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| LANE EDUCATION SERVICE DISTRICT | BOARD MEETING |
| 1200 Hwy 99 N | Tuesday, October 28, 2025 |
| Eugene, Oregon 97402 | Special Meeting: 6:00 PM |

**LANE ESD BOARD MEETING
AGENDA**

Tuesday, October 28, 2025

1. Call Special Meeting To Order

This meeting is a special meeting of the board and public comment will not be read. The next opportunity for public comment is at the Board of Director's regular meeting scheduled for November 4th, 2025.

Board Chair Harris

2. Welcome

Board Chair Harris

3. Lane Education Service District Statement of Accountability: Land Acknowledgement

Lane ESD acknowledges that the lands we call Lane County - the lands that sustain our children, our future, and our collective well-being - are the traditional ancestral home of the Kalapuya, Siuslaw, Molalla, and other indigenous people who have lived in Lane County since time immemorial. Native children, families, and communities bear witness to a legacy of displacement and forced relocation. As an educational institution we are accountable for addressing the current and former silencing, erasure and genocide of native people in Oregon and Turtle Island. We aim to join with indigenous people, honoring their resilience, courage, and self-determination in a purposeful pursuit of justice.

Board Member

4. Agenda Review

5. Superintendent Search | Discussion

Superintendent Scurto announced his intent to retire (effective June 30th, 2026) at the October 7th, 2025 Regular Meeting of the Lane ESD Board of Directors. At this time, the Board of Directors will develop a process and work to select a new superintendent.

The Lane ESD Board of Directors will discuss matters related to the process of selecting a new Superintendent, including:

- Timeline
- Review funding considerations
- Next steps and assignments

Board Chair Harris

010 Board Expenditure Status Report 10-24-2025 4

6. Research | Information Gathering | Follow Up

The Lane ESD Board of Directors requested support in gathering information to initiate the superintendent search.

This information is presented in response to the specific requests at the October 7th, 2025 Regular Meeting of the Lane ESD Board of Directors.

Superintendent Scurto

A. Items for Information | Search Firms | Proposals

On behalf of the Board of Directors, Board Chair Harris requested that information be gathered on several search firms specializing in the superintendent hiring process.

- Human Capital Enterprises
- Northwest Leadership Associates
- Oregon School Boards Association

Human Capital Enterprises Superintendent Search Proposal 5

Northwest Leadership Associates Proposal 22

OSBA Lane ESD Supt Search Proposal 2025-26 47

7. Possible Item for Action

A. Move forward with selecting a search firm with a follow-up planning meeting at the November 4th Work Session.

Proposed motion:

BE IT RESOLVED: that the Board of Directors of Lane ESD authorize the Board Chair to enter into a contract with (_____) firm for superintendent search services, as outlined in the attached proposal, and the Board hold a follow-up planning discussion at the November 4th Work Session.

Board Chair Harris

- B. Pursue further information from firms, schedule presentations, Q & A or interviews at the November 4th work session.

Proposed motion:

BE IT RESOLVED: that the Board of Directors of Lane ESD pursue additional information from superintendent search firms and schedule firm presentations, Q&A, or interviews at the November 4 Work Session.

Board Chair Harris

8. Adjournment
 - The next regular meeting is scheduled to be held Tuesday, November 4th, 2025, at the Lane ESD Main Campus, 1200 Highway 99 N, Eugene.

Board Chair

LANE EDUCATION SERVICE DISTRICT
 DATE: 10/24/2025
 TIME: 15:02:30

LANE EDUCATION SERVICE DISTRICT
 EXPENDITURE STATUS REPORT

PAGE NUMBER: 1
 EXPSTA11

SELECTION CRITERIA: orgn.fund='100' and orgn.orgn2='010'
 ACCOUNTING PERIOD: 4/26

SORTED BY: ACCOUNT
 TOTALED ON:
 PAGE BREAKS ON:

| ACCOUNT | TITLE | BUDGET | PERIOD EXPENDITURES | ENCUMBRANCES OUTSTANDING | YEAR TO DATE EXP | AVAILABLE BALANCE | YTD/ BUD |
|--------------|--------------------------|------------|------------------------|-----------------------------|---------------------|----------------------|-------------|
| 340 | TRAVEL & MEETINGS | 20,000.00 | .00 | 2,414.01 | 759.77 | 16,826.22 | 15.87 |
| ACCOUNT-349 | MILEAGE REIMB | | | | | | |
| 349 | MILEAGE REIMB | 3,000.00 | .00 | .00 | .00 | 3,000.00 | .00 |
| ACCOUNT-353 | POSTAGE | | | | | | |
| 353 | POSTAGE | 25.00 | .00 | .00 | .00 | 25.00 | .00 |
| ACCOUNT-355 | PRINTING | | | | | | |
| 355 | PRINTING | 300.00 | .00 | 13.97 | 11.03 | 275.00 | 8.33 |
| ACCOUNT-381 | AUDIT SERVICES | | | | | | |
| 381 | AUDIT SERVICES | 65,000.00 | .00 | 64,850.00 | .00 | 150.00 | 99.77 |
| ACCOUNT-382 | LEGAL SERVICES | | | | | | |
| 382 | LEGAL SERVICES | 75,000.00 | .00 | .00 | 213.00 | 74,787.00 | .28 |
| ACCOUNT-389 | NON-INSTR PROF TECH SERV | | | | | | |
| 389 | NON-INSTR PROF TECH | 15,000.00 | .00 | .00 | 5,120.00 | 9,880.00 | 34.13 |
| ACCOUNT-410 | SUPPLIES AND MATERIALS | | | | | | |
| 410 | SUPPLIES AND MATERI | 5,000.00 | 261.26 | 250.00 | 751.17 | 3,998.83 | 20.02 |
| ACCOUNT-470 | COMPUTER SOFTWARE | | | | | | |
| 470 | COMPUTER SOFTWARE | 500.00 | .00 | .00 | .00 | 500.00 | .00 |
| ACCOUNT-640 | DUES & FEES | | | | | | |
| 640 | DUES & FEES | 60,000.00 | .00 | .00 | 48,829.16 | 11,170.84 | 81.38 |
| ACCOUNT-651 | LIABILITY INSURANCE | | | | | | |
| 651 | LIABILITY INSURANCE | 128,000.00 | 4,702.99 | .00 | 144,204.89 | -16,204.89 | 112.66 |
| ACCOUNT-655 | JUDGEMENTS/SETTLEMENTS | | | | | | |
| 655 | JUDGEMENTS/SETTLEME | .00 | .00 | .00 | 10,561.00 | -10,561.00 | .00 |
| TOTAL REPORT | | 371,825.00 | 4,964.25 | 67,527.98 | 210,450.02 | 93,847.00 | 74.76 |



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

Human Capital Enterprises Superintendent Search:

A Proposal for the



Lane Education Service District is one of the most deeply respected ESD's in the state of Oregon. A significant element in its success is the extraordinary leadership it has enjoyed at the Superintendent and Board level for many years. Sustaining this momentum requires an able, talented leader who is capable of stewarding the organization forward into its next iteration.

Human Capital Enterprises believes it uniquely has the expertise to support the Lane Education Service District with the highest caliber leadership and support through its upcoming executive transition. As a leading Pacific Northwest superintendent search firm, we pride ourselves on searches conducted with exceptional service to our Boards and widely respected attention to detail – with the highest level of integrity in the process. Our deep local ties combined with our connection to the broader educational leadership community allows us to bring the best candidates from across Oregon, the Pacific Northwest, and the nation to this important work.

Respectfully Submitted for Consideration,
October 2025

Why Human Capital Enterprises?

We are not like other Superintendent Search firms.

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

We are the only superintendent search firm in the Pacific Northwest that is led by Human Resources professionals, which means we have spent our careers providing the highest level of thoroughness, integrity, fairness, and communication in recruiting and search processes. Our team of former HR leaders and former Superintendents see ourselves as true partners to the Board, with high investment in the outcome – ever mindful that the hiring decision rests squarely on the shoulders of the elected ESD directors. Our commitment is paralleled by our deep understanding of Oregon and a vast national network. We do our work with exceptional quality, and that is why we are the most highly recommended Superintendent Search firm operating in Oregon and Washington.

It is why districts as large as Eugene 4J, Salem-Keizer, and Beaverton, and as small as South Lane and Forest Grove, look to us as their trusted partners in leadership searches. It is also why Willamette ESD, High Desert ESD, South Coast ESD and Puget Sound ESD have chosen to partner with us in their superintendent searches. We aim to bring that caliber of service to the superintendent search for Lane ESD as you seek to find your next extraordinary leader.

Our Commitment to Racial Equity

Human Capital Enterprises chooses to partner with boards who are unabashed in their commitment to racial equity, and in redressing the historical injustices that have been perpetuated by public institutions in the United States – including public school districts. These injustices have sometimes been

intentional, and at other times they have been the byproduct of indifference or even well-intentioned ignorance. They exist in the present day, sometimes quietly and sometimes overtly.

Today's school boards and school leaders have a moral responsibility to seek out and dismantle those structures of racial injustice that exist, so that every child, regardless of ethnicity, is provided that which they need to succeed, and to achieve, and to live a healthy and meaningful life. We work in solidarity with, and in service to, such school boards and school leaders.

I. Who We Are

HCE focuses on deep connections and ongoing partnerships with the elected school boards to whom we are in service. Our relationships often continue for years beyond the appointment of the new superintendent. Our Superintendent Searches typically include both a former superintendent and a former chief HR officer.

Why does this matter? Having both a Human Resources (HR) leader and a Superintendent on the search team creates a uniquely effective balance of expertise that ensures the process is both strategically sound and operationally precise. The Superintendent brings first-hand knowledge of district leadership, governance, and instructional priorities—understanding what it truly takes to lead a complex educational organization. The HR leader ensures that every element of recruitment, selection, and communication is handled with rigor, fairness, and compliance. Together, this partnership blends the Superintendent's deep insight into educational leadership with the HR expert's mastery of systems, processes, and human capital management. This dual perspective allows the team to anticipate and navigate challenges, manage the nuances of confidentiality and equity, and ultimately deliver a process that is transparent, inclusive, and aligned with the Board's goals. We come into this working understanding that no superintendent search is boilerplate — and each one benefits from the combined expertise of experienced K-12 leaders who, with both Superintendent and HR expertise, have collectively engaged in more than a hundred successful searches.

For our proposed Lane ESD search, we are excited to introduce you to your team of consultants:

Dr. Kathleen Rodden-Nord is a highly respected educational leader in the Pacific Northwest, well known in Lane County and far beyond. She served as Superintendent of the Junction City School District in Oregon for eighteen years, where she was recognized as a thought leader and advocate for public education statewide.

Kathleen holds a Bachelor of Arts in Psychology from the University of California, Davis, and both an M.S. and Ph.D. in School Psychology from the University of Oregon. Since joining HCE in 2020, Dr. Rodden-Nord has led or co-led numerous superintendent and executive searches across the Pacific Northwest — including the Willamette ESD, Beaverton, McMinnville, and Salem-Keizer searches. She has also conducted executive searches for Oregon Coast Community College and the Oregon Department of Education.

Beyond her consulting work, Dr. Rodden-Nord has been a mentor to new and aspiring Oregon superintendents through the Coalition of Oregon School Administrators (COSA) since 2017, and she is known for her legislative advocacy on K–12 funding, workforce diversification, and equity initiatives. Her deep professional network and insight into educational leadership have positioned her as a trusted advisor and recruiter in superintendent searches.

Robyn Bean holds a BA and MS from Washington State and University of Washington, respectively, in Speech and Hearing Science. She served 27 of her 30-year career at NW Regional ESD, first as an SLP, and later transitioning into leadership positions in Special Education. Joining the Human Resources team in 2008, her early focus included recruiting for hard-to-fill special education positions at the ESD and working to establish grow-your-own opportunities. She spent the last eight years of her career as their Chief Human Resources Officer, and has a deep understanding of the staffing, partnerships, and service orientation of Oregon’s ESDs.

Ms. Bean joined the HCE team in 2021 where she has successfully led or co-led over a dozen searches and is one of the most well-respected superintendent search consultants in Oregon. Last year she led superintendent searches in Eugene 4j and South Lane, and before that she led the most recent searches in High Desert ESD and South Coast ESD. In addition to her executive search work, Robyn also regularly mentors new HR Directors and is deeply involved in AASPA, the American Association of School Personnel Administrators, where she served on the national governing board for four years.

Hank Harris is well-versed in this work, well-known in the Pacific Northwest and has built a strong nationwide reputation for professionalism and expertise in public school district leadership searches. Hank spent 20 years in public education, starting his career as a high school teacher and later serving as an administrator in various roles in Silver Falls, West Linn-Wilsonville, Santa Monica-Malibu (CA), Canby, and Portland Public Schools where he was the Executive Director of Human Resources. Hank concluded his career as a public servant by serving as Executive Director of Human Resources in Bellingham, Washington.

