**

**Educational Background**

Clear Administrative Service Credential	1999	Saint Mary's College of California, Moraga, CA	
M.A.	1998	Saint Mary's College of California, Moraga, CA	Educational Administration
K-12 Multiple Subjects Teaching Credential	1985	California State University, Chico	
B.A.	1982	California State University, Chico	Major: Recreational Administration Minor: Creative writing

**Professional Experience**

<b>Dates</b>	<b>Title</b>	<b>District</b>	<b>Location</b>
2019 to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE
2017 to Present	University Supervisor	University of California	Irvine, CA
2017 to 2019	Superintendent	Chicago Park School District & Clear Creek School District	Grass Valley, CA
2002 to 2017	Superintendent/Principal	Chicago Park School	Grass Valley, CA
2006	University Supervisor	National University	Sacramento, CA
1999 to 2002	Principal	Pleasant Valley School	Penn Valley, CA
1998 to 1999	Principal	Mark Twain Elementary School	Angels Camp, CA

1985 to 1998	Teacher (3 <sup>rd</sup> – 8 <sup>th</sup> grade)	Bellevue School District, Curtis Creek School District, Jamestown School District	Sonora, CA Jamestown, CA
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**Professional Organization Memberships**

<b>Name of Organization</b>	<b>Dates</b>	<b>Offices Held</b>
American Cribbage Congress	2006 to 2010	Board of Directors Member
Tuolumne County School/Law Enforcement Partnership	1997 to 1998	Member
Tuolumne County Curriculum Council for Health and Fitness	1995 to 1997	Member
American Cribbage Congress	1994 to Present	Appointed Director of Youth Cribbage for the United States

**Professional Recognition/Awards**

<b>Date</b>	<b>Name of Award</b>	<b>Awarding Organization, Committee, etc.</b>	<b>State</b>
2013/14	Superintendent/Principal of the Year	ACSA Region 2	
2006/07	Superintendent/Principal of the Year	ACSA Region 2	
1995	Teacher of the Year	Bellevue School District	CA
1995	President’s Award	American Cribbage Congress	

## Additional Information

### McPherson & Jacobson, L.L.C. Consultants

McPherson & Jacobson, L.L.C. maintains a vast cadre of professionally trained consultants across the United States. All our consultants are actively involved in recruiting quality candidates for all searches.

All our professionally trained consultants are involved with education. Every consultant believes that every child in every district is entitled to the highest quality educational opportunities. They also believe that quality education begins with quality leadership.

Following is a list of all our consultants, listed by state:

#### Owner

**Dr. Norman Ridder**

#### Regional Directors

**Dr. Ralph Ferrie**, Eastern United States

**Dr. Steve Joel**, Central United States

**Dr. Steve Lowder**, Western United States

#### Alabama Consultants

**Dr. Barry Carroll**, Retired Superintendent, Educational Consultant, Athens

#### Alaska Consultants

**Mr. Shawn Arnold**, Former Superintendent, Valdez

**Dr. PJ Ford Slack**, Retired Administrator, Fairbanks

#### Arizona Consultants

**Dr. Jed Bowman**, Retired Assistant Superintendent, Chandler

**Mrs. Linda Chapman**, Educational Consultant, Oro Valley

**Mr. Don Grotting**, Retired Superintendent, Gilbert

**Dr. Barry Kayrell**, Retired Superintendent, Prescott

**Ms. Jennifer Tanner**, Board Member, El Mirage

**Dr. Doug Wilson**, Retired Superintendent, Litchfield Park

**Dr. Kristi Wilson**, Retired Superintendent, Litchfield Park

#### Arkansas Consultants

**Dr. Megan Duncan**, Assistant Superintendent, Conway Public Schools, Conway

**Mr. Wayne Gibson**, Board Member, El Dorado

**Dr. Aaron Hosman**, Retired Superintendent, Bull Shoals  
**Dr. T. Kenneth James**, Education Consultant, Batesville  
**Mr. Bobby Lester**, Retired Superintendent, Consultant Emeritus, Jacksonville  
**Mr. Mitch Walton**, Professor, Searcy  
**Mr. Jerrod Williams**, Superintendent, Sheridan  
**Dr. Kieth Williams**, Retired Superintendent, Beebe

