

**Sitka School District Mission:**  
**The Sitka School District will intentionally develop**  
**Haa Latseení**  
**(Our Strength of Mind, Body, and Spirit)**  
**to inspire and prepare students to be compassionate, empowered,**  
**and equipped critical thinkers within a global community.**

## **School Board Meeting**

**Thursday, October 19, 2023 | 6:30 PM | District Office Board Room, 300 Kostrometinoff Street, Sitka,**  
**AK 99835**

### ***Proposed Agenda***

- 1. Discussion of New Superintendent Search**
- 2. Planning next work session**

Note: All items listed under Agenda & Consent Agenda are considered routine by the School Board and will be approved in one motion. Items may be removed at the request of a School Board Member.



## Executive Search Proposal

Presented to



**Sitka School District  
Board of Education**

**October 18, 2023**

*Helping Your Board Create Opportunity from Change*

October 18, 2023

Todd Gebler  
Sitka School District  
300 Kostrometinoff Street  
Sitka AK 99825

Dear Board President Gebler,

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

Our Association has a long history of serving school boards and working with the Sitka School Board. We are proud of our track record in assisting many Alaska school boards in their selection process and the selection of one Commissioner of Education. As former school board members who have experience undergoing superintendent searches in our previous districts, we are intimately familiar with what works best and the challenges boards face in this endeavor. We know that it is school boards who must make the necessary decisions to complete a successful search. Our goal is to help your Board find the best possible candidate, an individual who most closely matches the selection criteria you adopt for the search and who is committed to improving student achievement in your district.

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

The professional fee for this service is \$14,500. This fee includes all of the components described in the attached document, subject to adjustments necessary to meet the specific needs of the Sitka School District. Reimbursement to the Association is required for actual out-of-pocket expenses and any paid advertisements needed for the search.

Please review the Scope of Services following this letter. Please sign the Memorandum of Agreement and return it to me if it is satisfactory.

If you have any questions or need further clarification, please contact me.

Sincerely,



Katie Oliver  
Policy and Superintendent Search Manager  
[koliver@asb.org](mailto:koliver@asb.org)

## THE SEARCH PROCESS

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

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

## SCOPE OF SERVICES

### 1. Superintendent Search Initiation

#### a) Develop Your Action Plan

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

- Develop a strategic timeline that, depending on your district's circumstances, maximizes the number of applications that could be received.
- Develop selection criteria and leadership profile.
- Develop, conduct and summarize stakeholder surveys if desired.
- Compile relevant comparable salary and benefit information.
- Distribute the vacancy notice.
- Develop an application that reflects Board goals and interests.
- Recruit candidates.
- Compile application files.
- Conduct and compile candidate background reviews.
- Assist and facilitate the Board in determining finalists.
- Develop public notices and media notes.
- Organize and facilitate Board interviews of finalist candidates (and semifinalists if needed).
- Facilitate a review (including legal review) of the contract draft or template and facilitate board determination of contract offer terms.

Other considerations:

- Facilitate Board determination of the level of community and staff involvement

- Facilitate Board determination of the designation of a board member and/or district staff member as the key contact for AASB in coordinating search activities

**b) Identify Selection Criteria**

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

**c) Timeline**

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

<i><b>ACTIVITY</b></i>	<i><b>Suggested Dates</b></i>
Meet with Board to develop criteria/design electronic vacancy notice	Week 1 (Week of Nov 20)
Accept materials from candidates and conduct background checks	Week 3 to 6 {3 to 4 weeks} (Dec 4 to December 29)
Meet with board to screen for semi-finalists/finalist	Week 6 - 7(Week of Jan 8)
Board Members conduct reference checks	Week 7 - 8(Week of Jan 15)
Conduct preliminary screening interviews ( <i>Optional</i> )	<i>TBD</i>
Notify finalists and arrange interviews	Week 8 (Jan 19)
Conduct interviews, final selection, secure contract	Week 10 (Feb. 2 - 3)
Superintendent begins	July 1, 2024
Follow-up workshop with Board & superintendent	By the end of Dec 2024

**d) The Recruitment Process**

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

**e) Applicants & Eligibility**

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

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

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

#### **f) Background And Reference Checks**

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

## **2. Finalist or Semifinalist Selection**

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

#### **a) Screening to Identify Semifinalists (*Optional Step, Additional Cost*)**

A brief oral report of each candidate's background will be presented to the Board before the file review. This report will be accompanied by a written summary of each candidate's employment and educational history. All files will be presented to the Board for consideration during the finalist selection process. The search consultant will meet with the Board to facilitate the screening process. If a separate committee process beyond the Board is utilized, the search consultant will facilitate this process. Once semifinalists are chosen, the search consultant can assist boards through video teleconference or web meeting interviews. **THIS IS AN ADDITIONAL COST** based on AASB's daily rate, as it is an additional visit to the district.

#### **b) Selection Of Finalists & Logistics**

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

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

AASB can assist with the superintendent contract review with the Board. The Board may also choose to enlist the aid of the Board's legal counsel. AASB usually facilitates the offer development by the Board and assists with the final contract negotiation. The AASB facilitators have extensive experience with this aspect of the hiring process.

### 3. Superintendent Selection

#### a) The Onsite or Virtual Interview Process

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

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

AASB understands a school board's desire to make sure its stakeholders feel that they have an opportunity to provide input to the Board about the choice of the next superintendent. AASB will include one stakeholder survey and one stakeholder forum (in-person or virtual) included in the fee for service. Stakeholders may include but are not limited to certified staff, classified staff, administration, building principals, students, parents, tribes, the military, and community members. Any additional stakeholder surveys will be charged at a rate of **\$300 each**. Additional facilitated forums will be charged at **\$600 each**. AASB provides a summary of forum participant feedback for the Board.

As noted previously, AASB is prepared to facilitate this portion of the search in a virtual manner if need be.

### 4. Developing a Successful Team; Board / Superintendent Workshop (included as a benefit for a successful search, not refundable)

One of the key factors leading to a good transition between the Board and new superintendent is the development of a trusting and effective relationship. One of the most crucial opportunities for that to happen is at a facilitated workshop with the new superintendent and the Board. Following the appointment of the new superintendent, the search consultant will conduct a workshop in the district to help identify expectations, clarify responsibilities and develop priorities. This workshop, generally held in the early fall, supports the new board-superintendent team in establishing effective lines of communication and a positive working relationship. This workshop is included in the price of the service set forth and is offered as a value of membership in the Association of Alaska School Boards. There is no refund value available to the district if it is not used. This follow-up workshop must be scheduled to occur by the **end of 2024** to receive it as a part of this comprehensive service.