Hank earned his bachelor's at Harvard University and his Master of Arts in Education at the University of Michigan. Since founding HCE in 2012, Hank's work with state and national organizations has yielded a diverse national network of professional educators and education stakeholders. As President, Hank serves as lead or co-lead on most of our firm's searches. He has engaged on more than one-hundred superintendent and executive level searches over the last fifteen years including leading the most recent superintendent searches in Salem-Keizer, Portland Public, and Beaverton.

As we mentioned above, our Northwest roots run deep, and we have served many of the region's small, medium-sized, and large school districts. Below is a list of some of the Northwest searches we've conducted on behalf of our partner boards. You are most welcome to reach out to any of them to ask about our performance and our result.

- Ashland, OR – *Superintendent*
- Beaverton, OR – *Superintendent*
- Bellevue, WA – *Superintendent*
- Bethel, OR – *Superintendent*
- Central Point, WA – *Superintendent*
- Dallas, OR – *Superintendent*
- Eugene, OR -- *Superintendent*
- Evergreen, WA – *Superintendent*
- Forest Grove, OR – *Superintendent*
- Fulton County, GA – *Chief Communications Officer*
- High Desert ESD – *Superintendent*
- Medford, OR – *Superintendent*
- Oregon Department of Education – *Deputy Director*
- Oregon Department of Education – *Assistant Superintendent (2)*

- Port Angeles, WA – *Superintendent*
- Port Townsend, WA – *Superintendent*
- Portland Public – *Superintendent*
- Puget Sound ESD – *Superintendent*
- Prosser, WA – *Superintendent*
- Redmond, OR – *Superintendent*
- Richland, WA – *Superintendent*
- Riverdale, OR – *Superintendent*
- Salem-Keizer, OR – *Superintendent*
- Seattle Public, WA – *Assistant Superintendent of Finance*
- Sequim, WA – *Superintendent*
- South Coast ESD, OR – *Superintendent*
- South Lane, OR – *Superintendent*
- Tillamook – *Superintendent*
- Willamette ESD – *Superintendent*

II. Approach and Management of Plan

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

PLANNING

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

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

One of the key distinctions between Human Capital Enterprises and other search firms is that we approach this work from a Human Resources perspective,

and that includes a keen commitment to a very high level of communication flow: from consultant to Board, from Board to consultant, and from consultant to candidates. We also will provide guidance to the Board and the staff on high-quality and timely communication flow from the Board to the Lane ESD community – including ESD staff and constituent school district community members. A superintendent search is a high-stakes body of work, and it's important to provide and receive information in meaningful ways to and from a variety of audiences in a very timely manner.

Early in the process, the Board will identify a board liaison (often the Executive Assistant) who will disseminate information to and from the Consultants. Our commitment to in-person as well as virtual sessions with the Board also creates a foundation for a strong relationship with each individual member of the board as well as the collective. We will participate in multiple board meetings throughout the search process and will work with the liaison to ensure that every Board Member is fully aware of process, responsibilities, and timelines.

We are a firm which places a very high priority on board communication. We build strong relationships with each Board Member, beginning with a one-hour individual engagement meeting with each director in which we seek to understand the dreams and ambitions each of you have for Lane ESD. That moment, along with our initial planning meeting, kicks off the search and kicks off the individual relationships that often do not end at the conclusion of a search.

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

DRAFT TIMELINE

Below please see our draft recommended timeline on the following page. Developing a clear timeline early in the process (typically at the initial *Planning Meeting*) ensures that all Board Directors and all would-be candidates can calendar dates well in advance. Our hope and expectation are that each Board

Director would commit to all Board activities so that they can participate as full players in this all-important piece of district work.

Draft Search Timeline for Lane ESD Superintendent

| Activity | Proposed Date(s) |
|--|------------------------|
| Board Planning Meeting <i>in Open Session</i> | November |
| 1:1 Board conversations; Focus Group Meetings; Online survey window | November |
| Pre-eBlast: "Coming Soon" recruitment announcement. | November |
| Presentation/Adoption of Lane ESD's Next Superintendent Criteria <i>in Open Session</i> | December |
| Recruitment Window | January |
| Preliminary Interviews <i>virtual with consultants</i> | February |
| Presentation of Slate of candidates <i>in Closed Session</i> | February |
| Board initial interviews (first-round) <i>in Closed Session</i> | March |
| Community Stakeholder Interview <i>Confidential</i> | March |
| Finalist (second-round) interviews <i>in Closed Session</i> | March |
| Board meets to identify preferred candidates <i>in Closed Session</i> | March |
| Selection and Announcement | Late March/Early April |
| Superintendent assumes responsibilities | July 1, 2023 |

ENGAGING

Understanding the ESD at this moment in time is a key element of our success, and we begin by learning about the dreams and aspirations of the Board Members we serve. We will schedule a 1-hour conversation with each Board member separately at the beginning of our search, and our team will also get to know the community by engaging with key constituents and conducting focus groups. An online survey is also created so that any constituent is able to offer input. The survey can also be adapted to languages other than English as well.

Focus groups allow us to understand the Lane ESD story at both the “big picture” and at the granular level. Typically, we meet with staff at every level of the organization. Sometimes we meet with key leaders such as elected officials or ESD partners, and importantly for an ESD we meet with constituent superintendents. Sometimes we also meet with parents of students in ESD programs who have individual stories to tell us which help build our understanding of both the macro- and micro-elements of the Lane ESD context.

Following this high-level engagement, HCE will return to meet with the Board in Open Session to present a document we call *Lane ESD’s Next Superintendent Criteria* for the Board to consider.

This work, well executed, is a cornerstone of a successful superintendent search – and it matters enormously. There are two key objectives in the Engagement phase:

- a. to collect information in order to develop the initial position qualifications (which we call the *Next Superintendent Criteria*) and
- b. to learn Lane ESD as quickly and substantively as possible so that we can speak authoritatively to prospects and candidates.

The *Criteria* document, once adopted by the Board, plays a salient part in the evaluation and selection of semi-finalists, finalists, and ultimately, the selection of Lane ESD’s next Superintendent.

RECRUITING: FINDING GREAT TALENT

In hiring a search firm, school boards not only want a trusted partner who can run a process, but who can also find exceptional talent – and in Lane ESD’s case, to entice great leaders who match Lane ESD’s criteria to consider this remarkable opportunity. The ability to attract candidates who may not be actively searching for a leadership role is a key hallmark of the HCE approach. Our direct email announcements are widely known by leaders across all fifty

states – in fact they reach an audience of over 40,000 educational stakeholders across the country. Lane ESD’s board will direct us whether to reach out nationally or primarily regionally, and whether ESD experience is a key look-for in our recruitment.

HCE then reaches out to talented individuals who reflect the profile of the ideal superintendent candidate, in order to share it with individuals who might not otherwise know about the vacancy. Similarly, there are candidates who might know of the vacancy but who may not recognize that it is an ideal opportunity for them to consider. By enlisting not only our own network but our “network of networks,” we are able to reach a very wide array of educational leaders from across the region and across the country. And because they typically know our name and reputation, they will be receptive to hearing about Lane ESD.

Time and time again our board clients remark how impressive a pool of candidates we bring them. We do this because we do not rely solely upon traditional advertising but rather through this tested process of strategic outreach.

RECRUITING: EQUITY, ACCESS and FAIRNESS

We know that Lane ESD is an organization that values and welcomes diversity, and this is one of the many reasons we are highly interested in supporting this search. When it comes time to recruit, we will tell the story of Lane ESD – and we know will be enticing to leaders whose lived experiences are varied and who are eager to bring unique and diverse voices and perspectives to the organization.

The *Next Superintendent Criteria* is a central feature of that recruitment effort. These values will also be reflected in the marketing materials we develop, and it will be of paramount importance in the conversations we have with prospects. We are certain that Lane ESD seeks a leader who truly values and understands the importance of meeting diverse needs so that every student can thrive. Just as importantly, leaders best equipped for this work are often drawn to districts like Lane ESD – districts that are unapologetically committed to ensuring all children are known, supported, and inspired to succeed.

As we described above, enlisting our “network of networks” in conjunction with a very strong marketing model is what leads us to a pool of top-drawer

candidates. Lane ESD merits an outstanding, diverse pool of candidates and we are confident that we are the right team to ensure that happens.

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

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

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

2. A second approach we take is to do our utmost to ensure that top candidates have an opportunity to engage with our team *prior* to an initial interview. Many candidates are not aware that it is acceptable (and in fact wise) to reach out to a recruiter to learn more about the organization – and those who are already aware of this are often the very candidates who already bring privilege into the system. Knowing this, we preemptively invite top candidates to engage in a videocall with us in order for them to have the opportunity to ask us questions about the role *prior* to their initial interview. We are typically thanked by such candidates who say they've never had a recruiter attend to them before in this way.

As educational leaders we know how vital the battle for social justice is, and therefore it is a prominent component of our conversations, our interview questions, and our selection processes. It is typically prevalent in the *Next Superintendent Criteria* or our searches because we are intentional about

serving school districts whose values are aligned in this work. And our recruiting efforts are enhanced by the strong relationships we have with leaders – whether at the superintendent, board, or cabinet level -- across the region and across the United States.

SELECTION

HCE will engage in multiple conversations with top prospects including a preliminary interview and preliminary reference check. To reduce the risk of unintended bias, all top-tier candidates will interact with at least two members of our team, and usually all three. At the end of recruitment, Board Members will receive a confidential link in which they can view all applications and candidate materials. HCE will then engage with the Board in an executive session *Slate Meeting* where we will offer a rationale regarding each recommended and non-recommended candidate. As the decision-making entity, the Board will deliberate to determine whom to interview from any of the candidates who have applied, whether “recommended” or not.

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

- Preliminary Interview with Consultants
- First-Round Interview with School Board
- Community Stakeholder Panel Interview(s)
- Reverse Interview
- Final Interview with School Board

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

TRANSITION

We will guide the Board through the finalization process, which includes various components such as the public announcement and contract development. This begins with contract negotiations, followed by an open session Board Meeting

where a motion is made to appoint the new superintendent. We remain in close contact with the Board Chair and the superintendent over the ensuing weeks to ensure an appropriate transition, and we are happy to serve as a thought partner during this process at no extra cost.

OUR COMMITMENT TO LANE ESD'S STAFF

One of our key commitments in this work is that we do not ask District staff to shoulder the work of running the search. We know that sometimes search consultants task the district to take on multiple responsibilities, sometimes known ahead of time and sometimes not. We pledge to you that this does not happen in a Human Capital Enterprises search.

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

Two tasks do, necessarily, fall on District staff – and we are outlining them here.

- A. One senior staff person/executive assistant will serve as liaison and will:
 - i. be involved in the scheduling and organization of focus groups.
 - ii. provide on-site support for in-person finalist interviews.
 - iii. serve as a point-person throughout the search for information flow.
- B. A communications point-person will
 - i. Routinely update the district's website to provide information to community and staff.
 - ii. inform the public and employees about opportunities to participate.
 - iii. prepare a press release about a hire or pending hire and may be asked to work in conjunction with counterpart in other school districts.

BOARD RESPONSIBILITIES

Collectively, the Board is the "Hiring Manager" for the new superintendent. The Board's work involves setting the framework for the search and engaging in a highly focused way in the selection processes. During our initial *Planning Meeting*, an official timeline will be finalized in alignment with individual Board

members' schedules such that all Board members are able to commit to all individual and collective responsibilities, specifically:

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

III. **References**

We are very proud of the reputation that we have for excellence, but please do not take our word for it. Our valued Board partners below would be happy to discuss our work with you.

| District Name | Board Liaison | Email | Phone |
|--|-------------------------------|--|------------------------------|
| Eugene 4j School District | Jenny Jonak Ericka Thessen | jonak_j@4j.lane.edu thessen_e@4j.lane.edu | 541.690.5773 541.913.3037 |
| South Lane School District | Colleen Valley | colleen.valley@slane.k12.or.us | 541.521.6728 |
| Willamette Education Service District | Larry Trott | larryjtrott@gmail.com | 530.508.0500 |
| High Desert Education Service District | Peggy Kinkade | Please use phone | 541.408.7819 |
| Salem-Keizer School District | Ashley Carson-Cottingham | Please use phone or text | 202.557.8364 |
| South Coast ESD | John Buckley | johnb@scesd.k12.or.us | 541.294.0493 |

IV. Cost Proposal

Fee for Comprehensive Superintendent Search Package (Regional focus): \$29,600

Fee for Comprehensive Superintendent Search Package (National + Regional focus):
\$32,900

A. Included in the Base Fee

- a. Board Planning Meeting in Open Session.
- b. 1:1 engagement interview with each Board Member.
- c. Nine 40-minute focus group engagements with small groups of constituents.
- d. Coordination of community surveys.
- e. Authoring draft of *Lane ESD's Next Superintendent Criteria*.
- f. *Next Superintendent Criteria* Meeting with Board in Open Session.
- g. Coordinating the advertising of the vacancy:
 - i. Human Capital Enterprises e-Blast, which is subscribed to by 40,000+ Educational Stakeholders with an open rate of over 30%
 - ii. Posting on COSA, WASA, AESA (at no charge)
 - iii. Others as determined by the ESD Board
- h. Engaging with staff on communications and logistics.
- i. High-level recruitment involving multiple points of contact with prospects:
 - i. Researching
 - ii. Sourcing
 - iii. Attracting
 - iv. Pre-Screening
- j. Preliminary interviews with approximately 7-10 top contenders.
- k. Single preliminary phone reference checks on 7-10 top contenders.
- l. Preparation of materials for Board review in advance of Slate meeting.
- m. Slate Meeting in Executive Session.
- n. Preparation of First Round Interviews.
- o. Coordination of First Round Interviews including debrief and facilitation.
- p. Preparation of Feedback from Board after First-Round Interviews.
- q. Facilitation of Board decision-making after each round of interviews.
- r. Preparation of Second-Round Interviews.
- s. Coordination of Second Round (Finalist) Interviews.
- t. Coordination of Board-approved background-checks.
- u. Coordination of multi-point phone reference checks on all finalists.
- v. Engagement with district counsel on final processes.
- w. High-level communication with candidates throughout the process.
- x. Engagement with press if desired.
- y. Counsel to Board Lead throughout the process including evenings and weekends.