#### **California Consultants**

**Mrs. Nicole Anderson**, Educational Consultant, Vallejo  
**Dr. Adam Clark**, Superintendent, Mt. Diablo USD, Concord  
**Dr. Sonny Da Marto**, Retired Superintendent, Folsom  
**Dr. Reyes Gauna**, Superintendent, Byron Union School District  
**Dr. Shelley Jones-Holt**, Educational Consultant, Sacramento  
**Dr. Michele Huntoon**, Assoc. Supt. of Business, East Side Union High School Dist., San Jose  
**Mr. William Huyett**, Retired Superintendent, Lodi  
**Mr. Benjamin “Ben” Johnson II**, Former Board Member, Riverside  
**Dr. Steven Lowder**, Retired Superintendent, Stockton  
**Dr. Michael McCoy**, Retired Superintendent, Bakersfield  
**Dr. Daniel Moirao**, Retired Superintendent, Danville  
**Mr. Daniel Moore**, Superintendent, Linden  
**Ms. Suzanne Morey**, Retired Administrator, Laguna Beach  
**Dr. Stanley Munro**, Administrator, Fresno USD, Clovis  
**Mr. Dennis Murray**, Retired Superintendent, Cameron Park  
**Dr. Julie Vitale**, Superintendent, Oceanside Unified School District  
**Mr. Daniel Zeisler**, Retired Superintendent, Grass Valley

#### **Colorado Consultants**

**Dr. Walter Cooper**, Retired Superintendent, Colorado Springs  
**Dr. Kenneth Haptonstall**, Colorado River BOCES Executive Director, Grand Junction  
**Mr. Paul Reich**, Former school board member, Telluride  
**Dr. Norman Ridder**, Retired Superintendent, Arvada  
**Dr. Henry Roman**, Retired Superintendent, Pueblo  
**Dr. Christy Sinner**, Retired Superintendent, Durango  
**Dr. Randall Zila**, Centennial BOCES Executive Director, Loveland

#### **Connecticut Consultants**

**Mr. Robert Ferguson**, Retired Superintendent, Branford

#### **Florida Consultants**

**Dr. Ralph Ferrie, Jr.**, Retired Superintendent, Lake Mary  
**Dr. Marjorie Alexander Wallace**, Retired IU Director, Palm Harbor