## MEMORANDUM OF AGREEMENT

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

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

#### I. CONDITIONS

- a. The Sitka School District Board of Education will pay a professional fee of **\$14,500.00**, payable to the Association of Alaska School Boards.
- b. In addition to the professional fee, the Sitka School District Board of Education shall reimburse the Association of Alaska School Boards for reasonable expenses. Expenses include but are not necessarily limited to travel, lodging, and food for AASB staff and candidates. *(Cost estimates for expenses of onsite facilitated meetings and interviews are described in the Scope of Services. They are not quotes.)* An onsite visit is typically two days in duration. **Any requirement for a more extended onsite visit will be invoiced at the standard rate of \$1,320 per day.** Expenses also comprise additional costs including, but not limited to, specific additional advertising and additional background or reference checks not normally executed as approved by the Board of Education. Please mark if the additional federal civil records check is desired for each applicant:  
  
    \_\_\_ Federal Civil Records Check (\$20 per applicant)
- c. The Sitka School District warrants that it is an equal opportunity employer and functions in accordance with applicable state and federal laws. AASB warrants that it is an equal opportunity employer and functions in accordance with applicable state and federal laws.
- d. The services that AASB shall provide to the Sitka School District shall be those services set out in the **Scope of Services** incorporated here by reference.
- e. The Sitka School District shall indemnify and hold the Association of Alaska School Boards harmless from liability not arising through the gross negligence or intentional misconduct of the Association of Alaska School Boards.

#### II. DISCONTINUANCE OF SERVICE

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

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

Todd Gebler, Board President, Sitka School District,  
[geblert@sitkaschools.org](mailto:geblert@sitkaschools.org)

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

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

1. Superintendent Search Initiation (20% of total fee)	\$2,900 plus expenses
2. Search Initiation & Finalist Selection (40% of total fee)	\$5,800 plus expenses
3. Successful Search Selection (40% of total fee)	<u>\$5,800 plus expenses</u>
<b>Total=</b>	<b>\$14,500 plus expenses</b>

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

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

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Todd Gebler, President  
Sitka School District

\_\_\_\_\_  
Date

*A Proposal Prepared for*

# **Sitka School District**

## **Sitka, Alaska**

*for*

### *The Search and Selection of a Superintendent of Schools*

*submitted by*

**MCPHERSON**  **JACOBSON, LLC**

EXECUTIVE RECRUITMENT & DEVELOPMENT



*11725 Arbor Street, Suite 220  
Omaha, Nebraska 68144  
Phone: 888-375-4814/402-991-7031  
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# MCPHERSON *MJ* JACOBSON, LLC

## EXECUTIVE RECRUITMENT & DEVELOPMENT

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October 18, 2023

School Board  
Sitka School District  
300 Kostrometinoff Street  
Sitka, Alaska 99835

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

McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's five-phase protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

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

With over 130 consultants across the United States, McPherson & Jacobson has been successfully conducting searches for governing boards since 1991.

Our contact information:

McPherson & Jacobson, L.L.C.  
11725 Arbor St., Suite 220  
Omaha, Nebraska 68144  
Telephone: 402-991-7031/888-375-4814  
Fax: 402-991-7168  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)

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

Sincerely,

***Dr. Norm Ridder***

Owner, McPherson & Jacobson L.L.C.

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## *Executive Summary*

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

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- We continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.

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

## *About McPherson & Jacobson*

### *The McPherson & Jacobson Difference*

#### ***“It’s About the Kids”***

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

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

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

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

#### **Leading National Search Firm**

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

#### **Nationwide Network of Experienced Consultants**

McPherson & Jacobson has **over 130 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over sixty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

## Sustainability in Leadership

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

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

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

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

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

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

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

## *Applicant Diversity*

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

McPherson & Jacobson has **over 130 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

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

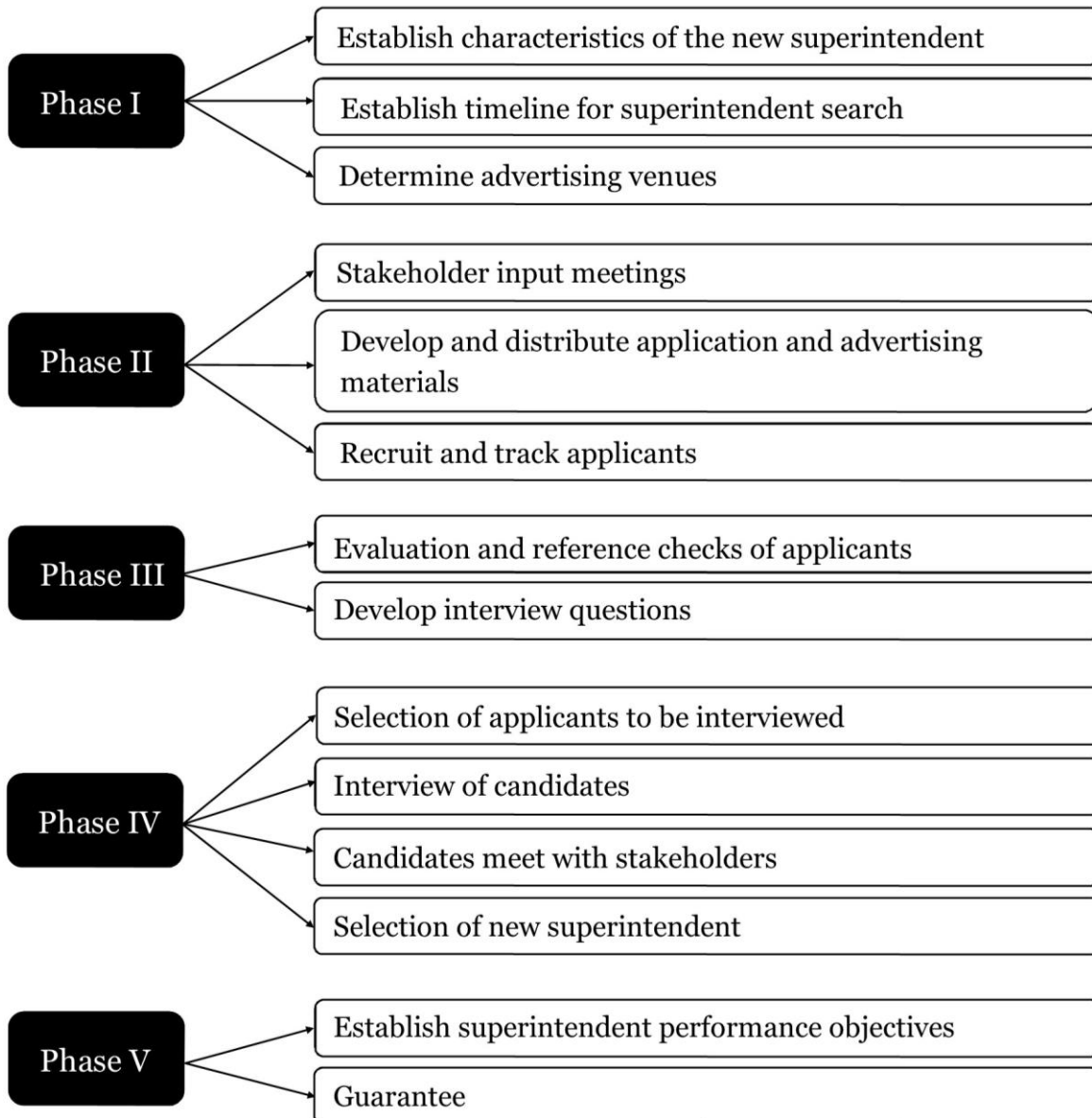
For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

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

McPherson & Jacobson recruits from a diverse pool of applicants. McPherson & Jacobson lead the search for the first black woman superintendent hired in Nebraska.