B. Travel Expenses / Consultant Travel

In the current era, much of the work of a superintendent search is effectively done virtually, although certain events and activities are best done in person. At our Board Planning meeting we will determine which meetings are to be in-person and which are to be virtual. Travel expenses for consultants include a \$90/day per diem for workdays and travel days.

C. Travel Expenses / Candidate Travel

Travel expenses incurred by finalist candidates will be reimbursed by HCE and invoiced to the ESD. Note that HCE recommends that semi-finalist interviews are held virtually, which would therefore eliminate the need to reimburse for candidate travel at the semi-finalist stage.

D. Optional Other Expenses

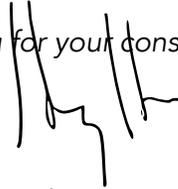
- a. Advertising agreed upon by the Board will be invoiced at cost by HCE. No charge for the HCE C-blast that reaches 40,000+ subscribers.
- b. Investigative Background Check at \$1000 or, with news media, \$1725.
- c. Confidential Constituent Interview Panel including coordinating, outreach, crafting interview questions, hosting, calendaring, orienting, and facilitating: \$2100/panel of 12.
- d. Other activities not covered by this contract are billed at the hourly rate of \$195/consultant and might include the following such activities: additional board meetings not listed above; planning for public finalist events; managing public finalist events.
- e. Anti-Bias Training for the Board: \$900.
- f. Although many school boards choose to handle the superintendent search communications in-house, an add-on package is available.

Guarantees

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

services toward the hiring of a superintendent, permanent or otherwise through December 31, 2026.

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

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

*Hank Harris
President, Human Capital Enterprises*



October 22, 2025

Maria L. Schaad
Executive Assistant to the Superintendent
Lane Education Service District
1200 Highway 99 North
Eugene, OR 97402

Dear Ms. Schaad:

On behalf of Northwest Leadership Associates (NWLTA), thank you for the opportunity to submit this proposal to assist the Lane Education Service District in conducting the search for its next superintendent. We value our previous partnership with Lane ESD, and are honored to again be considered for this important work. Having had the privilege of conducting your prior superintendent search in 2017, we bring not only an understanding of your organization's culture, priorities, and regional context, but also a deep appreciation for the essential leadership role Lane ESD plays across Lane County.

Our team brings extensive experience throughout Oregon and the Pacific Northwest, with all NWLTA consultants having served as superintendents of school districts or education service districts. Collectively, our associates offer more than 175 years of executive leadership experience. For this search, **Ms. Jada Rupley** and **Dr. Dave Novotney**—both highly respected Oregon education leaders—would serve as your lead consultants, supported by our full NWLTA network. Jada and Dave each bring exceptional insight into Oregon's educational landscape, having led large and complex education service districts and collaborated closely with state agencies, regional partners, and district superintendents across the state. Their credibility, professional networks, and understanding of ESD leadership uniquely position them to engage stakeholders effectively and identify outstanding candidates who align with Lane ESD's mission and values.

We are especially mindful of Lane ESD's commitment to equity, innovation, collaboration, and service to districts of all sizes and settings. Our search process reflects these same principles. Through authentic stakeholder engagement, targeted recruitment, and a transparent, collaborative approach, we are confident in our ability to attract and present highly qualified candidates who align with Lane ESD's goals and vision for the future.

We sincerely appreciate the opportunity to again partner with Lane ESD and the Board of Directors. We are proud of our long history of successful ESD searches across Oregon and would be honored to continue that tradition with Lane ESD. We look forward to discussing the process in greater detail and supporting the Board in this important leadership transition.

Sincerely,

Mr. G. Joel Aune

G. Joel Aune
Owner/Chief Operating Officer

Dr. Thomas J. Rockefeller

Thomas Rockefeller
Owner/Chief Operating Officer



A Proposal for Superintendent Search Consultant Services
Lane Education Service District
Eugene, OR
October 22, 2025

Northwest Leadership Associates

2377 Legacy Lane
Richland WA, 99357
Northwest Leadership Associates
<https://superintendentsearch.com>

Mr. Joel Aune
509-389-2430
gunderaune@gmail.com

Dr. Thomas Rockefeller
509-590-8453
t.rockefeller@superintendentsearch.com
rockefellerm34@gmail.com

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Proposal for Search Services

Thank you for the opportunity to present this proposal to assist the Lane Education Service District in the recruitment, selection, and appointment of your next superintendent. This proposal and attached material will serve as Northwest Leadership Associates' proposal to serve as your search consultants for this important work. Details and final procedures of the search process will be developed in conjunction with the Board of Directors and/or their designees.

FIRM EXPERIENCE AND QUALIFICATIONS

Northwest Leadership Associates was organized in 2000 by Dr. Dennis Ray, who remains as an advisor and collaborator with the NWLA team of consultants. The firm is owned by Mr. Joel Aune and Dr. Tom Rockefeller as a limited liability corporation (LLC), but functions as a partnership with thirteen former superintendents who work as independent contractors. Joel Aune and Tom Rockefeller partner as the Chief Operating Officers of Northwest Leadership Associates, co-manage the operations of the team, develop search proposals, and also participate in several searches each year. Dr. Rockefeller has been the active COO of NWLA for the past five years. The Northwest Leadership Associates offices are located at 2377 Legacy Lane, Richland, WA 99357 and 2730 Tasanee Ct., Steilacoom, WA 98388.

Since its creation, NWLA has completed more than 390 superintendent searches, primarily for school districts in Washington, Oregon, and Idaho. Within the past three years alone, NWLA has completed 36 successful superintendent searches across the Northwest. Beyond superintendent placements, NWLA has also led searches for assistant and deputy superintendents, human resource officers, high school principals, and other key district leadership positions. For more than three decades, NWLA has been recognized as the leading education executive search firm in the Pacific Northwest. Today, nearly 45 percent of Washington school districts and 30 percent of Oregon school districts are or have been led by superintendents selected with NWLA's assistance.

OUR CONSULTANT TEAM

If Northwest Leadership Associates is selected, **Ms. Jada Rupley** and **Dr. Dave Novotney** will be your search team working directly with the Board of Directors and staff as designated by the Board. Jada will be the lead consultant and the primary contact with the Board Chair and/or agency designees during the search process. This team will not be engaged in other search projects that will affect the timeline of this search.

Jada is the former Superintendent of the Clackamas ESD, Clackamas, Oregon, as well as a former Associate Superintendent of Education Service District 112 (WA). She was previously appointed by the Governor of Oregon as the Oregon Director of Early Learning, and also provides consulting services for educational organizations on strategic planning. Dave retired in 2023 as Superintendent of the Willamette ESD in Salem, Oregon, as well as being a former superintendent and principal in the Dallas School District. Dave was also an adjunct professor for both Willamette University and Oregon State University in their Educational Leadership programs.

All NWLA associates will be involved in both searching for and identifying appropriate candidates through shared individual and group resources and databases, as well as professional and personal connections (consultants listed on pages 11-12).

OUR MISSION AND PHILOSOPHY

The mission of Northwest Leadership Associates is to bring highly qualified, diverse, and effective candidates to Boards of Directors for their new superintendent selection. We pride ourselves on providing the appropriate guidance, training, and professional advice to the Board of Directors to conduct a successful Superintendent search process.

To realize our Mission, Northwest Leadership Associates has developed a community-sensitive search protocol that ensures meaningful engagement of key stakeholders while preserving the Board’s final decision-making authority. We have developed a search protocol that is sensitive to the immediate and future needs of the Lane Education Service District. In addition, we have developed a process that finds the appropriate balance between meaningful involvement of key stakeholders, while maintaining the final decision-making authority of the Board (pages 8-9). Above all else, NWLA will stress transparency and inclusion while assisting the Lane Education Service District Board through the search process.

OUR EXPERIENCE IN OREGON AND THE PACIFIC NORTHWEST

NWLA has successfully conducted a number of superintendent searches across the state of Oregon (see list on page 17), and our work throughout the Pacific Northwest distinguishes us as a trusted and experienced partner in educational leadership searches.

We are a unique search firm in several respects. The entire NWLA team is comprised of experienced, retired superintendents from the Pacific Northwest—three from Oregon and thirteen from Washington—who bring more than 175 years of service in districts ranging in size from fewer than 500 to more than 20,000 students. Many of our consultants have also served as directors or adjunct professors in leading university administrative preparation programs, as well as board members and leaders of regional educational organizations. We are especially proud to include among our team a former Deputy Washington State Superintendent of Public Instruction and a former Oregon Director of Early Learning.

Our extensive network includes university professors, professional association executives, local and ESD superintendents, and other education leaders across the country. Through our national email service and consultants’ personal candidate databases, we maintain connections in nearly every state. We are well known to entities such as the American Association of School Administrators, and they frequently recommend that candidates contact us regarding their interest in relocating in the Northwest. Because of our long track record of successful superintendent searches in Washington and throughout the northwest, we are able to provide districts with a strong and continually refreshed roster of highly qualified superintendent candidates.

In addition to superintendent searches, we have partnered with nine Washington and six Oregon Education Service Districts (ESDs) to support their executive hiring processes. Most recently, NWLA conducted executive director searches for the Washington Association of School Administrators, the Washington State Retired Educators’ Association, and the Washington Interscholastic Activities Association.

SEARCH LISTINGS AND COMPLETIONS

A three-year search history for Northwest Leadership Associates is included in this proposal on pages 18 through 20. A complete listing of served districts can be found at <https://superintendentsearch.com/clients/>. To date, all search contracts have been fulfilled, and we have completed all searches within the agreed-upon timeline.

We encourage the Lane ESD Board of Directors to contact the aforementioned districts to discuss completed superintendent searches in their respective districts (see contact information below),

PROFESSIONAL REFERENCES AND CONTACT INFORMATION

Gladstone School District 17789 Webster Road, Gladstone, OR 97027, Donna Diggs, Board Chair
diggds@gladstone.k12.or.us, 503-329-6725

- **Arlington School District**, 1200 Main Street, Arlington, OR 97812, Tim Jones, Board Chair,
timothyjones980@yahoo.com, 541-980-9285

- **Education Service District 105**, 33 S 2nd Ave, Yakima, WA 98902, James Sebree, Board Member, jimandkathy1946@gmail.com, 509-454-5312 x 312
- **Northwest ESD 189 Northwest Region**, 1601 R Ave, Anacortes, WA 98221, Sue Phillips, Board Member sue_phillips@comcast.net, or Merle Kirkley, Board Member, merlej59@gmail.com, 360-299-4000
- **Capital Region ESD 113**, 6005 Tyee Dr SW, Tumwater, WA 98512, Board Members Ms. Susan Fortin, sfortin@esd113.org, 360-464-6700
- **Bethel School District**, 516 176th Street East, Spanaway, WA 98387, Dr. Marcus Young, Chair, myoung@bethelsd.org, 253-880-2000
- **Kennewick School District**, Administration Center, 1000 W. Fourth Avenue, Kennewick, WA 99336, Board Member Mr. Gabe Galbraith, Board President, gabe.galbraith@ksd.org, 509-222-5000
- **Toppenish School District**, 306 Bolin Dr, Toppenish, WA Theresa Hernandez, President, thernandez@toppenish.wednet.edu, 509-865-8146
- **Castle Rock School District**, 600 Huntington Ave S, Castle Rock, WA 98611, Vilas Sundberg, Board Chair, vsundberg@crschools.org, 360-501-2940
- **North Franklin School District**, 1100 W Clark St., Connell, WA, Terry Utecht, President, utecht@eltopia.com, 509-234-2021

SEARCH PROCESS AND STAKEHOLDER ENGAGEMENT

Northwest Leadership Associates has developed a protocol that balances meaningful stakeholder engagement with the Board’s ultimate decision-making authority. Our team will work directly with you to ensure inclusive interaction and involvement, using a variety of communication methods and appropriate languages to meet the district’s unique needs. These methods include one-on-one interviews, focus groups, targeted group interviews, online surveys, teleconferencing, and opportunities for unsolicited input.