### **Georgia Consultants**

**Dr. Michelle Hamilton**, Georgia Department of Education, Marietta

**Dr. Brian Shumate**, Superintendent, Troup County School System, La Grange

### **Idaho Consultants**

**Dr. Andrew Grover**, Executive Director-Idaho Assoc. of School Admin., Kuna

**Mr. Edward Velasquez**, Retired Superintendent, Hayden

### **Illinois Consultants**

**Dr. John Closen**, Adjunct Professor, Peoria

**Dr. Lloyd Kilmer**, Retired Professor, Moline

### **Iowa Consultants**

**Ms. Kimberly Antisdell**, Retired Administrator, Grimes

**Mr. Dennis Bahr**, Retired Superintendent, Webster City

**Mr. Brad Baker**, Superintendent, Chariton Community School District

**Mr. Chris Fenster**, Superintendent, Southwest Valley Community School District

**Mr. Douglas Gee**, Superintendent, Clear Lake Comm. School District

**Dr. Tawana Grover**, Superintendent, Cedar Rapids Community School District

**Mr. Patrick Hocking**, Retired Superintendent, Lisbon

**Dr. Lloyd Kilmer**, Retired Professor, Le Claire

**Mr. Stephen Murley**, Retired Superintendent, Educational Consultant, Iowa City

### **Kansas Consultants**

**Mr. Dennis Burke**, Retired Superintendent, Baxter Springs

**Dr. James Christman**, Retired Professor, Pittsburg

**Dr. Justin Henry**, Superintendent, Goddard

**Dr. James Karleskint**, Retired Superintendent, Tonganoxie

**Dr. Thomas Trigg**, Educational Consultant, Overland Park

### **Louisiana Consultants**

**Ms. Janet Dixon**, Former Board Member, Alexandria

### **Michigan Consultants**

**Dr. Shelley Jones-Holt**, Educational Consultant, Belleville

### **Minnesota Consultants**

**Dr. Gary Schnellert**, Retired Professor, Sartell

### **Mississippi Consultants**

**Dr. Tom Clark**, Retired Superintendent, Petal

**Mr. John Hoy**, Retired Superintendent, Southaven

**Dr. James Hutto**, Retired Superintendent, Lumberton

**Mr. Ronald Walker**, Retired Superintendent, Hattiesburg

### **Missouri Consultants**

**Dr. Randal Bagby**, Superintendent, La Monte R-IV School Dist., Gravois Mills  
**Dr. James Christman**, Retired Professor, Carl Junction  
**Dr. Sharonica Hardin-Bartley**, Superintendent, School Dist. of University City  
**Dr. Cameron Poole**, Chief Officer of Equity & Inclusion, School Dist. of Clayton  
**Dr. Jeanette Tendai**, Retired Educator, St. Louis  
**Dr. Judith Sclair-Stein**, Retired School Administrator, Chesterfield

### **Montana Consultants**

**Mrs. Sharla Anderson Johns**, Retired Administrator, Victor

### **Nebraska Consultants**

**Mr. David Barker**, Assistant Professor, Columbus  
**Dr. Jerry Ehlers**, Consultant Emeritus, Retired Superintendent, Ainsworth  
**Dr. Paul Gausman**, Superintendent, Lincoln  
**Dr. Randall Gilson**, Superintendent, Blair  
**Dr. Derrick Joel**, Assistant Superintendent, Norris School District, Firth  
**Dr. Steve Joel, National Recruiter**, Retired Superintendent, Lincoln  
**Mr. Brandon Lavaley**, Superintendent, Wahoo  
**Dr. Mike Lucas**, Superintendent, Westside Comm. Schools, Omaha  
**Dr. Aaron Plas**, Superintendent, Bennington  
**Mr. Darren Tobey**, Superintendent, Broken Bow  
**Mr. Antwan Wilson**, Professor/Educational Consultant, Lincoln  
**Mrs. Jennifer Worthington**, Retired Administrator, Grand Island  
**Dr. Rob Winter**, Retired Superintendent, Grand Island

### **New Jersey Consultants**

**Mr. Robert Copeland**, Educational Consultant, Trenton  
**Dr. Karen D'Avino**, Retired Superintendent, Highland Lakes  
**Dr. Ralph Ferrie, Jr.**, Retired Superintendent, Brick  
**Dr. Candis Finan**, Retired Superintendent, Summit  
**Dr. Michael Kozak**, Assistant Professor, Drexel University., Marlton  
**Dr. Kimberley Markus**, Educational Consultant, Hardwick  
**Dr. Christopher Tienken**, Professor, Educational Consultant, Spring Lake Heights

### **New Mexico Consultants**

**Dr. Greg Rockhold**, Director of Programs, Hobbs Municipal Schools

### **New York Consultants**

**Dr. John Gratto**, Retired Professor, Plattsburgh  
**Dr. Jody Francis Manning**, Educational Consultant, Cicero  
**Dr. Susan Vickers**, Retired Superintendent, Camillus

### **North Carolina Consultants**

**Dr. Carl Harris**, Educational Consultant, Cary  
**Dr. Christopher Lowder**, Educational Consultant, Concord  
**Dr. David Rizor**, Retired Superintendent, Vilas

### **Oregon Consultants**

**Dr. Gustavo Balderas**, Superintendent, Beaverton  
**Mr. Michael Scott**, Superintendent, Hillsboro School District  
**Dr. Douglas Nelson**, Retired Superintendent, The Dalles  
**Ms. Maureen Wolf**, Board Member, Northwest Regional ESU, Tigard

### **Pennsylvania Consultants**

**Dr. Candis Finan**, Retired Superintendent, Matamoras  
**Dr. Patrick O'Toole**, Educational Consultant, Cranberry Township  
**Dr. Kathleen Sottile**, Executive Director, Northeast Educational IU, Scranton  
**Dr. Marjorie Alexander Wallace**, Retired IU Director, Waterford  
**Dr. Jeffrey West**, IU Director, New Oxford  
**Dr. Timothy Williams**, Retired Superintendent, Lancaster