## Search Process

### *Five Phases of a Superintendent Search*



### Phase I—Initiating the Search Process

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

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

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

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

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

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

- ✓ **Identify appropriate stakeholder groups.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Confidentiality of Applicants**

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

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

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

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

✓ **Communicate with all Board Members in a timely manner**

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

*Phase III—Applicant Screening*

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

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

✓ **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant’s qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the

names of other people who can speak of the applicant's qualifications. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Coordinate interview and visitation procedures.**

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Conduct background checks.**

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

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

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

*Phase V—Transition with Success*

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

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

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

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

✓ **Provide a guarantee.**

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

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

## *Timeline*

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

Search sequence:

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

*Responsibilities of Sitka School District and  
McPherson & Jacobson, L.L.C.*

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

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

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

## *Stakeholder Involvement*

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

### **Initial stakeholder input sessions**

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

### **Meeting the candidates**

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

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

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

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

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

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

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

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

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

### **Process for Obtaining Online Stakeholder Input**

McPherson & Jacobson will create an online input survey to allow stakeholders to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

## *Cost Proposal for Sitka School District*

### *Investment for the Search*

**The fee for conducting the superintendent search is \$10,000 for Phases I-V.**

*McPherson & Jacobson has the tools to conduct all or some components of the search process electronically. We can work with the board to determine the best practices as the search progresses to determine if in-person or online meetings will best meet the needs of the district.*

**The total not to exceed amount including expenses is \$13,600 (excluding consultant travel expenses)**

Included in the expenses is:

- Thirty (30) days on AASA (American Association of School Administrators)
- Thirty (30) days on TopSchoolJobs (Ed Week online)
- Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
- Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
- Criminal/financial/credential verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
- Office Expenses

**NOTE:**

- Expenses may increase if the district chooses additional media advertising.
- Fees and expenses will increase if the district requests additional stakeholder input days.
- Interview expenses for the candidates are not included in the expenses listed.
- There is an additional fee and expenses for the consultants to attend the interview sessions.

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

## **Guarantee:**

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

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

## **Additional Services:**

In addition to the basic services provided, McPherson & Jacobson can provide at no additional charge the following services:

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.
- Schedule an on-site visitation to the finalist's home district.

## **Price Match**

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

## **Recruiting the Selected Candidate**

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

## *Additional Information*

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

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

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

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

#### *Owner*

**Dr. Norman Ridder**

#### *Regional Directors*

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

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

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

#### *Alabama Consultants*

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

#### *Alaska Consultants*

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

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

#### *Arizona Consultants*

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

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

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

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

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

#### *Arkansas Consultants*

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

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

**Dr. Aaron Hosman**, Retired Superintendent, Bull Shoals

**Dr. T. Kenneth James**, Education Consultant, Batesville

**Mr. Bobby Lester**, Retired Superintendent, Consultant Emeritus, Jacksonville

**Mr. Mitch Walton**, Professor, Searcy

**Mr. Jerrod Williams**, Superintendent, Sheridan

**Dr. Kieth Williams**, Retired Superintendent, Beebe

**California Consultants**

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

**Colorado Consultants**

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

**Connecticut Consultants**

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

**Florida Consultants**

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

**Georgia Consultants**

**Dr. Michelle Hamilton**, Georgia Department of Education, Marietta  
**Dr. Brian Shumate**, Superintendent, Troup County School System, La Grange

**Idaho Consultants**

**Dr. Andrew Grover**, Executive Director-Idaho Assoc. of School Admin., Kuna  
**Mr. Edward Velasquez**, Retired Superintendent, Hayden

**Illinois Consultants**

**Dr. John Closen**, Adjunct Professor, Peoria  
**Dr. Lloyd Kilmer**, Retired Professor, Moline

**Iowa Consultants**

**Ms. Kimberly Antisdell**, Retired Administrator, Grimes  
**Mr. Dennis Bahr**, Retired Superintendent, Webster City  
**Mr. Brad Baker**, Superintendent, Chariton Community School District  
**Mr. Chris Fenster**, Superintendent, Southwest Valley Community School District  
**Mr. Douglas Gee**, Superintendent, Clear Lake Comm. School District  
**Dr. Tawana Grover**, Superintendent, Cedar Rapids Community School District  
**Mr. Patrick Hocking**, Retired Superintendent, Lisbon  
**Dr. Lloyd Kilmer**, Retired Professor, Le Claire  
**Mr. Jon Wiebers**, Principal, St. Patrick Catholic School, Cedar Falls

**Kansas Consultants**

**Mr. Dennis Burke**, Retired Superintendent, Baxter Springs  
**Dr. James Christman**, Retired Professor, Pittsburg  
**Dr. Justin Henry**, Superintendent, Goddard  
**Dr. James Karleskint**, Retired Superintendent, Tonganoxie

**Louisiana Consultants**

**Ms. Janet Dixon**, Former Board Member, Alexandria  
**Ms. Lorethie Dunn**, Former Board Member, Bastrop  
**Dr. Gerald Keller**, Past Superintendent/Board Member, Reserve  
**Mr. John Smith**, Board Member, St. Rose

**Michigan Consultants**

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

**Minnesota Consultants**

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

**Mississippi Consultants**

**Dr. Tom Clark**, Retired Superintendent, Petal  
**Dr. James Hutto**, Retired Superintendent, Petal  
**Mr. Ronald Walker**, Retired Superintendent, Hattiesburg