In addition, NWLA provides essential resources such as focus group and interview schedules, sample interview questions and protocols, stakeholder input documents, district search communication timelines, and guidance on legal versus illegal questions. We also manage all candidate application materials, notifications, and interview scheduling.

Above all else, NWLA will stress professionalism, transparency, and inclusion while assisting the Lane Education Service District Board through the search process.

LANE ESD: CHALLENGES AND ASSETS

Northwest Leadership Associates does not anticipate any unique challenges with the search for the next superintendent of Lane Education Service District. As with any search, the priority will be to attract highly qualified leaders who reflect the priorities and values of the board, staff, and 16 component districts. With our proven processes, extensive search experience, and strong professional networks across Oregon and the Pacific Northwest, we are confident in our ability to recruit an exceptional candidate pool. While the national superintendent labor market has tightened, we continue to see strong interest from educational leaders seeking meaningful, mission-driven work—especially in organizations like Lane ESD that provide essential regional leadership and student-focused services.

Lane ESD’s greatest strength is its unwavering commitment to equity, innovation, and service to districts across a geographically and demographically diverse region. Serving 16 school districts across Lane

County—from urban Eugene and Springfield to rural communities like Mapleton, Oakridge, and South Lane—Lane ESD ensures that every district has access to high-quality services regardless of size or location. Through its Local Service Plan, Lane ESD provides critical programs in:

- Special education and related services
- Early learning and preschool programs
- Instructional services, curriculum, and professional development
- Technology infrastructure and digital learning support
- Behavioral health, mental health, and student success services
- Business, administrative, and operational services for districts

With a strong reputation for responsiveness and collaboration, Lane ESD is viewed by its districts as a trusted partner and problem solver, especially in the areas of special education, equity initiatives, and instructional improvement.

Located in Eugene—home to the University of Oregon and a vibrant center for arts, education, and innovation—Lane ESD offers a dynamic professional environment in a community that deeply values education and public service. Lane County offers an exceptional quality of life, blending urban amenities with access to outdoor recreation, rural communities, and a strong sense of regional identity.

This is a compelling leadership opportunity for a superintendent who is passionate about public education, equity, innovation, and regional collaboration. The next superintendent will join a talented and mission-driven leadership team and a supportive board dedicated to strengthening service delivery, expanding partnerships, and improving outcomes for all students. This role offers the chance to make a profound impact on schools and communities across Lane County.

SUGGESTED TIMELINE/CALENDAR

Please note the timeline provided is a “draft” that will be revised depending on the Board’s needs, agency calendar(s), and other influencing factors. This timeline reflects our experience with the most effective cadence and period for recruiting candidates, taking into account such factors as professional evaluation, contract obligations, remaining contract length, and the unique timing of the school year. The detailed timeline can be found on page 10 of this document.

SEARCH PROCESS OVERVIEW

The NWLA search framework is organized into four phases, the first of which is the development of a “*Leadership Profile*” and recruitment materials informed by Board and stakeholder input. From there, we recruit and screen candidates, followed by structured interviews and finalist visits. The process concludes with the Board’s selection, contract negotiations, and closing of the search.

Technology: While NWLA prioritizes direct, in-person interaction whenever possible—such as focus groups during the initial search phase and forums during the interview phase—we also recommend using video technology to streamline the process and conserve time and resources. Additionally, other search activities, including application packets, position brochures, announcements, and related communications, are managed electronically to ensure efficiency and accessibility.

Search Completion Assurance: The search team and process will adhere to the timeline agreed upon by the Board of Directors and NWLA consultants. This search will not be affected by other work or searches conducted by NWLA. The consultant team assigned to this search will not be involved in any concurrent projects that could interfere with or delay the successful completion of your superintendent search.

SEARCH PROCESS WORK PLAN

The following plan and timeline delineate the major activities and responsibilities of the Board and Northwest Leadership Associates for each phase of the search. NWLA will tailor the final work plan and timeline to meet the needs of the Lane ESD.

PHASE 1 - PREPARING FOR THE SEARCH

Northwest Leadership Associates will:

- Meet with the Board to develop a tentative search plan and timeline.
- Obtain from Board members their perceptions of the required and preferred qualification criteria for the position and the personal characteristics and strengths being sought in candidates.
- Present to the Board a range of options for ensuring meaningful involvement of key stakeholders—including superintendents from component districts, school district personnel and board members, Lane ESD staff, and community members and partners—throughout the superintendent search process.
- As requested, and/or approved by the Board, meet with selected individuals and focus groups to obtain input regarding the qualification/selection criteria to be used by the Board in guiding its selection decision.
- Synthesize the input received from all individual and group meetings and present the consolidated information as a successful candidate profile to the Board for review in developing an initial draft of the recruitment brochure.
- Present to the Board developmental drafts of the recruitment brochure until approved by the Board for distribution.
- Review with the Board recruitment materials and strategies to be used in the search.

Lane ESD Board (or designee) will:

- Approve the tentative search plan and timeline.
- Determine the process for the involvement of key stakeholders in the search process.
- Provide NWLA with background information regarding the district for use in candidate recruitment and development of the successful candidate profile.
- Respond to preliminary drafts and approve for distribution of the final draft of the recruitment brochure.
- Approve other recruitment strategies and advertising of the opening.
- Based on the salary study and contract review and the recommendation of the consultants, approve a potential compensation package and talking points regarding compensation that NWLA consultants can use when recruiting candidates.

PHASE 2 - RECRUITING AND SCREENING CANDIDATES

Northwest Leadership Associates will:

- Place recruitment announcements on selected internet web sites.
- Using a wide-ranging network, contact ESD personnel, school administrators, ESD superintendents, college professors, representatives of professional associations, and other individuals who can assist with identifying qualified applicants who should be encouraged to seek the position.
- Through personal contacts, encourage selected potential candidates to apply for the position.
- Respond to applicant questions about the position.
- Receive and acknowledge all applications and establish a confidential file for each candidate.
- Conduct preliminary reference screening for all qualified applicants.
- Present the results of the application and screening process to the Board, review all candidate files, and identify leading candidates along with those not recommended for further consideration, including the rationale for each recommendation.
- Provide the Board with a tiered grouping of candidates based on the Leadership Profile

description and analysis.

- Assist the Board in selecting candidates to be invited to interview for the position.
- Assist the Board in selecting and communicating with candidates to interview for the position.
- Will send letter/or contact all applicants no longer under consideration for the position, notifying them of their status.

Lane ESD Board (or designee) will:

- Approve recruitment strategies and advertising for the position.
- Receive the comprehensive screening report from NWLA.
- Review all application files. Discuss the relative merits of the candidates in relationship to the successful candidate profile.
- Select candidates to be invited to interview for the position.
- Conduct additional reference checks, if so desired, on those candidates invited for interviews.

PHASE 3 - INTERVIEWING CANDIDATES

Northwest Leadership Associates will:

- Provide the Board with sample interview questions and a suggested interview format.
- Advise the Board on options for including advisory groups in the interview process.
- Assist with scheduling and arranging interviews with the selected candidates.
- Conduct further background checks for candidates still under consideration, as requested by the Board.
- At the conclusion of the interview process, meet with the Board to assist in the evaluation of candidates.
- Provide the Board with a suggested format for the finalists' visits to the ESD and additional final interview strategies.

Lane ESD Board (or designee) will:

- Arrange for the participation of any advisory groups invited to participate in the interview process, if applicable.
- Approve interview format and final draft of interview questions.
- Conduct interviews with selected candidates.
- In consultation with NWLA, evaluate candidates following the interviews and select candidate(s) to be visited and/or invited for additional interview(s).
- Conduct site visits and/or second interviews as deemed necessary by the Board.

PHASE 4 - MAKING THE FINAL SELECTION AND CLOSING

Northwest Leadership Associates will:

- Meet with the board to define any additional information needed before reaching a decision.
- If so desired, assist the Board with contract negotiations with the selected candidate, including making appropriate recommendations to the Board regarding contract terms.
- Notify candidates not selected for the position.

Lane ESD Board (or designee) will:

- Review all input from groups and individuals that have met with the candidates.
- Make site visit(s), if needed, prior to making final decision.
- Determine which candidate should be offered the position.
- With NWLA assistance, negotiate a mutually acceptable contract with the selected candidate.
- Notify the new superintendent of his/her selection.
- Make appropriate announcements to the staff, community, and the media.

Lane Education Service District “Tentative” Superintendent Search Timeline

*Dates are On or About**

| | |
|---------------------|--|
| 11//4-11/11 (2025) | <ul style="list-style-type: none"> • Board approves agreement and search plan • Initiate tentative timeline for search • Identify and discuss details of position • Develop search plan and proposal |
| 11/4-11/20 (2025) | <ul style="list-style-type: none"> • Board and NWLA jointly develop tentative search plan • Board approves search plan and timeline • Board/NWLA establish Board contact, communications plan, Staff Designee(s)/Liaisons • Preannouncement posted on relevant websites • Initiate NWLA candidate contact lists and recruiting • Initiate development of position Brochure and Application materials |
| 11/7-11/12 (2025) | <ul style="list-style-type: none"> • Leadership Profile survey on ESD website • Initiate ESD communications to community, staff, organizations |
| 11/6-11/17 (2025) | <ul style="list-style-type: none"> • Focus group meetings with key stakeholders, staff selected by Board • Individual Board member interviews |
| 11/6-11/20 (2025) | <ul style="list-style-type: none"> • Information categorized, organized for Challenges and Opportunities, Professional Qualifications, Personal Characteristics • Application requirements and process finalized and approved by Board • Brochure finalized and approved by the Board |
| Dec Bd Mtg (2025) | <ul style="list-style-type: none"> • Focus group and survey report to Board by consultants |
| 12/4-1/19 (2026) | <ul style="list-style-type: none"> • Brochure and Application completed, and vacancy announcement emailed nationwide • Direct mailings to NWLA candidate contact lists • Enhance recruiting from Challenges and Opportunities, Professional Qualifications, Personal Characteristics |
| Jan Bd Mtg (2026) | <ul style="list-style-type: none"> • Mid-search report • Board work session preparation for Interview Phase |
| 1/19 or 1/23 (2026) | <ul style="list-style-type: none"> • Application deadline |
| 1/29 (2026) | <ul style="list-style-type: none"> • Screening report to board • Executive session with board and NWLA consultants • Select 5-6 candidates to be invited for preliminary interviews |
| 1/31-2/9 (2026) | <ul style="list-style-type: none"> • Preliminary interviews (Open or Executive session meeting) • 50-minute interviews with 10-minute break between • Questions to be developed by NWLA; reviewed and revised by board • Executive Session after final interview to determine finalists • NWLA-provided process for selection of candidates |
| 2/3-2/9 (2026) | <ul style="list-style-type: none"> • Final interviews • Schedule to be developed, but will include: <ul style="list-style-type: none"> ▪ Meetings with key stakeholders and staff ▪ Interview with superintendent candidate and board in Executive Session ▪ Format to be developed by NWLA, and approved by board |
| 2/13 (2026) | <ul style="list-style-type: none"> • Background checks completed • Contract negotiations or Pre-negotiated Contract • Announcement of Final Selection |
| 2/13 (2026) | <ul style="list-style-type: none"> • Contract to be offered • Offer to be pre-negotiated by consultants/District |
| 7/1 (2026) | <ul style="list-style-type: none"> • Selected superintendent assumes position |

ROLE AND INVOLVEMENT OF ADDITIONAL ASSOCIATES

All NWLA associates listed below actively participate in identifying and recruiting qualified candidates, utilizing shared resources, databases, and both professional and personal networks.