### **South Carolina Consultants**

**Dr. Baron Davis**, Educational Consultant, Columbia

### **South Dakota Consultants**

**Dr. Henry Kosters**, Retired ASBSD Asst. Executive Director, Pierre

### **Virginia Consultants**

**Dr. Patrick Murphy**, Educational Consultant, Arlington

### **Washington Consultants**

**Dr. Ivan Duran**, Superintendent—Highline School District  
**Dr. Steven Lowder**, Retired Superintendent, Vancouver  
**Dr. Nathan McCann**, Superintendent, Ridgefield

### **Wisconsin Consultants**

**Dr. Vance Dalzin**, Retired Superintendent, Milwaukee  
**Dr. Brian Hanes**, Retired Superintendent, Oostburg  
**Mr. James Kuchta**, Retired Superintendent, Stoddard  
**Mr. Damian La Croix**, Superintendent, Suamico

### **Wyoming Consultants**

**Dr. Chuck Grove**, Retired Superintendent, Pinedale

## McPherson & Jacobson, L.L.C. References

(last five years of searches)

**Note: All searches listed are for school superintendents unless otherwise noted**

District	City	Year	Enrollment
<b><u>Alaska</u></b>			
Kenaitze Indian Tribe--Education Director	Kenai	2022/23	
Kenai Peninsula Borough School District	Soldotna	2020/21	8,500
Valdez City Schools	Valdez	2021/22	650
Copper River School District	Glennallen	2022/23	420
<b><u>Arizona</u></b>			
Mesa Public Schools	Mesa	2019/20	64,000
Scottsdale Unified School District	Scottsdale	2019/20	24,000
Litchfield Elementary School District	Litchfield Park	2022/23	10,500
Humboldt Unified School District	Prescott Valley	2022/23	5,600
<b><u>Arkansas</u></b>			
Conway Public Schools	Conway	2019/20	10,117
Russellville School District	Russellville	2021/22	5,227
Searcy School District	Searcy	2020/21	4,000
eStem Public Charter School--Chief Executive Officer	Little Rock	2022/23	3,000
Vilonia School District	Vilonia	2020/21	3,000
Wynne School District	Wynne	2020/21	2,720
Prairie Grove School District	Prairie Grove	2022/23	2,200
Hope Public Schools	Hope	2020/21	2,089
Riverview School District	Searcy	2019/20	1,200
Smackover-Norphlet School District	Smackover	2021/22	1,200
Smackover-Norphlet School District	Smackover	2018/19	1,150
Mayflower School District	Mayflower	2019/20	1,100
Newport School District	Newport	2018/19	1,100
Valley Springs School District	Valley Springs	2019/20	866
Cedar Ridge School District	Newark	2019/20	705
Gurdon Public School District	Gurdon	2019/20	684
McCrary School District	McCrary	2018/19	665
Hampton School District	Hampton	2022/23	600
Des Arc School District	Des Arc	2020/21	587
Alpena School District	Alpena	2020/21	480
Concord School District	Concord	2018/19	440
Hermitage School District	Hermitage	2022/23	400
<b><u>California</u></b>			
Association of California School Administrators--Sr. Dir of Diversity, Equity and Inclusion	Sacramento	2022/23	
CUE, Inc.--Executive Director/CEO	San Francisco	2022/23	
San Bernardino City Unified School District	San Bernardino	2022/23	48,755
Stockton Unified School District	Stockton	2022/23	33,000
Hacienda La Puente Unified School District	City of Industry	2019/20	22,000