**Missouri Consultants**

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

**Montana Consultants**

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

**Nebraska Consultants**

**Mr. David Barker**, Assistant Professor, Columbus

**Dr. Jerry Ehlers**, Consultant Emeritus, Retired Superintendent, Ainsworth

**Dr. Paul Gausman**, Superintendent, Lincoln

**Dr. Randall Gilson**, Superintendent, Blair

**Dr. Derrick Joel**, Assistant Superintendent, Norris School District, Firth

**Dr. Steve Joel**, **National Recruiter**, Retired Superintendent, Lincoln

**Mr. Brandon Lavaley**, Superintendent, Wahoo

**Dr. Mike Lucas**, Superintendent, Westside Comm. Schools, Omaha

**Dr. Aaron Plas**, Superintendent, Bennington

**Mr. Darren Tobey**, Superintendent, Broken Bow

**Mr. Antwan Wilson**, Professor/Educational Consultant, Lincoln

**Dr. Rob Winter**, Retired Superintendent, Grand Island

**New Jersey Consultants**

**Mr. Robert Copeland**, Educational Consultant, Trenton

**Dr. Karen D'Avino**, Retired Superintendent, Highland Lakes

**Dr. Ralph Ferrie, Jr.**, Retired Superintendent, Brick

**Dr. Candis Finan**, Retired Superintendent, Summit

**Dr. Michael Kozak**, Assistant Professor, Drexel University., Marlton

**Dr. Christopher Tienken**, Professor, Educational Consultant, Spring Lake Heights

**New Mexico Consultants**

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

**New York Consultants**

**Dr. William Christensen**, Superintendent, Sidney Central, Binghamton

**Dr. John Gratto**, Retired Professor, Plattsburgh

**Dr. Jody Francis Manning**, Educational Consultant, Cicero

**Dr. Susan Vickers**, Retired Superintendent, Camillus

**North Carolina Consultants**

**Dr. Carl Harris**, Educational Consultant, Cary

**Dr. Christopher Lowder**, Educational Consultant, Concord

**Dr. David Rizer**, Retired Superintendent, Vilas

**Ohio Consultants**

**Dr. Renee Willis**, Superintendent, Richmond Heights Local Schools

**Oregon Consultants**

**Dr. Gustavo Balderas**, Superintendent, Beaverton

**Mr. Michael Scott**, Superintendent, Hillsboro School District

**Dr. Douglas Nelson**, Retired Superintendent, The Dalles

**Ms. Maureen Wolf**, Board Member, Northwest Regional ESU, Tigard

**Pennsylvania Consultants**

**Dr. Candis Finan**, Retired Superintendent, Matamoras

**Dr. Patrick O'Toole**, Educational Consultant, Cranberry Township

**Dr. Kathleen Sottile**, Executive Director, Northeast Educational IU, Scranton

**Dr. Marjorie Alexander Wallace**, Retired IU Director, Waterford

**Dr. Jeffrey West**, IU Director, New Oxford

**Dr. Timothy Williams**, Retired Superintendent, Lancaster

**South Carolina Consultants**

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

**South Dakota Consultants**

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

**Texas Consultants**

**Mr. Richard Ledgister**, Education Consultant, Keller

**Washington Consultants**

**Dr. Ivan Duran**, Superintendent—Highline School District

**Dr. Steven Lowder**, Retired Superintendent, Vancouver

**Dr. Nathan McCann**, Superintendent, Ridgefield

**Mr. Richard Parker**, Former Board Member, Everett

**Wisconsin Consultants**

**Dr. Vance Dalzin**, Retired Superintendent, Milwaukee

**Dr. Brian Hanes**, Retired Superintendent, Oostburg

**Mr. James Kuchta**, Retired Superintendent, Marshfield,

**Mr. Damian La Croix**, Superintendent, Suamico

**Wyoming Consultants**

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

*McPherson & Jacobson, L.L.C. References*  
*(last five years of searches)*

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

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

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

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

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

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

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

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

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



**SITKA**  
SCHOOL DISTRICT  
DISCOVER | NURTURE | INSPIRE

**October 18, 2023**

**SUPERINTENDENT  
SEARCH PROPOSAL**

**HYA** | HAZARD  
YOUNG  
ATTEA  
ASSOCIATES

October 18, 2023

Dear Sitka School District Board of Education,

Thank you for the opportunity to share this proposal overview of the services that Hazard, Young, Attea & Associates (HYA) can provide to the Sitka School District in your search for a new superintendent.

Why is HYA exceptional amongst educational search firms? We believe it is due to the following factors:

**NATIONAL REACH – LOCAL KNOWLEDGE:** We have conducted over 1,600 searches and are represented by Associates throughout the nation. HYA has assisted Boards in small, medium and large school districts with successful superintendent searches. HYA averages 80 searches across the U.S. annually. Dr. Mike Richie, HYA Vice President will be the Lead Associate on this search. Richie has led over 25 HYA searches across the Midwest and is currently working with the Galena City School District in Alaska assisting the district in revising their hiring practices.

**THE BOARD PORTAL:** Communication and organization are critical to successful searches. Our web-based delivery system gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smartphone, laptop, or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

**RESEARCH-BASED COMMUNITY ENGAGEMENT:** HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership.

**MORE THAN A BACKGROUND CHECK – EXECUTIVE DUE DILIGENCE:** HYA's comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read.

Our proposal, which follows, gives an overview of a prototypical search, but please know that HYA customizes each search to the District's and Board's specific needs and wishes.

Sincerely,



Dr. Mike Richie, HYA Vice President  
Email: [mikerichie@hyasearch.com](mailto:mikerichie@hyasearch.com) / Cell: 715-891-1816

Hazard, Young, Attea and Associates, (HYA) proposes to assist the Sitka School District in a national search for talented and highly qualified candidates for the position of Superintendent of Schools. This document serves to clearly outline the specific services, deliverables and costs proposed. This proposal gives an overview of a prototypical search, but please know that HYA customizes each search to the District's and Board's specific needs and wishes.

### **A summary of HYA's experience in conducting Pre-K-12 superintendent searches.**

HYA believes that every child has the fundamental right to equal educational opportunities no matter their race, socioeconomic status or geographic location. HYA is a network of independent education experts with a mission to work with Boards and Administrators to recruit and develop great leaders, plan for the future, and measure the impact of initiatives.

HYA was established in 1987 and is one of the oldest and largest search firms in the nation, having assisted more than 1,600 School Boards select exceptionally talented leadership. Presently, our firm is represented by 130+ Associates across the country who conveniently serve clients and are uniquely qualified to bring local and national perspectives, knowledge, experience, and connections to each search.


HYA averages more than 80 searches per year. This large quantity of searches puts our firm at a competitive advantage as our Associates are in more frequent contact with potential applicants. Many candidates are not actively seeking employment opportunities but are known to Associates and can be recruited when an appropriate position arises.

The student enrollment in districts HYA has served ranges from less than 100 to over 640,000 students, and 94% of the superintendents we place stay in their position for more than three years. HYA Associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, Associates are aware of current educational issues and have strong relationships with leaders and opinion-makers in administrative leadership and management.

### **HYA identifies candidates who have demonstrated their ability to improve culture, recruitment, student academic achievement, and financial stability.**

While using the District Leadership Profile Report (described on page 4) that we develop as a guide, HYA will recruit, screen, and slate candidates that are the best fit for the Sitka School District. HYA has an extensive network of Associates and deep connections with national organizations that serves well to ensure candidates brought to the Board have a proven history of improving culture, recruitment, student academic achievement, and financial stability. Associates will assist the District in creating interview questions and will be with you every step of the way to ensure the right leader is selected for the Sitka School District.