NWLA Associates

Dr. Thomas Rockefeller, NWLA Chief Operating Officer

- Former Superintendent of the Mead and Pullman School Districts
- Former adjunct member of WSU's Educational Leadership Program

Mr. Joel Aune, NWLA Chief Operating Officer

- Former Superintendent of the Snoqualmie Valley and Colfax School Districts
- Former Executive Director, Washington Association of School Administrators (WASA)

Dr. Dennis Ray, Emeritus Advisor

- Former Owner of Northwest Leadership Associates
- Former Superintendent of the Walla Walla and Northshore School Districts

Ms. Laurel Browning, NWLA Associate

- Former Superintendent of the Burlington-Edison School District
- Former member of the Western Washington University PEAB

Mr. Sergio Hernandez, NWLA Associate

- Former Superintendent of the Tekoa, Freeman and Kahlotus School Districts
- Executive Director, WA Association of Latino Administrators and Superintendents

Dr. William Jordan, NWLA Associate

- Former Superintendent of the Walla Walla, Prescott, and Kelso School Districts
- Former Deputy Superintendent of Public Instruction for Washington State

Mr. Bill Motsenbocker, NWLA Associate

- Former Superintendent of the Liberty and Cascade School Districts
- Former adjunct member of WSU's Educational Leadership Program

Dr. Dave Novotney NWLA Associate

- Former Superintendent of the Willamette ESD and the Dallas School District (OR)
- Former adjunct professor for Willamette University and Oregon State University

Mr. Jon Peterson, NWLA Associate

- Former Superintendent of the Pendleton and Lone School Districts, OR
- Former Deputy Superintendent of Intermountain Education Service District, OR

Dr. Wayne Robertson, NWLA Associate

- Former Superintendent of the Lakewood, Edmonds, and Conway School Districts
- Faculty Member, Western Washington University

Ms. Jada Rupley, NWLA Associate

- Former Superintendent of Clackamas ESD and Associate Superintendent of ESD 112 (OR)
- Former Oregon State Director of Early Learning

Mr. Chris Rust, NWLA Associate

- Former Superintendent of the Toledo School District, Interim of Griffin School District
- Supervisor of student teachers for Centralia College and administrative coach

Dr. Gene Sementi, NWLA Associate

- Former Superintendent of West Valley Spokane School District
- Former adjunct member of WSU's Educational Leadership Program

Dr. Pam Veltri, NWLA Associate

- Former Superintendent of the Medical Lake School District
- Faculty member in Eastern Washington University Educational Leadership Program

Mr. Mark Venn, NWLA Associate

- Former Superintendent of the Sedro-Woolley School District
- Education Service District 189 Board member

Mr. Andy Wolf, NWLA Associate

- Former Superintendent and Assistant Superintendent of Yelm Community Schools
- Former Assistant Executive Director of Washington Association of School Administrators

UNIQUE UNDERSTANDING OF LANE EDUCATION SERVICE DISTRICT AND REGION

The Northwest Leadership Associates team brings extensive Pacific Northwest experience, with all consultants having served as superintendents of school or education service districts. Collectively, we offer over 175 years of leadership experience, sharing insights and identifying opportunities across the region. Our associates working directly with the Lane Education Service District search have 16 years of ESD superintendent experience in Oregon and 38 years working in ESDs in Washington and Oregon.

We understand the unique context and complexity of Lane Education Service District, which serves more than 40,000 students across 16 school districts in Lane County—ranging from large, urban districts like Eugene 4J and Springfield to small and rural districts such as Mapleton, Oakridge, Lowell, McKenzie, and South Lane. This mix of urban, suburban, and remote communities creates a diverse educational landscape with significant variation in needs, resources, and opportunities. Lane ESD plays a critical leadership role in helping districts navigate challenges related to special education capacity, equitable access to programs, recruitment and retention of staff, mental health supports, career-connected learning, and regional service coordination. The ESD serves as a collaborative hub—providing essential shared services, innovative instructional support, and fiscal and operational efficiency—while honoring local district identity and autonomy. Its commitment to equity and partnership ensures that even the smallest and most rural districts have access to the high-quality programs and expertise necessary to support every student in Lane County.

With deep regional knowledge, proven search experience, and a track record of success, NWLA is uniquely positioned to conduct a focused and transparent superintendent search that identifies candidates aligned with Lane ESD's vision, priorities, and goals.

STAFF AND STAKEHOLDER INVOLVEMENT

Involving stakeholders encompasses a variety of methods, including individual interviews, focus groups, targeted group discussions, online surveys, teleconferences, advisory groups, pertinent information, and spontaneous communications.

If selected, NWLA will work with the Lane Education Service District Board of Directors to establish a process that engages staff, school districts, patron-district superintendents and board members, community members, essential participants, and other recognized stakeholder groups. We have the ability to provide surveys in Spanish as needed.

NWLA will launch the search by conducting on-line surveys, holding focus group sessions, engaging in individual interviews, and inviting all mutually identified groups to collectively and actively participate in the search process (as approved by the Board). Specifically, we will help create a process that involves key stakeholders and Lane Education Service District staff members, as integral components of the search process.

LEADERSHIP PROFILE AND SEARCH CRITERIA

The Leadership Profile developed at the outset of the search process becomes the guiding document in evaluating candidates and making the final selection decision. The Leadership Profile brochure will provide specific detail to the search criteria for potential candidates. Stakeholders will directly identify the Challenges and Opportunities of the ESD, as well as specify the Professional Qualifications and Personal Characteristics deemed essential in the next superintendent. As indicated in the search outline, we will facilitate the development of the Leadership Profile through:

- conducting an online survey, inviting input from all interested staff members,
- holding focus group meetings with key stakeholder groups and specified individuals,
- and meeting individually with each board member and others as specified.

Based on this input, we will create a draft of the Leadership Profile and selection criteria for review, revision, and final approval by the Board of Directors.

ADVERTISING AND RECRUITING PLAN

In collaboration with the Board, NWLA will develop a vacancy announcement or brochure based on the Leadership Profile. This document will highlight the leadership challenges, professional qualifications, and personal qualities desired in the next superintendent. The selection criteria, along with a district profile and other relevant information, will be distributed to prospective candidates.

We will post and distribute the Lane Education Service District Superintendent opening on a wide range of relevant websites, including the Oregon and Washington Associations of Education Service Districts, the Association of Education Service Agencies, the Coalition of Oregon School Administrators, the Oregon School Boards Association, the Washington and Oregon Associations of Latino Administrators and Superintendents, and the Washington Association of School Administrators. The position will also be shared through affiliated networks, partner sites, and district-designated advertising outlets. In addition, NWLA will extend the posting to companion organizations in other states. National postings—such as on the AASA and *Education Week* websites—may also be utilized, subject to mutual agreement between Lane Education Service District and NWLA regarding cost.

Most importantly, the entire Northwest Leadership Associates group will conduct aggressive one-to-one recruiting efforts with individuals we believe are highly qualified candidates for the Lane ESD Superintendent position. With our individual consultant candidate lists and our professional contacts, we are extremely active and dedicated to finding qualified, professional candidates.

INTERNAL RECRUITMENT

NWLA believes that all candidates, whether internal or not, be given the same opportunity to apply and move through the search process as appropriate. As the search process proceeds, it may be the wish of the Board, or not, to include internal candidates in the interviewing process. In order to maintain the integrity of the process, and at the same time follow the needs of the Lane ESD, NWLA addresses the possibility of internal candidates at the initial meeting with the Board of Directors. If it is determined that viable internal candidate(s) are identified, NWLA will work with the Board to determine a process for inclusion in the recruitment process, or modify the process to the needs of the Board and District.

COMMITMENT TO CANDIDATE DIVERSITY

NWLA approaches every search with a focus on building a candidate pool that reflects the diversity of the region and community. We actively engage with organizations representing underrepresented groups to ensure a broad and inclusive pool of candidates for each position. Our efforts include direct outreach, informed networking, and leveraging registry candidate pools, all designed to identify highly qualified candidates while maximizing diversity. Additionally, our team provides guidance and support to candidates in pursuing professional opportunities and career growth.

Our associates maintain close relationships with professional state organizations to continually strengthen and expand our candidate networks. Through these connections, we are able to identify and engage candidates who bring a wide range of experiences, perspectives, and leadership strengths.

NWLA SUPERINTENDENT CANDIDATE TENURE/LONGEVITY

During superintendent recruitment, NWLA requests that candidates commit to serving at least 5 - 7 years if selected. Candidates unwilling to make this commitment are identified to the Board during the selection process. This practice has proven valuable in cultivating candidate pools of highly dedicated and genuinely committed individuals focused on long-term success in the position.

ESTABLISHING COMPENSATION/SALARY SURVEY

Northwest Leadership Associates will conduct a comprehensive, in-depth salary analysis to establish a competitive compensation package for the new superintendent. This analysis includes comparisons with districts in the region, districts within the local ESD service area, ESD Superintendents statewide, and statewide salary trends. Additionally, we work closely with the Board to identify specific districts for

comparison, and request existing contracts to thoroughly evaluate total compensation, including benefits beyond base salary.

CANDIDATE ANALYSIS AND SCREENING

Northwest Leadership Associates will conduct preliminary reference checks for all qualified candidates. We contact references provided by the candidate, as well as other individuals familiar with the candidate's professional experience. NWLA typically requires four references and three to five letters of recommendation. At a minimum, we contact at least four references and attempt to identify two additional, non-listed references. We also follow up with individuals who have submitted recommendation letters to clarify any questions or concerns that arise during our review. The Leadership Profile developed during the search process provides NWLA with the criteria necessary to establish the final candidate list for the Board of Directors.

CANDIDATE ANALYSIS, SYNOPSIS AND TIERED RANKINGS

Immediately after the job posting closes, all candidate application materials, collected background information, and candidate analyses are presented to the Board in executive session for review and discussion. NWLA provides a detailed analysis and synopsis of each candidate to assist the Board in the screening process. Additionally, we provide a tiered ranking of candidates according to their alignment with the Leadership Profile, enabling the Board to focus on those most closely suited to the district's needs.

In collaboration with the Board of Directors, NWLA will establish the final, comprehensive criteria for selecting candidates to advance to interviews. Once the candidate pool has been narrowed for preliminary interviews, Board members are encouraged to conduct additional reference checks as needed. NWLA typically recommends conducting four to six preliminary interviews to identify the top three candidates for final interviews.

Northwest Leadership Associates will provide a summary list of any and all applicants and all application packages submitted for the position to the Lane Education Service District.

FINAL BACKGROUND CHECKS

As candidates are narrowed to finalists, NWLA will facilitate criminal background checks and a digital footprint review for those under consideration. While it is unlikely these checks will uncover previously unknown information, they are an important due diligence measure. All background checks are conducted through a third-party private investigation firm at no additional cost to the district. Additionally, NWLA will collaborate with the Board to conduct more extensive professional background checks on finalists as requested.

PROPOSED COST STRUCTURE

Our cost proposal, based on the scope of services outlined herein, is (\$16,000), and includes all phases of the search. NWLA will not request any compensation above or beyond the aforementioned amount. The only anticipated additional expenses will consist of consultant travel (mileage) to the district when needed. Because each search has unique qualities, and each requires differing amounts of time and effort for the four phases of the search, NWLA has found it best to quote an "all inclusive" cost. Typically, we estimate that one-third of the time and cost is attributed to Phase 1, one-third of the time and cost is attributed to Phase 2, and one-third of the time and cost is attributed to Phases 3 and 4. Travel expenses are estimated to be less than \$500. A "Search Cost Breakdown Table" can be found on page 23 of this document.

Any additional costs would be limited to expanded or specially requested advertising not outlined in this proposal, as well as potential travel and lodging expenses for candidates invited for interviews, as determined by the Board. Approval of candidate travel expenses rests solely with the Board of Directors. There are no additional charges for mailing or electronic distribution, as these services are included in NWLA's standard offerings.

LEGAL PROTECTIONS

Northwest Leadership Associates maintains errors and omissions coverage through Hiscox Insurance Company Inc. (policy number available upon request). We are committed to consistently delivering high-quality work for the many school districts and agencies we serve. We take pride in the fact that in 24 years of operation, we have not had any legal claims filed against us.

ANTI-DISCRIMINATION STATEMENT

Northwest Leadership Associates does not discriminate against any client, employee or applicant for employment or for services with respect to race, creed, religion, color, national origin, age, honorably discharged veteran or military status, sex, sexual orientation including gender expression or identity, marital status, the presence of any sensory, mental or physical disability or the use of a trained dog guide or service animal by a person with a disability or age with regard to, but not limited to the following: Employment upgrading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; selection for training; a rendition of services.

OUR PLACEMENT GUARANTEE

If no acceptable candidate is identified, or the selected superintendent resigns or is dismissed by the Board for cause during the first two years of his/her employment, Northwest Leadership Associates will conduct a comparable search for a replacement without charge other than reimbursement for appropriate expenses.

Thank you for considering our proposal. We look forward to the opportunity to meet with the Board to discuss the search process in detail, and can be reached at the phone numbers or email addresses listed below. We appreciate your time and consideration and look forward to hearing from you.