District	City	Year	Enrollment
<b><u>California (continued)</u></b>			
Hayward Unified School District	Hayward	2021/22	19,000
Oxnard Union High School District	Oxnard	2019/20	16,800
Central Unified School District	Fresno	2021/22	15,000
Santa Barbara Unified School District	Santa Barbara	2019/20	15,000
Santa Barbara Unified School District--Chief Technology Officer	Santa Barbara	2021/22	15,000
New Haven Unified School District	Union City	2018/19	12,000
Vallejo City Unified School District	Vallejo	2020/21	11,500
Merced City School District	Merced	2022/23	11,000
San Mateo-Foster City School District	Foster City	2020/21	11,000
Evergreen Elementary School District	San Jose	2021/22	9,130
Alisal Union School District	Salinas	2019/20	9,000
Davis Joint Unified School District--Assoc. Supt. for Instructional Services	Davis	2022/23	8,300
Davis Joint Unified School District	Davis	2021/22	8,300
Washington Unified School District	West Sacramento	2020/21	7,460
Newark Unified School District	Newark	2019/20	5,700
Santa Paula Unified School District	Santa Paula	2020/21	5,200
Soledad Unified School District	Soledad	2020/21	5,000
Oakley Union Elementary School District	Oakley	2020/21	4,900
Central Union High School District	El Centro	2021/22	4,116
Sonoma Valley Unified School District	Sonoma	2020/21	3,730
Albany Unified School District	Albany	2018/19	3,714
Del Norte Unified School District--Exec Dir of Spec Ed	Crescent City	2022/23	3,600
Parlier Unified School District	Parlier	2019/20	3,500
Pacifica School District	Pacifica	2022/23	3,000
San Carlos School District	San Carlos	2020/21	2,900
Compass Charter Schools	Thousand Oaks	2022/23	2,677
Riverbank Unified School District	Riverbank	2022/23	2,400
Linden Unified School District	Linden	2020/21	2,300
South Monterey County Joint Union High School District	King City	2022/23	2,200
Gonzales Unified School District	Gonzales	2021/22	2,000
Old Adobe Union School District	Petaluma	2019/20	1,950
Winters Joint Unified School District	Winters	2021/22	1,550
Grass Valley Elementary School District	Grass Valley	2019/20	1,500
Piner-Olivet Union School District	Santa Rosa	2019/20	1,300
Sonora Union High School District	Sonora	2019/20	940
Santa Ynez Valley Union High School District	Santa Ynez	2020/21	850
Strathmore Union Elementary School District	Strathmore	2019/20	773
Mark Twain Union Elementary School District	Angels Camp	2022/23	736
Vallecito Union School District	Avery	2020/21	600
Rancho Santa Fe School District	Rancho Santa Fe	2022/23	581
Siskiyou Union High School District	Mt. Shasta	2021/22	555
Mount Shasta Union School District	Mt. Shasta	2021/22	534

District	City	Year	Enrollment
<b><u>California (continued)</u></b>			
Siskiyou Union High School District--High School Principal	Mt. Shasta	2022/23	525
South Bay Union School District	Eureka	2021/22	500
Sierra-Plumas Joint Unified School District/Sierra County Office of Education	Loyalton	2018/19	425
Sierra-Plumas Joint Unified School District	Loyalton	2022/23	400
Newcastle Elementary School District	Newcastle	2022/23	398
Oasis Charter Public School	Salinas	2018/19	250
Sausalito Marin City School District	Marin City	2022/23	220
<b><u>Colorado</u></b>			
Colorado Association of School Boards (CASB)--Executive Director	Denver	2022/23	
Colorado Association of School Executives (CASE)--Executive Director	Denver	2019/20	
Colorado Department of Education--Commissioner of Education	Denver	2022/23	
Rocky Mountain Youth Corps--Chief Executive Officer	Steamboat Springs	2022/23	
South Central BOCES--Executive Director	Pueblo West	2020/21	34,000
Academy District 20	Colorado Springs	2022/23	26,000
School District 49 (D49)	Peyton	2022/23	24,000
Colorado Springs School District 11	Colorado Springs	2021/22	23,000
Weld RE-4 School District	Windsor	2021/22	8,000
Cheyenne Mountain School District 12	Colorado Springs	2020/21	5,000
Johnstown/Milliken Weld RE5J School District	Milliken	2020/21	3,800
Summit School District RE-1	Frisco	2021/22	3,647
Morgan County School District	Fort Morgan	2021/22	3,500
Montezuma-Cortez School District RE-1	Cortez	2020/21	2,800
Steamboat Springs School District	Steamboat Springs	2021/22	2,651
Alamosa School District, No. RE-11J	Alamosa	2020/21	2,500
RE-1 Valley School District	Sterling	2021/22	2,258
Moffat County School District RE-1	Craig	2021/22	2,068
Archuleta School District	Pagosa Springs	2021/22	1,655
Lamar School District RE-2	Lamar	2020/21	1,614
Manitou Springs School District 14	Manitou Springs	2022/23	1,500
Vanguard School--Executive Director	Colorado Springs	2022/23	1,500
East Grand School District	Granby	2021/22	1,354
Garfield County School District 16	Parachute	2021/22	1,350
Platte Valley School District (Weld RE-7)	Kersey	2020/21	1,200
Chavez Huerta K12 Preparatory Academy--President/CEO	Pueblo	2022/23	993
Clear Creek School District RE-1	Idaho Springs	2018/19	765
Ignacio School District 11-JT	Ignacio	2020/21	720
Clear Creek School District RE-1	Idaho Springs	2022/23	682
Haxtun RE-2J School District	Haxtun	2020/21	350