## Your HYA team.

	<p>Dr. Mike Richie HYA Vice President <a href="mailto:mikerichie@hyasearch.com">mikerichie@hyasearch.com</a> (715) 891-1816</p>		<p>Daneyelle Martell HYA Project Manager <a href="mailto:daneyellemartell@hya.com">daneyellemartell@hya.com</a> (847) 250-7493</p>
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HYA Associates do not work on an hourly basis. They complete the necessary work, irregardless of hours, as detailed in this proposal. A typical search takes approximately 3-4 months to complete. Mike Richie will serve as the Lead Associate for Sitka. He will be assisted by other Associates throughout the process along with support from Daneyelle Martell and HYA back office staff.

### Other Contact Information:

- Max McGee (HYA President): [maxmcgee@hyasearch.com](mailto:maxmcgee@hyasearch.com) (224) 234-6129
- Tahirhi Vinson (Client Support): [tahirhvinson@hyasearch.com](mailto:tahirhvinson@hyasearch.com) (847)250-7494
- Christina Mellen (Associate Support): [christinamellen@hyasearch.com](mailto:christinamellen@hyasearch.com) (847) 250-7206

**Dr. Mike Richie, HYA Vice President:** Mike Richie is an innovative leader who excels in thinking outside the box and is always looking for ways to provide the very best in educational leadership. He believes that strategic goals foster the momentum with which an organization's members can be self-motivated and productive.

After nearly 40 years in education, Richie has served as a teacher, coach, principal, and superintendent in small, medium, and large school districts. In his 25 years as a school superintendent, Dr. Richie is known by his staff and colleagues to be a visionary leader with a positive impact on and improving education. He has led his staff in raising test scores, building community and business partnerships, increasing open enrollment numbers, passing eight referendums, and drastically improving communications, public relations and social media efforts. In 2012 Dr. Richie was named Superintendent of the Year by the National Association of School Superintendents (NASS) for his outstanding achievement as a school district superintendent, continuous improvement and commitment to collaboration and mutual support in the profession.

Richie enjoys coaching and mentoring superintendents that are new to the profession. He serves on the Executive Committee of the National Association of School Superintendents (NASS) and is an adjunct professor at Viterbo University teaching classes in leadership, school law, politics and community relations – preparing students for their principal and superintendent certifications. He has visited China twice to give numerous presentations on American Education. These experiences make Dr. Richie an ideal Associate for coaching superintendents and assisting school systems in their executive searches. Since joining HYA in 2018 Richie has worked with over 30 School Districts in the area of consulting and conducting executive searches. (Richie's resume is listed in the Appendix of this proposal.)




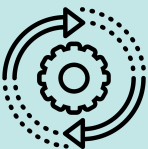
### Proven history and success in placing the right candidate as superintendent.

Richie was specifically chosen to lead the Sitka School District search due to his extensive experience working in and with small to medium size school districts across the US. Richie just returned from Alaska working with the Galena City School District. Mike Richie has a proven history of successful superintendencies in small and medium size districts, which makes him highly qualified to work with a district of your size. Mike Richie will work tirelessly to find the right fit for the Sitka School District.

Please reach out to any of these references.

HYA Searches/Consulting led by Mike Richie			
School District	District Reference	Phone Number	Email
Galena City, AK	Jason Johnson, Superintendent	907-656-1205	<a href="mailto:jason.johnson@galenanet.com">jason.johnson@galenanet.com</a>
Goddard, KS	Justin Henry, Superintendent	316-794-4000	<a href="mailto:justinhenry@goddardusd.com">justinhenry@goddardusd.com</a>
Lincoln, NE	Connie Duncan, Board President	402-419-0070	<a href="mailto:connie.duncan@lps.org">connie.duncan@lps.org</a>
Strasburg, CO	Michael Marrero, Board President	303-434-0649	<a href="mailto:mmarrero@strasburg31j.com">mmarrero@strasburg31j.com</a>
South Sioux City, NE	Chris Krueger Board President	712-223-0698	<a href="mailto:chris.krueger@ssccards.org">chris.krueger@ssccards.org</a>
Littleton, CO	Angela Christensen, Vice President	720-341-2197	<a href="mailto:achristensenboe@lps.k12.co.us">achristensenboe@lps.k12.co.us</a>
Iowa Association of School Boards	Elizabeth Brennan, Board President	515-778-5123	<a href="mailto:ejcb@me.com">ejcb@me.com</a>
Aurora, CO	Debra Gerkin, Board President	303-364-3794	<a href="mailto:degerkin@aurorak12.org">degerkin@aurorak12.org</a>
Hayden, CO	Tammie Delaney, Board President	970.846.1404	<a href="mailto:tdelaney@haydenschools.org">tdelaney@haydenschools.org</a>
Aspen Valley Ski and Snowboard Club, CO	Ryan Smalls, Board President	970-948-5092	<a href="mailto:ryansmalls@mac.com">ryansmalls@mac.com</a>
Whitewater, WI	Casey Judd, Board President	920-723-3035	<a href="mailto:cejudd@idcnet.com">cejudd@idcnet.com</a>
Verona, WI	Meredith Christensen, Board President	847-724-8465	<a href="mailto:christem@verona.k12.wi.us">christem@verona.k12.wi.us</a>
Raymond, WI	Gwen Keller, Board Member	414-350-1242	<a href="mailto:kellgwe@raymond.k12.wi.us">kellgwe@raymond.k12.wi.us</a>
Yorkville Jt. #2, WI	Dave Callewaert, Board Member	414-510-2485	<a href="mailto:dave.callewaert@yorkville.k12.wi.us">dave.callewaert@yorkville.k12.wi.us</a>
Monroe, WI	Ron Olson, Business Administrator	608-293-0320	<a href="mailto:ronolson@monroe.12.wi.us">ronolson@monroe.12.wi.us</a>