Best regards,

G. Joel Aune

G. Joel Aune
Owner/Chief Operating Officer
509.389.2430
gunderaune@gmail.com

Jada Rupley

Jada Rupley
NWLA Associate
360.281.5544
jadarupley@gmail.com

Dave Novotney

Dave Novotney
NWLA Associate
503.949.1305
novotneyconsultants@gmail.com

Oregon School District Searches

| | |
|--------------------------------------|--|
| <i>Arlington School District</i> | <i>Marcola School District</i> |
| <i>Athena-Weston School District</i> | <i>McKenzie School District</i> |
| <i>Baker School District</i> | <i>McMinnville School District</i> |
| <i>Bend-La Pine School District</i> | <i>Milton-Freewater SD</i> |
| <i>Camas Valley School</i> | <i>Mitchell, OR</i> |
| <i>Clatskanie School District</i> | <i>Morrow County School District</i> |
| <i>Columbia Gorge ESD</i> | <i>Multnomah ESD</i> |
| <i>Condon School District</i> | <i>Nestucca Valley School District</i> |
| <i>Coquille School District</i> | <i>North Lake School District</i> |
| <i>Cove Public Schools</i> | <i>North Powder School District</i> |
| <i>Crook County School District</i> | <i>Northwest Regional ESD</i> |
| <i>Dayton School District</i> | <i>Oakland School District</i> |
| <i>Dayville School District</i> | <i>Pendleton School District</i> |
| <i>Elkton School District</i> | <i>Pilot Rock School District</i> |
| <i>Enterprise School District</i> | <i>Redmond School District</i> |
| <i>Gladstone School District</i> | <i>Reedsport School District</i> |
| <i>Glendale School District</i> | <i>Sheridan School District</i> |
| <i>Glide School District</i> | <i>South Wasco County SD</i> |
| <i>Harney County School District</i> | <i>Southern Oregon ESD</i> |
| <i>Hermiston School District</i> | <i>Spray School District</i> |
| <i>Imbler School District</i> | <i>Stanfield School District</i> |
| <i>Ione School District</i> | <i>Tigard-Tualatin School District</i> |
| <i>Joseph School District</i> | <i>Umatilla Morrow ESD</i> |
| <i>La Grande School District</i> | <i>Wallowa School District</i> |
| <i>Lake County ESD</i> | <i>William P. Lord High School</i> |
| <i>Lane School District</i> | |
| <i>Lane ESD</i> | |
| <i>Lewis and Clark College</i> | |

Northwest Leadership Associates

Recent Search History (Three Years)

Search listings are revised biannually

| Year | District/agency | Selected Candidate (prior position) | Current status of selection |
|------|---|--|--------------------------------|
| 2024 | Bethel School District Spanaway, WA 21,500 fte | Brian Lowney Assistant Superintendent Bethel School District | Continues to serve in position |
| 2024 | Castle Rock School District Castle Rock, WA 1,600 fte | Chris Fritsch Superintendent Pendleton School District, OR | Continues to serve in position |
| 2024 | Ellensburg School District Ellensburg, WA 3,255 fte | Troy Tornow Assistant Superintendent ESD 123 | Continues to serve in position |
| 2024 | ESD 105 Yakima, WA 66,000 fte | Shane Backlund Deputy Superintendent ESD 105 | Continues to serve in position |
| 2024 | ESD 189 Anacortes, WA 164,000 fte | Ismael Vivanco Superintendent Mount Vernon School District | Continues to serve in position |
| 2024 | Gladstone School District Gladstone, OR 1,700 fte | Jeremiah Patterson Assistant Superintendent Gladstone School District | Continues to serve in position |
| 2024 | Granite Falls School District Granite Falls, WA 2,400 fte | Dana Geaslen Assistant Superintendent Edmonds School District | Continues to serve in position |
| 2024 | Griffin School District Olympia, WA 622 fte | Kristen Rue Director Student Learning North Thurston School District | Continues to serve in position |
| 2024 | Kennewick School District Kennewick, WA 19,311 fte | Lance Hanson Director of Student Learning North Thurston School District | Continues to serve in position |
| 2024 | Lake Stevens School District Lake Stevens, WA 9,700 fte | Mary Templeton Superintendent Washougal School District | Continues to serve in position |
| 2024 | Mount Vernon School District Mount Vernon, WA 6,600 fte | Victor Vergara Assistant Superintendent Edmonds School District | Continues to serve in position |
| 2024 | Naselle-Grays River Valley Naselle, WA 300 fte | Josh Brooks Elementary Principal Morton School District | Continues to serve in position |
| 2024 | North Franklin School District Connell, WA 2,200 fte | Brian Moore Assistant Superintendent Richland School District | Continues to serve in position |
| 2024 | Ridgefield School District Ridgefield, WA 4,100 fte | Jenny Rodriguez Assistant Superintendent Yakima School District | Continues to serve in position |
| 2024 | Toppenish School District Toppenish, WA 4,300 fte | Toron Wooldrige Executive Director Austin Independent School District | Continues to serve in position |
| 2024 | Woodland School District Woodland, WA 2,250 fte | Asha Riley Assistant Superintendent Woodland School District | Continues to serve in position |
| 2023 | Bremerton School District Bremerton, Washington 4,500 fte | James Crawford Director of Academics Portland Public Schools, Oregon | Mutual Separation |

| | | | |
|-------------|--|--|--------------------------------|
| 2023 | Burlington-Edison School District Burlington, WA 3,400 fte | Chris Pearson Executive Director of T & L Marysville School District | Continues to serve in position |
| 2023 | Capital Region ESD (113) Tumwater, WA 80,000 fte service area | Flip Herndon Superintendent Tukwila School District | Continues to serve in position |
| 2023 | Grandview School District Grandview, WA 3,700 fte | Robert Darling Deputy Superintendent Yakima School District | Continues to serve in position |
| 2023 | Grand Coulee Dam School District Grand Coulee Dam, WA 750 fte | Rod Broadnax Superintendent Muskegon, Michigan | Continues to serve in position |
| 2023 | Lakewood School District Marysville, WA 2,600 fte | Erin Murphy Deputy Superintendent Bainbridge School District | Continues to serve in position |
| 2023 | Mossyrock School District Mossyrock, WA 580 fte | Mark Chandler Special Education Director Suwanee, Georgia | Continues to serve in position |
| 2023 | Toledo School District Toledo, WA 825 fte | Brenna Bailey District Administrator Toledo School District | Continues to serve in position |
| 2023 | Tumwater School District Tumwater, WA 6,500 fte | Kevin Bogatin Superintendent North Bend, Oregon | Continues to serve in position |
| 2023 | Yelm School District Yelm, WA 5,500 fte | Chris Woods Executive Director – B & G Club Olympia, Washington | Continues to serve in position |
| 2022 | Central Valley School District Liberty Lake, Washington 14,500 fte | John Parker Director of Innovation Bogota, Columbia | Continues to serve in position |
| 2022 | Cheney School District Cheney, Washington 5,300 fte | Ben Ferney Director Mead School District | Continues to serve in position |
| 2022 | Cle Elum School District Cle Elum, Washington 900 fte | John Belcher Principal Snoqualmie Valley Schools | Continues to serve in position |
| 2022 | Eastmont School District East Wenatchee, Washington 6,950 fte | Becky Berg Assistant Superintendent Dubai | Continues to serve in position |
| 2022 | Easton School District Easton, Washington 100 fte | Aaron Kombol Superintendent Onion Creek School District | Continues to serve in position |
| 2022 | Ferndale School District Ferndale, Washington 4,350 fte | Kristi Dominguez Asst. Superintendent Bellingham School District | Continues to serve in position |
| 2022 | Glenwood School District Glenwood, Washington 58 fte | Elyse Mengarelli Principal Ellensburg School District | Continues to serve in position |
| 2022 | Klickitat School District Klickitat, Washington 75 fte | Kendrick Lester Director ESD 112 | Continues to serve in position |
| 2022 | Lake Chelan School District Chelan, Washington 1,300 fte | Brad Wilson Principal Lake Chelan | Continues to serve in position |
| 2022 | Lake Pend Oreille Schools Sandpoint, Idaho 3,835 fte | Becky Meyers Superintendent Lakeland School District, Idaho | Continues to serve in position |
| 2022 | Lynden School District Lynden, Washington 3,200 fte | David VanderYacht Asst. Superintendent Lynden School District | Continues to serve in position |

| | | | |
|-------------|---|---|--------------------------------|
| 2022 | Moses Lake School District Moses Lake, Washington 8,300 fte | Monte Sabin Asst. Superintendent North Thurston Schools | Continues to serve in position |
| 2022 | Newburg School District Newberg, Oregon 4,400 fte | Steve Phillips Superintendent Jewell School District, Idaho | Continues to serve in position |
| 2022 | Oak Harbor School District Oak Harbor, Washington 6,000 fte | Michelle Kuss-Cybula Superintendent Cle Elum School District | Continues to serve in position |
| 2022 | Okanogan School District Okanogan, Washington 1,100 fte | Steve Quick Superintendent Harney County Schools (OR) | Continues to serve in position |
| 2022 | Paterson School District Paterson, Washington 130 fte | Joe West Principal Prosser School District | Continues to serve in position |
| 2022 | Pendleton School District Pendleton, Oregon 2,910 fte | Kevin Headings Principal Hermiston School District | Continues to serve in position |
| 2022 | Rochester School District Rochester, Washington 2,050 fte | Jennifer Bethman Assist Supt. Bethel School District | Continues to serve in position |
| 2022 | Selah School District Selah, Washington 3,600 fte | Kevin McKay Former Superintendent Sunnyside School District | Continues to serve in position |
| 2022 | Soap Lake School District Soap Lake, Washington 650 fte | Kim Casey to Aaron Chavez Principal Ellensburg School District | Moved to new position |
| 2022 | Sunnyside School District Sunnyside, Washington 6,400 fte | Ryan Maxwell Assistant Superintendent Sunnyside School District | Continues to serve in position |
| 2022 | Tonasket School District Tonasket, Washington 1,000 fte | Kevin Young Superintendent Republic School District | Continues to serve in position |
| 2022 | Wilbur-Creston School District Wilbur, Washington 350 fte | Jay Tyus Executive Director Mead School District | Continues to serve in position |
| 2022 | Wishram School District Wishram, Washington 68 fte | Guy Strout to Chris Schumaker Superintendent Dayton School District | Moved to new position |

CONSULTANT RESUMES

JADA RUPLEY

NWLA ASSOCIATE

☎ 360.281.5544

✉ jadarupley@gmail.com

📍 1251 Officers Row, Vancouver, WA 98661

PROFESSIONAL HISTORY

2021 – Present Northwest Leadership Consultant/Strategic Planning Consultant
2016 – 2021 Superintendent, Clackamas ESD, Oregon
2014 – 2016 Administrator Consultant, ESD 112, Risk
2012 – 2014 Early Learning System Director, State of Oregon
1998 – 2012 Associate Superintendent, ESD 122, Vancouver, WA
1989 – 1998 Administrator, Early Childhood and Youth Services Division, ESD 112
Principal, Alternative School, Workforce Training
1983 – 1989 Director of Special Education Services Cooperative, ESD 112
1979 – 1983 School Psychologist, Castle Rock, Toutle Lake, Kalama Districts
1974 – 1977 Elementary Teacher, Lake Stevens School District

EDUCATION

M.Ed. Seattle Pacific University 1989
B.A. Central Washington University 1973

CERTIFICATIONS AND LICENSURE

State of Oregon, Superintendent Administrator License- Continuing 2017
University of Oregon, Eugene, OR
Washington State Superintendent Credential -Continuing 1992
Washington State University, Pullman WA
School K-12 Principal Certificate- Continuing 1985
Central Washington University, Ellensburg, WA
1985
E.S.A. School Psychology Certificate- Continuing
Central Washington University, Ellensburg, WA
1978
Elementary & Secondary Teaching Pre-12 Certificate- Continuing
Central Washington University, Ellensburg, WA

CURRENT AND PAST PROFESSIONAL INVOLVEMENT (SELECTED):

Central Washington University Alumni Association- Chair Elect (current)
Education Opportunities Children Families (EOCF)- Chair Elect (current)
Clark College Board of Trustees (past)
Clark County Planning Commission (past)
Portland State University Education Department- Advisory Member (past)
Oregon Healthcare/Education Task Force- Advisory Member (past)

PROFESSIONAL RECOGNITION AND AWARDS (SELECTED)

AESA- Association of Education Service Agencies- Innovator of the Year
Central Washington Department of Education Distinguished Alumni Award
State of Washington Early Learning Council- Co-Chair

DAVE NOVOTNEY

NWLA ASSOCIATE

☎ (503) 949-1305

✉ novotneyconsultants@gmail.com

📍 5915 Fountainhead St SE | Salem, OR 97306

PROFESSIONAL HISTORY

| | |
|----------------|--|
| 2024 - Present | Search Consultant – Northwest Leadership Associates |
| 2023 – Present | Consultant/Private Investigator – Novotney Consulting LLC |
| 2012 – 2023 | Superintendent – Willamette ESD, Salem, Oregon |
| 2004 – 2012 | Deputy Superintendent – Willamette ESD, Salem, Oregon |
| 2001 – 2004 | Superintendent – Dallas School District, Dallas, Oregon |
| 1997 – 2001 | Principal – Dallas High School, Dallas, Oregon |
| 1992 – 1997 | Assistant Principal – Salem-Keizer Public Schools, Salem, Oregon |
| 1989 – 1992 | High School Teacher – Salem-Keizer Public Schools, Salem, Oregon |
| 1986 – 1989 | High School Teacher – Burns Union High School, Burns, Oregon |

EDUCATION

| | | |
|-------|---------------------------|------|
| Ph.D. | Oregon State University | 2001 |
| M.S. | Western Oregon University | 1995 |
| M.Ed. | The College of Idaho | 1991 |
| B.A. | Willamette University | 1985 |