District	City	Year	Enrollment
<b><u>Colorado (continued)</u></b>			
Swink School District	Swink	2021/22	350
Springfield School District	Springfield	2021/22	280
Elbert County School District C-2	Kiowa	2020/21	270
Otis School District R3	Otis	2020/21	250
Sangre de Cristo School District	Mosca	2020/21	250
Genoa-Hugo School	Hugo	2021/22	220
Prairie School District RE-11J	New Raymer	2021/22	220
Moffat Consolidated School District #2	Moffat	2022/23	217
Norwood School District	Norwood	2020/21	206
Walsh School District RE 1	Walsh	2022/23	180
South Conejos School District	Antonito	2022/23	176
Mountain Valley School District RE-1	Saguache	2022/23	173
Arriba-Flagler CSD #20	Flagler	2020/21	159
Edison School District 54JT	Yoder	2021/22	140
Georgetown Community School--Director	Georgetown	2021/22	134
Arickaree School District R-2	Anton	2020/21	98
Arickaree School District R-2	Anton	2022/23	98
Woodlin School District R-104	Woodrow	2021/22	85
<b><u>Connecticut</u></b>			
New Haven Public Schools	New Haven	2022/23	20,000
Bridgeport Public Schools	Bridgeport	2022/23	19,500
Branford Public Schools	Branford	2022/23	2,600
<b><u>Florida</u></b>			
Broward County Public Schools	Fort Lauderdale	2022/23	256,000
Sarasota County Schools	Sarasota	2022/23	45,000
Marion County Public Schools--Director of Risk and Benefits	Ocala	2022/23	43,000
<b><u>Georgia</u></b>			
Fulton County Schools	Atlanta	2018/19	93,500
Troup County School System	La Grange	2018/19	12,300
<b><u>Idaho</u></b>			
Lake Pend Oreille School District	Ponderay	2018/19	3,500
Teton School District 401	Driggs	2022/23	1,900
<b><u>Illinois</u></b>			
Sigma Alpha Epsilon Fraternity--Chief Executive Officer	Evanston	2019/20	
Rock Island-Milan School District #41--Elementary School Principal	Rock Island	2018/19	6,300
Stockton School District 206	Stockton	2019/20	660
Scales Mound Community Unit School District #211	Scales Mound	2020/21	270