## OUR SIGNATURE SEARCH PROCESS

  <b>Engage</b>	<ul style="list-style-type: none"> <li>● Conduct a planning meeting with the Board, which will detail the timeline and steps of the search process</li> <li>● Complete individual Board Member interviews</li> <li>● Conduct focus groups to gather input from constituent groups</li> <li>● Post the on-line research-based community engagement survey with national norms</li> </ul> <p><i>All information gathered in the Engage Phase will help create the <b>District Leadership Profile Report</b> which will identify goals, needs, and priorities of the school system to help better match a candidate's skills with the needs of the district and give valuable information to the new leader on day one of employment to set goals and priorities.</i></p>
  <b>Recruit</b>	<ul style="list-style-type: none"> <li>● Draft a position description to use for advertising</li> <li>● Prepare and place advertisements as selected and authorized by the Board</li> <li>● Recruit candidates utilizing local and national networks</li> <li>● Correspond with candidates regarding the search process and timeline</li> <li>● Screen <b>ALL</b> candidates using the District Leadership Profile Report and Desired Characteristics</li> <li>● Conduct initial reference checks</li> <li>● Identify best qualified candidates</li> <li>● Prepare selected slate of candidates for Board consideration (number of candidates to be determined by the Board)</li> </ul>
  <b>Select</b>	<ul style="list-style-type: none"> <li>● Present slate of candidates to the Board</li> <li>● Conduct informal background checks with social media searches and reference checks</li> <li>● Co-coordinate interviews for the Board with selected semi-finalists</li> <li>● Co-coordinate the "Day in the District" for finalists</li> <li>● Provide QR codes and feedback forms for the community to provide input for finalists</li> <li>● Facilitate Board discussion to narrow the candidate pool after each round of interviews (<i>The Board's decision to hire/not hire a candidate is at the sole discretion of the Board</i>)</li> <li>● Coordinate and provide third-party, independent investigative background check(s) of candidates as selected by the Board</li> </ul>
  <b>Transition</b>	<ul style="list-style-type: none"> <li>● Communicate with all unsuccessful candidates at the close of the search</li> <li>● Hold a debriefing meeting with the new superintendent and Board regarding information learned throughout the search process</li> <li>● Transition Dashboard, for the new superintendent to document specific actions they will take during the transition period</li> <li>● Offer other transition services to be considered by the Board and if desired, paid for by the Board: Executive Coaching, Board Governance Training, Superintendent Evaluation and Strategic Planning</li> </ul>

### **How the Board, Administration, Teachers, Support Staff, and interested community members have meaningful input into the selection process and District Leadership Profile Report.**

HYA will weigh heavily on community engagement to understand the organization. Individual interviews and focus groups are scheduled in order to learn about the strengths and challenges of the district as well as the desired characteristics of the new superintendent. Our key stakeholder focus groups will include but are not limited to: high school students, parents, certified staff, support staff, administrators, School Board Members, business partners, other businesses, civic groups, district residents, booster clubs, PTO's, and any other individual, group or organization that the Sitka School District Board identifies and wishes to include. These sessions will be both in person and by Zoom, which will allow for maximum participation. Concurrently, a research based,

on-line survey solicits input from six (6) disaggregate groups as determined by the Board. Data from the interviews and the survey inform the creation of the District Leadership Profile Report, which becomes a public document once accepted by the Board. This report includes essential information the Board will use in the selection process and the new leader can use on day one of employment.

Richie will pre-screen all applicants for the Board by conducting an interview with every person that applies for this position whether they are recruited or apply on their own. He will assist and guide the Board in narrowing down the candidate pool based on information that he collects during the Engage Phase. He also uses the Delphi Technique for narrowing the candidate field. This technique is particularly useful for larger candidate pools. Essentially the technique requires each governing body member to independently make a forced choice by head-to-head comparison of each candidate. Richie will walk you through this process.

Your HYA Associate will assist with planning and hosting community forums for finalists as part of their "Day in the District." The community is invited to engage with the candidates and give feedback to the Board via an online tool provided by HYA. The final interviews can be done in open session, where the public is encouraged to attend.

#### **Services HYA utilizes to assist school districts in identifying qualified candidates.**

HYA maintains a database/pool of potential candidates. In our HYA Candidate Search Dashboard, we currently have 622 candidates representing 44 states. Also, our 130+ search Associates assist each other when it comes to recruiting candidates. Associates can see each other's pool of candidates for all HYA searches. Many of our placements are recruited by HYA Associates, with many of them in our database/pool. Candidates are invited to set up a candidate profile with HYA to alert them and us of matches with potential openings based on experience, credentials, willingness to relocate, etc. In addition, HYA's application system allows the firm to contact past candidates for other recent positions.

Other than advertising through traditional publications and social media, HYA does not use any direct services to identify or recruit qualified candidates, as that is our primary area of expertise. Our first recruiting tool is our web presence. We work with each district to develop a unique language for our website and use Twitter, LinkedIn, Instagram and Facebook to direct applicants to our site. The website draws enormous interest because we also list open positions that our competitors are facilitating. More significant is our network. We pride ourselves on knowing thousands of educators across the country and using this network to identify potential candidates and to conduct initial vetting of these candidates to ensure they are qualified for the position and are a great potential match for unique needs of the district. Our skill set in this area and our network of educators has been one of the foundation components of our success over the past 35+ years.

We have deep and significant relationships with a number of state and national organizations so that we can get the word out about vacancies and solicit recommendations for highly qualified candidates. Through our network of Associates we also have relationships with most of the state-level administrative and School Board associations.

#### **Evidence of commitment to diversity and successful experience in recruiting outstanding candidates from culturally diverse backgrounds.**

HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts. Candidates we slate regardless of race, ethnicity, gender, or sexual preference must have recent, relevant, and demonstrated experience in successfully addressing opportunity gaps, leading with an equity lens, and advancing equity initiatives.

HYA Associates always work to provide a slate of candidates that is representative of the student demographic in the school district. Associates will recruit candidates that specifically match attributes and desired characteristics identified in the District Leadership Profile Report.

- Our team of Associates are diverse and have many connections that often result in leads for diverse candidates for a position.
- Several of our Associates serve or have served in leadership roles ALAS (Association of Latino Administrators and Superintendents) NABSE (National Alliance of Black School Educators), and the Women’s Conference of AASA.
- HYA has led searches to find the executive directors of several state and national organizations representing educators of color such as ALAS.
- HYA suggests advertising in publications targeted at diverse groups of educators.
- HYA conducts significant outreach efforts when we are conducting searches and make every effort possible to have the candidate pool represent the diversity within the organization.

**A proposed search schedule, with a new superintendent in place no later than July 1, 2024.**

<b>TENTATIVE SCHEDULE FOR THE SITKA SCHOOL DISTRICT SUPERINTENDENT SEARCH</b>	
Early November, 2023	The HYA Associate will meet with the Board to plan the search, determine the process, and finalize timeline etc.
Mid-November, 2023	Individual interviews with Board Members (phone)
Early December, 2023	Stakeholder interviews/focus groups/forums
Mid-November, 2023 through Mid-January, 2024	Post Position and recruit candidates Network with other HYA Associates Advertising and marketing campaign
Ongoing as HYA receives applications	HYA screening interviews/vetting
Early December, 2023	Open HYA digital survey to all stakeholders
Mid-December, 2023	Close HYA digital survey
Early January, 2024	Presentation of District Leadership Profile Report
Late January, 2024	Presentation of slate to Board and interview workshop
Early February, 2024	Board first round interviews / Board meets to identify semi-finalists
Mid- February, 2024	Finalists Day in the District
Late February	Board conducts final interview(s) and HYA third party background check
By mid-March	Superintendent’s hiring approved and announced
July 1, 2024	Superintendent contract formally begins