CERTIFICATIONS AND LICENSURE

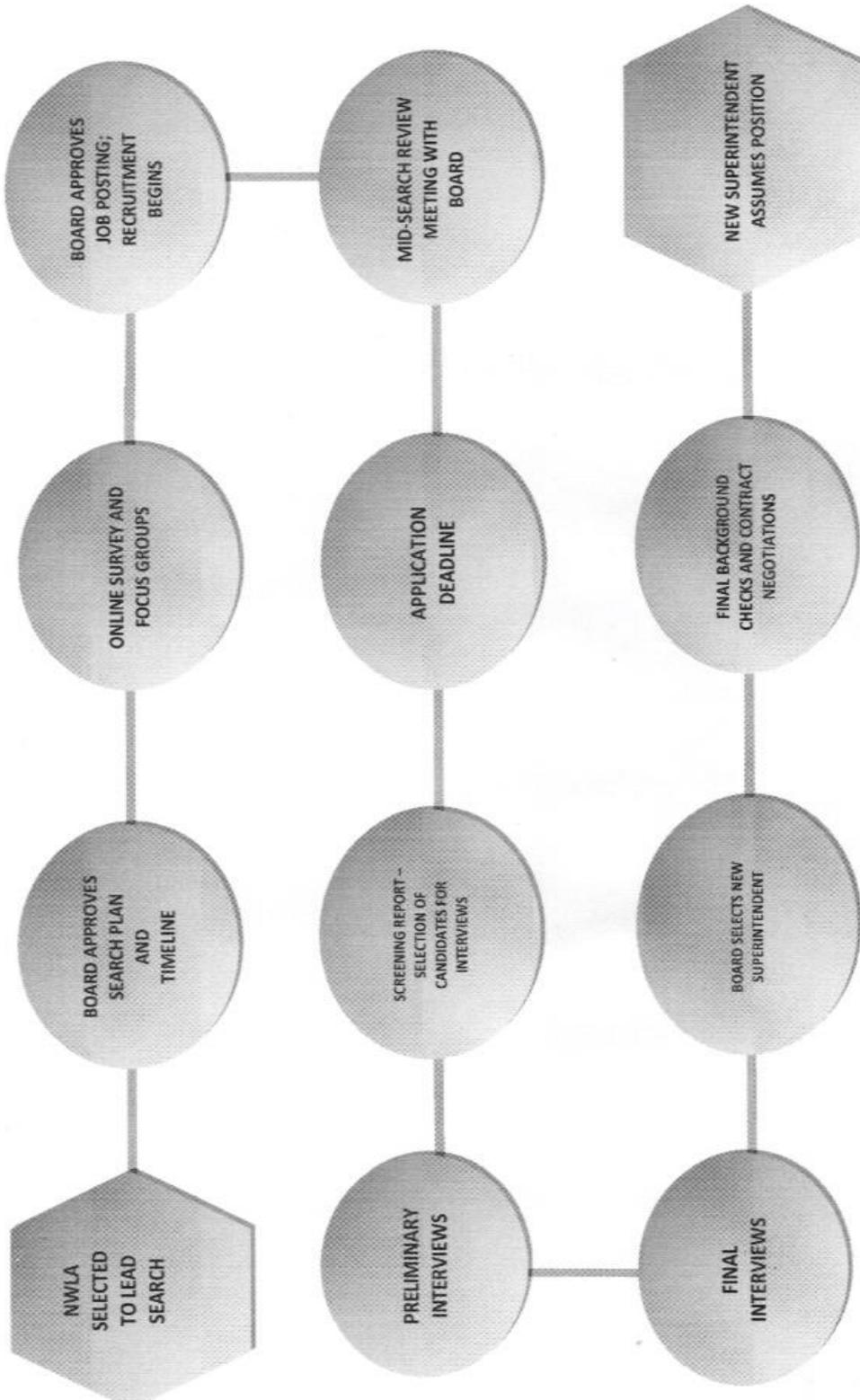
Certificate in School Management and Leadership, Harvard University
Oregon Continuing Superintendent's License, Lewis and Clark College
Oregon Standard Teaching License, Western Oregon University
Private Investigator's License, State of Oregon

COST BREAKDOWN DETAIL

| NWLA SEARCH PROCESS COSTS | SEARCH PROCESS BY PHASE | HOURS AND RATE | TOTAL |
|---|---|---------------------------|-----------------|
| Phase I | Preparing for the search, focus groups, job brochure and application, survey, salary analysis | 50 hrs x \$100/hr | \$5,000 |
| Phase II | Recruiting and Screening Candidates, candidate search, application distribution, NWLA-candidate correspondence, references | 60 hrs x \$100/hr | \$6,000 |
| Phase III | Interviewing Scheduling, interview day schedule, interview questions, Candidates, background checks, references, candidate evaluation | 35 hrs x \$100/hr | \$3,500 |
| Phase IV | Final Selection, assist in contract negotiation, candidate notification, candidate selection | 15 hrs x \$100/hr | \$1,500 |
| TOTAL PROJECT, HOURLY RATE PORTION | | 160 hrs x \$100/hr | \$16,000 |
| ESTIMATED ADDITIONAL COSTS | | | |
| Estimated Mileage | (If claimed) | 700 miles x \$0.70 | \$490 |
| Possible Interviewee Travel | Unit per interviewee \$1000.00 | | |
| Extended Advertising | Dependent on Board decision | | |
| TOTAL ESTIMATED ADDITIONAL COSTS PORTION | | | \$490 |

SEARCH PROCESS FLOWCHART

NWLA Superintendent Search Flow Chart



NOTES

Lane Education Service District
Superintendent Search 2025-26
October 22, 2025

Proposal

OREGON SCHOOL BOARDS ASSOCIATION



October 22, 2025

Attn: Maria L. Schaad
Superintendent Search Committee
Lane Education Service District
1200 Hwy 99 North
Eugene, OR 97402

Re: Executive Search for ESD Superintendent – 2025-26

Dear Ms. Schaad and the Board of Directors,

We are excited to submit this proposal to support your Executive Search, with the new leader set to begin by July 1, 2026. Our team at OSBA is dedicated to crafting a process that meets the unique needs of the Lane ESD, ensuring an efficient and personalized approach. We're here for you every step of the way. Our collaborative approach ensures the benefit of each team member's expertise in finding the right leader for your ESD and component districts. At OSBA, we believe in three core principles when it comes to executive searches:

Relationships

We understand that strong relationships are the foundation of a successful search. Through thoughtful engagement with the Board, staff, and community, we collaborate to identify what qualities your district needs most in its next leader. Our priority is to build trust, ensure open communication, and uphold candidate confidentiality throughout the process. OSBA doesn't just consult; we partner with you to find the right executive for your ESD and region, helping the team transition to new leadership.

Recruiting

Unlike traditional search firms, we do not maintain a list of preferred candidates. Instead, we carefully craft the position announcement and marketing materials to attract a broad, diverse applicant pool from across the nation. Our communication channels—direct emails, social media, and job boards—are designed to reach top talent, with a focus on Western U.S. recruitment while maintaining national outreach. We actively seek candidates that align with your district's needs, ensuring you receive a deep pool of highly qualified applicants.

Results

In the last few years, we've seen robust applicant pools, and we present all qualified applications to the Board for review, providing full transparency throughout the process. Should we need to expand the search, we continue working diligently until the right candidate is found. Our goal is to find the best leader possible for your ESD, one who can serve partner districts effectively, strengthen regional collaboration, and ultimately benefit students and families across your service area..

Based on the scope of work anticipated for this search, the **Base Fee** price for a full-service Consultant supervised search, as described in the Search Overview later in this Proposal, is \$29,000, which includes a standard package of advertising, two days onsite for focus groups, and up to 6 hours of professional development for the Board and new Executive. Reimbursable expenses incurred by the Consultants are additional, typically including travel, lodging, and meals.

We want to help find a difference-maker for your District. We can answer questions about an executive search and this proposal specifically. For additional information, please do not hesitate to ask.

Best Regards,



Vincent Adams

Board Development Specialist | Executive Search Coordinator
Oregon School Boards Association
471-446-0904

Search Process Overview

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

1. **Planning & Organization** (December, 2025)
 - Meet with the board and key staff to develop a timeline for the search.
 - Identify advertising/posting strategies and finalize application requirements.
 - Establish candidate qualifications and salary range in consultation with the board.

 2. **Community Engagement & Profile Development** (January, 2026)
 - Gather input from component district superintendents and boards, ESD program staff, and regional partners via surveys and meetings (two days in the district for focus groups).
 - Analyze feedback to build a candidate profile that reflects regional priorities, service delivery goals, and equity across districts.
 - Present candidate criteria to the board for final approval and adopt the search calendar.

 3. **Recruitment & Marketing** (February, 2026)
 - Post the vacancy on regional and national platforms, including direct emails and social media.
 - Highlight the unique scope of an ESD superintendent role—managing complex service systems and building collaborative relationships across multiple districts.
 - Focus marketing efforts on the Western U.S. while ensuring a national reach.
 - Provide ongoing updates to the board regarding the applicant pool and search progress.

 4. **Screening & Interviews** (March, 2026)
 - Facilitate board training on conducting interviews and evaluating candidates.
 - Guide the board and screening committee through reviewing applications and selecting interview candidates.
 - Maintain confidentiality throughout the review process to protect candidates.
 - Organizing and facilitate board in conducting initial interviews.

 5. **Final Selection & Transition** (April | July – September, 2026)
 - Assist board and district staff in planning finalist process and reference checks.
 - In-person coordination of the finalist process in the community.
 - Coach the board through contract negotiations.
 - Assist with the announcement of the new superintendent.
 - Provide follow-up support, training, and coaching to help the new superintendent integrate effectively with the board and community.
-

Frequently Asked Questions

1. What are the key elements in your process?

Answer:

Key elements of our search process include:

- **Flexibility:** Each search is tailored to meet the specific needs of your district, allowing adjustments to maximize resources.
- **Stakeholder Involvement:** We ensure meaningful engagement with component districts, program staff, and regional partners to inform the search criteria.
- **Board Involvement:** The Board is kept informed and engaged at every step, ensuring transparency and collaboration.
- **Candidate Confidentiality:** Maintaining strict confidentiality during the search is a priority, particularly for sitting executives.
- **Customized Search Strategy:** We do not maintain a list of pre-selected candidates. Instead, we carefully craft the position announcement to attract a diverse and qualified applicant pool.
- **Commitment:** We stay with the search until we find the right fit for your district, ensuring a thorough and successful outcome.

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

Answer:

While many search processes may seem similar at a high level, OSBA offers a personalized and hands-on approach:

- **Local Focus, National Reach:** We prioritize the needs of Oregon school districts while utilizing national marketing channels to attract a broad and diverse pool of candidates.
- **Collaboration Over Volume:** We are not a high-volume firm; instead, we focus on delivering personalized service to find the best candidate for your district's unique needs.
- **ESD Context:** We understand the distinct governance and operational model of ESDs, where success depends on balancing the needs of multiple districts, delivering specialized programs, and managing large-scale grants and services.
- **Tailored Approach:** Our goal is not just to place a new superintendent but to help you find a leader who fits your district and its values. We customize each search to ensure alignment with your goals and community.

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

Answer:

In today's digital landscape, printed brochures are no longer a common practice. Instead, we create professional, visually appealing electronic brochures that highlight the ESD, the region, and the scope of services provided to partner districts. These brochures are distributed via email and shared on online platforms, ensuring they reach a broad audience. If requested, we can provide a printed version, but in recent years, no candidates have requested mailed brochures.

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

Answer:

The Board plays a central role in the selection process. While we guide and support the process, the Board ultimately decides who to interview and hire. We encourage the Board to involve a screening panel, typically consisting of administrators, staff, and component district representatives. This ensures diverse perspectives during the screening phase. The Board is trained in

application review and interviewing to ensure informed decision-making. While screening panel members may observe interviews, the final decision rests with the Board.

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

Answer:

Recruitment is an integral part of the planning process for every search. We advertise vacancies regionally and nationally through:

- Job postings on regional and national websites, including platforms that target diverse candidate pools.
- Direct email notifications to over 40,000 educators, including superintendents, administrators, and education faculty across the Western U.S. and beyond.
- Targeted social media marketing with a national reach, which has helped us attract deep and diverse applicant pools.
- We highlight the unique responsibilities of ESD leadership—regional service delivery, cross-district collaboration, and equity for all students.
- We do not maintain a pre-selected list of candidates. Instead, we rely on a carefully crafted position announcement and marketing strategy to draw a wide range of qualified candidates who align with your district's needs.

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

Answer:

The search process requires minimal time from ESD staff. Most of the work is handled by the board, OSBA consultants, and the board secretary. However, staff may be involved in certain key areas:

- Coordinating communication and marketing strategies for the position.
- Participating in focus groups or interviews to provide input on desired qualities and qualifications.
- Serving on the screening committee or observing candidate interviews.
- Accompanying finalists during a "day in the district."
- Overall, the majority of the process remains off-site and confidential, ensuring minimal disruption to staff while maintaining a smooth and efficient search process.

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

Answer:

Costs and expenses for a search depend on factors such as the scope of advertising and the geographic location of candidates.