District	City	Year	Enrollment
<b><u>Iowa</u></b>			
Muscatine Community School District	Muscatine	2019/20	4,820
Western Dubuque Community School District	Farley	2021/22	3,612
Indianola Community School District	Indianola	2021/22	3,500
Marion Independent School District	Marion	2018/19	1,932
Webster City Community Schools	Webster City	2022/23	1,752
Vinton-Shellsburg Community Schools	Vinton	2019/20	1,675
Clarke Community School District	Osceola	2020/21	1,337
Maquoketa Community Schools	Maquoketa	2021/22	1,333
Chariton Community School District	Chariton	2021/22	1,267
Greene County Community School District	Jefferson	2021/22	1,187
Howard Winneshiek Community School District	Cresco	2021/22	1,069
Eddyville-Blakesburg-Fremont Community School District	Eddyville	2019/20	1,034
West Burlington Independent School District	West Burlington	2018/19	1,000
West Monona CSD/West Harrison CSD (shared supt)	Onawa / Mondamin	2019/20	981
Starmont CSD/West Central CSD (shared supt)	Arlington/Maynard	2020/21	860
Sibley-Ocheyedan Community School District	Sibley	2018/19	850
Sioux Central Community School District	Sioux Rapids	2019/20	667
Howard-Winneshiek Community School District--Principal	Cresco	2021/22	583
Lone Tree Community School	Lone Tree	2022/23	466
Orient-Macksburg Community School District	Orient	2021/22	125
<b><u>Kansas</u></b>			
Maize Unified School District 266	Maize	2021/22	7,000
Gardner Edgerton USD 231	Gardner	2021/22	6,000
Piper USD 203	Kansas City	2019/20	2,314
<b><u>Maryland</u></b>			
Baltimore County Public Schools	Towson	2022/23	111,000
Washington County Public Schools	Hagerstown	2021/22	22,000
<b><u>Mississippi</u></b>			
Gulfport School District--Principal Search	Gulfport	2018/19	5,500
<b><u>Missouri</u></b>			
Hazelwood School District--Director of Finance	Florissant	2018/19	18,000
Lee's Summit R-7 School District	Lee's Summit	2019/20	18,000
The School District of Clayton	Clayton	2020/21	2,620
<b><u>Montana</u></b>			
Missoula County Public Schools	Missoula	2022/23	14,218
West Yellowstone School District	West Yellowstone	2022/23	289

District	City	Year	Enrollment
<b><u>Nebraska</u></b>			
Nebraska State Board of Education--Commissioner of Education	Lincoln	2022/23	
Ralston Public Schools	Ralston	2022/23	4,000
Hastings Public Schools	Hastings	2018/19	3,740
Arlington Public Schools	Arlington	2018/19	660
Palmyra Bennet District OR-1 Schools	Palmyra	2019/20	581
Centura Public Schools	Cairo	2022/23	500
Doniphan-Trumbull Public School	Doniphan	2020/21	426
Summerland Public Schools	Ewing	2020/21	402
Shelton Public Schools	Shelton	2019/20	300
<b><u>New Hampshire</u></b>			
Manchester School District	Manchester	2018/19	13,803
<b><u>New Jersey</u></b>			
Teaneck Public School District--Assistant Superintendent	Teaneck	2020/21	3,700
<b><u>New Mexico</u></b>			
Los Alamos Public Schools	Los Alamos	2020/21	3,626
Cobre Consolidated School District--High School Principal	Bayard	2022/23	1,100
Cobre Consolidated School District--Middle School Principal	Bayard	2022/23	1,100
<b><u>New York</u></b>			
Clarkstown Central School District	New City	2021/22	7,900
Uniondale Union Free School District	Uniondale	2020/21	7,400
Liverpool Central School District	Liverpool	2021/22	6,700
Riverhead Central School District	Riverhead	2020/21	5,600
Onteora Central School District	Boiceville	2021/22	1,255
<b><u>Ohio</u></b>			
Indian Hill Exempted Village School District	Cincinnati	2018/19	2,000
<b><u>Oregon</u></b>			
Portland Public Schools--Chief Financial Officer	Portland	2022/23	47,000
Portland Public Schools--Deputy Supt. of Business and Operations	Portland	2022/23	47,000
Hillsboro School District 1J	Hillsboro	2022/23	20,000
Springfield Public Schools	Springfield	2018/19	10,700
Greater Albany Public Schools	Albany	2021/22	9,300
Oregon City School District	Oregon City	2021/22	8,058
Grants Pass School District 7	Grants Pass	2021/22	6,200
Newberg Public Schools--Director of Human Resources & Assessment	Newberg	2021/22	4,970
North Wasco County School District 21	The Dalles	2020/21	3,000