<b>Sitka School District Superintendent Search Price Proposal Maximum Total Search Cost</b>	
<b>HYA Search fee with HYA norm referenced research based online survey:</b>	\$17,500 (includes HYA Survey in English and Spanish)
<b>HYA Search fee with without HYA norm referenced research based online survey:</b>	\$15,500 (without HYA Survey)
<b>Travel:</b> Utilizing Zoom for portions of the search will reduce travel costs.	\$2,500 to \$5,000 (not to exceed)
<b>Optional Services Available if Selected by School Board</b>	
<b>Advertising:</b> The Board determines what type of advertising they want. HYA has designed extended advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits their needs. <b>Advertising on the HYA website, National Association of School Superintendents (NASS) website and social media pages are included in the base fee.</b>	Post Position on: <ul style="list-style-type: none"> <li>● HYA website and other social media sources</li> <li>● Alaska Teachers and Personnel: <a href="https://alaskateacher.org/">https://alaskateacher.org/</a></li> <li>● AASA</li> <li>● NASS</li> <li>● Recruit at state and national conferences</li> </ul>
<b>Comprehensive Third Party Background Check:</b> Background checks/Executive Due Diligence Services, are typically conducted on the lone finalist, as selected by the Board. The comprehensive cost from a third-party professional firm (per candidate) includes the following:	\$1,100 to \$1,950
<i>Personal Profile Summary, Social Security Trace, County Criminal Record History, Federal Criminal Record History, County Civil Record History, Department of Motor Vehicles License Information, Education (Degree) Verification, Credit Report, Investigation of all Aliases Identified within Past Seven Years , Investigation of all Jurisdictions of Residence, Education, and Employment within Past Seven Years, University and Academic Program Accreditation, National Criminal Record History, National Sex Offender Search, News Media Review, Social Media Review</i>	
<b>Fee is due in two installments:</b> <ul style="list-style-type: none"> <li>● 50% will be invoiced upon execution of the contract/agreement</li> <li>● 50% will be invoiced upon presentation of the slate</li> </ul>	

**Why HYA? The three most important reasons HYA should be selected for this search.**

HYA can deliver a national search and can recruit a diverse pool of candidates. Because of our 35+ year history of success, our national reach and strong reputation, we believe we are the right fit for you for these reasons:

1. **We work for the School Board:** We understand that this is a very important process and will work with you every step of the way to customize a national search. Richie will be thorough and communicate with you throughout the entire process.
2. **Technological Infrastructure:** HYA has professionally staffed offices and a technological infrastructure that is a valuable resource to school districts. Our Board Portal is invaluable, with all search related materials including each application updated as they are received. School Board members have password protected anytime, anywhere 24/7 access to all documents.
3. **Proven history:** According to market research, HYA has the lowest superintendent turnover rates of any of our competitors. The quantity of searches we complete puts us at a competitive advantage as our Associates are in frequent contact with potential applicants. Many candidates are not actively seeking employment opportunities but are known to Associates and can be recruited when an appropriate position arises.

## *APPENDIX*

1. Resume - Dr. Mike Richie
2. Reference Letter - Yorkville, WI
3. Reference Letter - Goddard, KS
4. Reference Letter - Littleton Public Schools, CO
5. Reference Letter - Whitewater, WI
6. HYA Customer Satisfaction Article
7. Certificate of Liability Insurance





# MIKE RICHIE, ED.D.

HAZARD, YOUNG, ATTEA & ASSOCIATES  
VICE PRESIDENT

 [mikerichie@hyasearch.com](mailto:mikerichie@hyasearch.com)

 @mikerichie130

 <https://hyasearch.com/>

 715-891-1816

## EDUCATION

- 2006-Ed.D. Edgewood College, Madison, WI
- 2000 - Specialist Certification in Educational Administration, UW Superior, Superior, WI
- 1990 - M.S. Educational Administration, UW Superior, Superior, WI
- 1986 - Certification in Elementary Education, UW River Falls, River Falls, WI
- 1984 - B.S. in Physical Education, UW La Crosse, La Crosse, WI

## AWARDS

2023  
WASDA Superintendent 25 Year Service Award

2012  
National Association of School Superintendents, National Superintendent of the Year

2012  
The Collaborative Leadership Network, Collaborator of the Year, Rivers as Bridges

2010  
YMCA Wisconsin Key Leader Award

2010  
National Association of School Superintendents Featured Member

1994  
WI Reading Association Outstanding Administrator Award

## PROFESSIONAL EXPERIENCE

**2018-Present**

*Educational Consultant Hazard, Young, Attea & Associates*

**2015-Present**

*Adjunct Professor Viterbo University, La Crosse, WI*

**2013-2017 & 2022-Present**

*Executive Committee-National Association of School Superintendents*

## K-12 PROFESSIONAL EXPERIENCE

**2019 - 2023**

*Interim Superintendent Tomorrow River School District | Amherst, WI*

**2004 -2018 (Retired)**

*Superintendent Northland Pines School District | Eagle River, WI*

**2003 -2004**

*Superintendent Howard-Suamico School District | Green Bay, WI*

**2001 -2003**

*Superintendent New London School District | New London, WI*

**1995 -2001**

*Superintendent/Principal Hurley School District | Hurley, WI*

**1992 -1995**

*Elementary Principal Bonduel School District | Bonduel, WI*

**1990-1992**

*Elementary Principal New Richmond School District | New Richmond, WI*

**1984-1990**

*Teacher Rice Lake School District | Rice Lake, WI*  
*Teacher St. Paul's Grade School | Bloomer, WI*

## RELATED LEADERSHIP ACTIVITIES

- Presenter - China/American PK-12 Education: Shanghai, Beijing, Chengdu, Yangzhou, Langfang, Wuhan, Wuxi China 2015 & 2017
- Presenter - WASB State Convention: Pay for Performance Pay Scale
- Presenter - WASB State Convention: Using a 360 Leadership Performance Review Tool
- Presenter - WASB State Convention: Strategies for Passing Referendums
- National Association of School Superintendents - Member 2011-Present
- WASDA - Administrative Salaries and Fringe Benefit Committee 2011-2017
- Published Monthly Superintendent's Message for the National Association of School Superintendents 2012
- Wisconsin Association of School District's Administrators Member 1998-Present
- Association of School Administrators - Member 1998-Present
- District Administrators Leadership Institute Invitee and Member 2014-2019
- National Association of School Superintendents Hall of Fame Member 2022

To Whom It May Concern: July 29, 2021

To any School District who may be looking at filling a District Administrator position, I would like to strongly encourage you to consider hiring Hazard Young Attea Associates (HYA) and specifically Mike Richie who is one of their Associates. Yorkville School just recently hired a new Part Time District Administrator for the upcoming school year and Mike was “front and center” in helping us make an excellent hire!

Yorkville has hired a couple of District Administrators in the past and to be honest, were not as successful as we could have been. This was primarily due to us simply posting the position and then hiring the best candidate out of the pool that applied. Mike took us down a completely different path.