Typically, districts can expect to spend no more than half of the search fee on additional costs, ranging between \$3,000 and \$4,500. However, since the pandemic, we've shifted much of the search process to virtual engagement, which has significantly reduced many traditional costs. The only in-person expenses typically occur during the finalist phase, when candidates are invited to the district. Common expenses include:

- Advertising and posting fees for the vacancy.
 - Travel expenses (mileage, meals, lodging) for the consultant during the finalist phase.
 - Transportation and lodging costs for interview candidates during the finalist stage.
-

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

Answer:

Community and staff involvement is critical to a successful superintendent search. We ensure broad participation through:

- **Surveys:** Our primary method of gathering input is through online surveys, allowing staff, students, and community members to provide feedback on the desired qualities of the next superintendent at their convenience.
- **Meetings and Focus Groups:** If further input is needed or requested, we can organize meetings or focus groups to provide an additional opportunity for more in-depth discussions.
- **Reporting:** Feedback from surveys and any meetings is compiled into a report that is shared with the board to inform the search process.
- **Observation and Interaction:** Community members and staff may be involved in the screening process by observing interviews or serving on the screening committee. During the finalist phase, stakeholders will have the opportunity to interact with candidates during a “day in the district.”

9. How do you use technology and social media to aid in the search?

Answer:

We fully leverage technology and social media to maximize the reach and effectiveness of the search process:

- **Online Job Postings:** We advertise vacancies on major job boards and websites, ensuring regional and national visibility. We highlight the unique role of an ESD, attracting candidates with the experience to manage complex regional service systems.
 - **E-Marketing:** We use direct email campaigns to notify over 40,000 education professionals, including superintendents, administrators, and education faculty.
 - **Social Media:** Our targeted social media marketing extends the reach of the position announcement, allowing us to engage a broader and more diverse audience.
 - **Surveys and Online Tools:** We use online surveys to gather input from staff, students, and the community, making the search process more inclusive and accessible.
 - **Virtual Engagement:** Since the pandemic, we’ve streamlined the process to conduct much of the search work virtually, reducing costs and providing convenience for both candidates and the district.
 - While we embrace technology to increase efficiency, we also remain flexible, offering traditional methods for candidates and boards as needed.
-



Vince Adams

Executive Search Consultant

Vincent Adams brings a wealth of leadership experience to OSBA, having joined the organization in April 2020 after serving on the Corvallis School Board since 2013. His diverse career includes distinguished service in the U.S. Navy, emergency medical services, and business management. Before joining OSBA, Vince was the director of the Rural Communities Explorer at Oregon State University, a program that equips Oregon’s communities with vital demographic, economic, and social data to drive informed decisions.

In his roles, Vince has worked extensively with local government officials, nonprofit leaders, and community members, guiding them through data-informed decision-making processes. As a faculty search advocate at OSU, he played a pivotal role in fostering inclusive, effective hiring practices. Vince’s combination of strategic insight, a collaborative approach, and hands-on hiring expertise ensures that he brings a proven track record of success to OSBA's executive search services. His approachable demeanor and years of experience provide clients with confidence that their leadership needs will be met with professionalism and care.

Education

Oregon State University — Honors Bachelor of Environmental Science, 2007

Oregon State University — Master of Public Policy, 2010

Education Employment

| | |
|--------------|--|
| 2020-present | Board Development Specialist – OSBA |
| 2010-2020 | Program Director – Oregon State University |

Community Service

| | |
|--------------|--|
| 2023-present | Board Secretary – Centers Against Rape and Domestic Violence |
| 2022-present | Board Chair – Oregon Coast School of Art |
| 2018-present | Tripartite Board Chair – Community Service Consortium |
| 2013-2023 | School Board Member – Corvallis School District |
| 2018-2019 | Board Member – Corvallis Housing First |
| 2013-2016 | Board Member – Central Willamette Credit Union |

Awards & Honors

Extension Directors Coin for Excellence and Innovation
Navy Achievement Medal



Jennifer Nelson

Executive Search Consultant

Jenn Nelson joined OSBA in April 2022 as the senior board development administrative assistant, bringing a deep well of experience in board governance, local government operations, and policy development. She was promoted to board development specialist and executive search consultant in July 2024. Her career began as an executive assistant and municipal clerk for the cities of Newberg and Carlton, where she honed her expertise in government procedures before transitioning to the educational sector. Jenn's roles as a substitute teacher and special education assistant provided her with valuable insights into school operations, which she carried into her next position as secretary to the board of directors at Newberg Public Schools.

As a key member of OSBA's executive search team, Jenn has been instrumental in analyzing community input, coordinating search marketing, and consulting with districts. Her attention to detail and innovative approach to superintendent searches ensures a comprehensive and effective process for school boards. With two decades of experience working with boards to hire chief executive officers and supporting those relationships as board clerks, she is a skilled hiring manager and facilitator.

With a strong belief in the critical role that board secretaries and assistants play in supporting effective governance, Jenn is dedicated to empowering administrative professionals in their work with Oregon's school boards. She is passionate about enhancing their contributions through professional development, shared best practices, and creating statewide networking opportunities.

Education

Northwest Clerks Institute/International Institute of Municipal Clerks – Certified Municipal Clerk (CMC), 2014
Arizona State University – Bachelor of Arts, English Literature, 2002
Gettysburg College – Undergraduate coursework, Theater and Visual Arts, 1997-1999

Education Employment

| | |
|----------------|---|
| 2022 – Present | Board Development Specialist/Senior Administrative Assistant, OSBA |
| 2021 - 2022 | Administrative Asst. & Board of Directors Secretary, Newberg Public Schools 29J |
| 2019 - 2021 | Educational Assistant IV SPED, Newberg Public Schools 29J |

Local Government Employment

| | |
|-------------|---|
| 2014 - 2019 | City Recorder/Elections Officer/HR Manager/City Manager Asst., City of Carlton |
| 2006 - 2014 | Deputy City Recorder/Assistant to the City Manager & Mayor, City of Newberg |
| 2004 - 2006 | Ops & Incident Manager/Certified Investigator, Susquehanna Developmental Services |

Community Service

| | |
|----------------|---|
| 2024 – present | Member – Chehalem Valley Middle School Parent Group |
| 2019 – 2021 | Board Member/Secretary – Antonia Crater Elementary Parent Teacher Group |
| 2010 – present | Volunteer – Newberg Public Schools |
| 2013 – 2017 | Volunteer – Girl Scouts of America |



Kevin Noreen

Executive Search Consultant

Kevin Noreen is a distinguished executive search consultant with a focused mission to guide organizations in identifying and securing top-tier talent. His extensive experience, highlighted by over a decade of HR leadership in various school districts and a notable tenure on the Sherwood School District Board of Directors, positions him as a trusted advisor in the executive search domain. Holding a Juris Doctor from Seattle University School of Law and certified as a Gallup Strengths Coach, Kevin's approach is deeply informed by a comprehensive understanding of organizational dynamics and the critical importance of strategic talent placement.

At the heart of Kevin's practice is a commitment to excellence and a nuanced strategy for executive search. He recognizes untapped potential and aligns exceptional individuals with roles that demand their specific skill sets and leadership capabilities. While his background significantly emphasizes leadership development, his primary focus is executing meticulous search processes that ensure organizations benefit from skilled and effective leaders who embody professionalism and respect. Through his targeted and principled approach, Kevin endeavors to transform the leadership landscape of organizations, making a lasting impact on their success and culture.

Education

Lewis & Clark College — Bachelor of Communications, 1990

Seattle University School of Law — Juris Doctor, 1995

Education Employment

| | |
|--------------|--|
| 2023-present | Owner, Kevin Noreen Consulting |
| 2015-2023 | Director of Human Resources, Forest Grove School District |
| 2012-2015 | Director of Human Resources, Hood River County School District |

Community Service

| | |
|----------------|---|
| 2022-present | Sherwood Rotary Club |
| 2023 - present | Treasurer, International Skiing Fellowship of Rotarians |
| 2017-2022 | Forest Grove Daybreak Rotary Club |
| 2003-2012 | School Board Member – Sherwood School District |



References

Butte Falls SD – 2025

Katie Misfeldt, Board Chair – katie.misfeldt@buttefalls.k12.or.us; 541-890-3189

Dufur SD – 2025

Tim Fain, Board Chair – tim4dsd2@gmail.com; 503-310-2601

Mount Angel SD – 2025

Andrea Pfau, Board Chair – andrea.pfau@masd91.org; 503-871-7740

Coos Bay SD – 2024

Kim Brick, Former Board Chair – kimbr@coos-bay.k12.or.us; 541-297-4428

Alsea SD – 2023

Risteen Follett, Board Chair – risteen.follett@alsea.k12.or.us; 541-740-6037

Neah-Kah-Nie SD – 2023

Sandy Tyerer, Former Board Chair – sandrat@nknsd.org; 847-302-2699



Search History

2025

- Butte Falls SD
- City View Charter
- Dufur SD
- Mount Angel SD
- Paisley SD (interim)
- Southern Oregon ESD

2024

- Alliance Charter Academy
- Cannon Beach Academy
- Coos Bay SD
- Hood River SD
- South Umpqua SD
- Sherwood SD
- St. Paul SD
- Wallowa SD

2023

- Arco Iris Spanish Immersion School
- Banks SD
- Condon SD
- Coos Bay SD
- Coquille SD
- Corbett SD
- Dayville SD
- Imbler SD
- Morrow County SD
- North Santiam SD
- Oakland SD
- Vernonia SD
- Woodburn SD

2022

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

2021

All jointly with NextUp Leadership

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



Sample Search Contract for Services

PARTIES: **Oregon School Boards Association (OSBA) (“Contractor”)**
An Oregon Non-Profit Corporation
1201 Court St., NE, Suite 400
Salem, Oregon 97301

Example School District (“District”)
Example School District
1234 Anywhere Ave
Sometown, Oregon 97123

1. **Services.** Contractor agrees to provide Executive Search professional services to the District.
2. **Scope of Work.** The scope of the services provided by Contractor will include search consulting, facilitating, recruiting and transition services associated with an executive search with the position beginning work on <insert date>, including:
 - Attending meetings with the Board, staff, students, and community groups as necessary to carry out the search plan.
 - Working with the District leadership to establish a search calendar, facilitate meetings with Board, staff, students and community members to establish candidate qualities and qualifications, and establish a process to be used by any in-district candidates.
 - Preparing and distributing search forms and promotional material needed for collecting applications and advertising the vacancy both within the State of Oregon as well as regionally and nationally as agreed with the District.
 - Advertising services include promotion fees and clerical support services to prepare, market and monitor one initial marketing campaign to open the search and one follow-up reminder campaign before the application closing date. Additional marketing campaigns for deadline extensions, preliminary vacancy notices, or other reasons will be considered additional advertising costs.
 - Managing candidate applications and information; assist with screening applications; assist with organizing interviews; provide Board members with guidelines for interviews and reference checks; conduct reference checks at the Board’s request; organizing site visits when requested; and keeping applicants informed of their status during the search process.
 - Conducting a series of board/ executive workshops (up to 6 hours of professional development conducted by OSBA) to create and execute a Transition Plan for establishing a solid foundation for the new leadership team over the first six (6) months of the new executive’s contract.
3. **Term.** The term of this Agreement shall begin on _____, and continue until:

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

X \$example

hourly rate of \$200/hr. for professional time

hourly rate of \$57/hr. clerical support services
5. **Expenses.** District will reimburse Contractor for Contractor’s expenses incurred while providing services on the basis of actual expenses incurred including:

| | |
|---|--|
| <input type="checkbox"/> mileage (at the fed. rate) | <input type="checkbox"/> meals |
| <input type="checkbox"/> lodging | <input type="checkbox"/> photocopying, supplies, printing, |

- postage and shipping costs
- advertising/posting fees beyond base package agreed by District.
- travel time (\$100 per hour)
- ground transportation (rental car)

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

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

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

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

includes liability and claims arising from negligent acts or omissions. Each party agrees to have adequate general liability coverage to cover any tort claim that could arise from this agreement including coverage for sexual molestation and injuries to the head and brain.

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

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

11. **Guarantee.** Provided the District follows the steps outlined in the search process proposed by Contractor and engages in good faith attempts to recruit and retain a new chief executive officer, but one is not hired, or if the new chief executive officer leaves for any reason prior to completing one (1) year of service from the date of contract signing and the District has followed the transition plan proposed by Contractor within six (6) months of executive's start date or December 31 of the calendar year of hire, whichever comes first, Contractor will waive the base fee for one new search process. Additional travel, marketing fees, and clerical support cost, and incidental expenses may apply. The original search must also be conducted during the typical peak period and begin before February 28 of the hiring year without an expedited calendar for search services process. OSBA must be notified if Guarantee search services will be needed by October 30 and the search application window must begin by January of the immediate school year following the end of contract of executive.

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

It is agreed. Date: _____

OREGON SCHOOL BOARDS ASSOCIATION (Contractor)

Kristen Miles, Director of Board Development and Executive Searches

It is agreed. Date: _____

EXAMPLE SCHOOL DISTRICT (District)