District	City	Year	Enrollment
<b><u>Oregon (continued)</u></b>			
North Bend School District	North Bend	2018/19	2,300
Winston-Dillard School District No. 116	Winston	2020/21	1,400
Glide School District	Glide	2022/23	709
Newberg Public Schools--Principal--Chehalem Valley Middle School	Newberg	2021/22	460
Newberg Public Schools--Principal-Catalyst Program	Newberg	2021/22	400
Newberg Public Schools--Principal-Antonia Crater Elem. School	Newberg	2021/22	350
Newberg Public Schools--Principal--Dundee Elem. School	Newberg	2021/22	303
Glendale School District	Glendale	2021/22	281
<b><u>Pennsylvania</u></b>			
North Allegheny School District	Pittsburgh	2019/20	8,500
Fox Chapel Area School District	Pittsburgh	2019/20	4,027
<b><u>South Carolina</u></b>			
Richland School District Two	Columbia	2022/23	27,000
<b><u>South Dakota</u></b>			
Harrisburg School District	Harrisburg	2018/19	4,700
Wall School District 51-5	Wall	2020/21	273
<b><u>Tennessee</u></b>			
Tennessee Public Charter School Commission--Executive Director	Nashville	2019/20	
<b><u>Utah</u></b>			
Park City School District--Chief Academic Officer	Park City	2018/19	4,700
Park City School District--Chief Operations Officer	Park City	2018/19	4,700
Park City School District--Director of Talent Management	Park City	2018/19	4,700
<b><u>Vermont</u></b>			
Burlington School District	Burlington	2019/20	4,200
Champlain Valley School District	Shelburne	2020/21	4,000
Harwood Unified Union School District	Waitsfield	2020/21	1,800
Addison Central School District	Middlebury	2022/23	1,700
Windsor Central Supervisory Union	Woodstock	2020/21	1,039
Patricia A. Hannaford Career Center	Middlebury	2021/22	400
<b><u>Virginia</u></b>			
Fairfax County Public Schools--Asst. Supt, Human Resources	Falls Church	2021/22	188,000
Fairfax County Public Schools--Board Clerk	Falls Church	2022/23	181,000
Fairfax County Public Schools--Executive Director of Food & Nutrition Services	Falls Church	2022/23	181,000

District	City	Year	Enrollment
<b><u>Virginia (continued)</u></b>			
Norfolk Public Schools	Norfolk	2019/20	30,000
Alexandria City Public Schools	Alexandria	2022/23	16,000
Roanoke City Public Schools	Roanoke	2019/20	14,000
Albemarle County Public Schools--Asst. Supt. for Instruction	Charlottesville	2022/23	13,500
Powhatan County Public Schools	Powhatan	2021/22	5,000
<b><u>Washington</u></b>			
Kent School District	Kent	2021/22	25,000
Vancouver Public Schools	Vancouver	2020/21	23,400
Issaquah School District 411	Issaquah	2021/22	19,000
Clover Park School District	Lakewood	2018/19	12,885
Camas School District	Camas	2020/21	7,000
Wenatchee School District	Wenatchee	2022/23	6,900
Shelton School District	Shelton	2020/21	4,200
Aberdeen School District	Aberdeen	2021/22	3,300
Tukwila School District	Tukwila	2018/19	2,934
Blaine School District	Blaine	2018/19	2,200
Kalama School District	Kalama	2022/23	1,035
Kalama School District--Elementary Principal Search	Kalama	2021/22	1,000
Toutle Lake School District	Toutle	2021/22	700
Quileute Tribal School	La Push	2019/20	120
North River School District	Cosmopolis	2021/22	67
Skykomish School District #404	Skykomish	2021/22	35
<b><u>West Virginia</u></b>			
Jefferson County Schools	Charles Town	2022/23	8,500
<b><u>Wisconsin</u></b>			
School District of La Crosse	La Crosse	2019/20	6,500
West Bend School District	West Bend	2019/20	6,300
Oconomowoc Area School District	Oconomowoc	2021/22	5,300
Chippewa Falls Area Unified School District	Chippewa Falls	2019/20	5,100
Pulaski Community School District	Pulaski	2019/20	3,700
School District of Sheboygan Falls	Sheboygan Falls	2019/20	1,688
Columbus School District	Columbus	2021/22	1,360
Cedar Grove-Belgium School District	Cedar Grove	2019/20	1,350
Wilmot Union High School District	Wilmot	2021/22	930
Swallow School District	Hartland	2022/23	470
<b><u>Wyoming</u></b>			
Park County School District 6	Cody	2020/21	2,011
Sublette County School District #1	Pinedale	2020/21	1,050