When Mike first took on the task of helping us find a new hire, the first thing he did was interview each of the Board members individually, the members of the Administration team, several of the teachers, the custodial and office staff, and several parents and community members. He took all of the info he collected from these interviews and compiled a profile of what Yorkville School was really all about. He also did his own research about Yorkville and incorporated that into his report. He knew our strengths and weaknesses, what kind of culture we had at the school, what was important to our parents and community members, and what expectations our teachers had for their new boss. I have to admit it was also VERY enlightening to our School Board!!

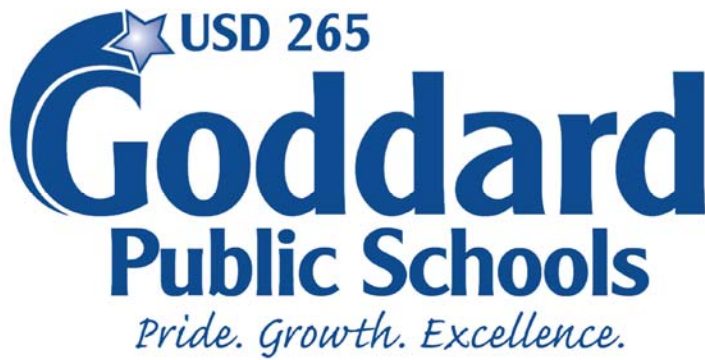
This document was invaluable in helping Mike “recruit” the kind of Administrator who would be a good fit with our school. We also did post the position but more importantly Mike went after candidates who did not apply but whom he thought would be an excellent fit for what we needed to continue our success at Yorkville. The net result was we had 6 VERY strong candidates for us to consider when filling our position. What a luxury!!

We have made our decision and have made an excellent hire! And it was of a person who was not looking and had not expressed any interest in applying until Mike shared the profile he had compiled and personally spoke to him about the opportunity. So a HUGE Thank You to Mike Richie. He is excellent to work with if you find yourself in a similar position of trying to make the “perfect” hire. I highly recommend HYA and specifically Mike Richie.

If you have any questions or would like to chat further, please contact me at 414-510-2485 (Cell) or via email, ([drdave@rli-net.net](mailto:drdave@rli-net.net)).

Dave Callewaert

Yorkville School Board



**Superintendent**  
Dr. Justin B. Henry  
**Assistant Superintendent**  
Dr. Julie D. Cannizzo  
**Assistant Superintendent**  
Jeff D. Hersh  
**Director of Community Relations,**  
**Executive Director of the**  
**Goddard Education Foundation**  
Dane Baxa  
**Director of Facilities**  
Craig Phelps  
**Director of Finance**  
Doug Maxwell  
**Director of Nutrition Services**  
Christine Maxwell

**Director of Police Operations**  
Ronny Lieurance  
**Director of Transportation**  
Tammy Craytor  
**Executive Director of**  
**Instructional Supports**  
Jess Herbig  
**Director of Technology**  
Jason Soupene  
**Board of Education**  
Nicole D. Hawkins  
Gail A. Jamison  
Sara P. McDonald  
Kevin R. McWhorter  
Mark A. Richards  
Jenny L. Simmons  
Ruth A. Wood

May 8, 2020

In the fall of 2018, after reviewing multiple options, Goddard Public Schools decided to partner with Hazard, Young, and Attea in creating our 2020-20225 Strategic Plan. When selecting HYA, three main points help guide our decision:

- Their past success in working with other school districts.
- Consultants with a history of school leadership.
- And, their flexibility to truly partner to meet our needs and create a plan that focused on the culture of our district.

Working with Mike Richie and Max McGee was a great experience. They hosted multiple days of onsite stakeholder feedback sessions, conducted personal interviews with our district leadership team and board of education members, organized and supported online survey tools, and most importantly, took the time to connect with our staff and community members.

Anytime you bring in “outside consultants” to collect information and provide feedback to the district, this can make a superintendent a little nervous. I truly enjoyed working with them and they were terrific in not only collecting the data but attending our summer community retreat and presenting the data to over 200 stakeholders.

I would be happy to visit in more detail, but I give Mike, Max, and HYA my highest recommendation for districts looking to partner in a strategic planning process.

To Better Education,

Dr. Justin B. Henry  
Superintendent, Goddard Public Schools



## EDUCATION SERVICES CENTER

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🐦 @LPSK12

📷 @LPS.K12

February 2023

To Whom It May Concern:

I am pleased and honored to recommend Mike Richie and Hazard, Young, Attea, & Associates for your Superintendent search. Our Board of Education selected HYA after interviewing a number of search firms and we were not disappointed. The role of hiring a new superintendent can be daunting, yet sacred, and Mike was with us every step of the way.

HYA's process from beginning to end was thorough, thoughtful, and transparent. Beginning with their RFP, it was clear that Mike would lead a strong search. His attention to detail was unmatched. We were provided with all of the information we needed in order to determine what our community was looking for in a superintendent and to then put that information into action to recruit the most highly qualified candidates.

Mike was available and responsive throughout all steps of the process. Our search was truly nationwide and Mike and his team came through and provided us with a diverse pool of candidates that each fit the needs of our unique community. We are now at the end of our search and are beyond pleased with the final result. Mike continues to support us as we begin the transition phase.

I have no reservations in wholeheartedly recommending Mike Richie and HYA.

If you have any additional questions, I would be happy to visit with you. I can be reached at [achristensenboe@lps.k12.co.us](mailto:achristensenboe@lps.k12.co.us) or 720-341-2197.

Best of luck as you begin your search.

Angela Christensen  
Board of Education  
Littleton Public Schools



"Every Student, Every Day, in a Unified Way."

419 South Elizabeth Street • Whitewater, Wisconsin 53190 • 262-472-8700 • Fax 262-472-8710 • [www.wwusd.org](http://www.wwusd.org)

November 16, 2020

To Whom It May Concern,

The Whitewater Unified School District chose Hazard, Young, Attea and Associates to assist us in our search for a new District Administrator. We chose Hazard, Young, Attea and Associates because of their professional presentation to our school board. It was evident in our interview that Dr. Pat Neudecker and Dr. Mike Ritchie were informed about the needs of our District as well as the candidates who were available.

We began the process as a normal search but quickly had to switch to a virtual process. Virtual interviews and community forums were organized by Dr. Neudecker and Dr. Ritchie and left the board with the feeling that we conducted a thorough search under trying circumstances.

From the initial candidate screenings to the final background checks, the search was conducted efficiently and transparently. Without reservation I recommend Hazard, Young, Attea and Associates to assist you in your superintendent search.

Sincerely,

Casey Judd  
President, Whitewater Unified School District School Board



## **SOUTH SIOUX CITY COMMUNITY SCHOOLS**

Dr. Rony Ortega was selected to lead as the next Superintendent of South Sioux City Community Schools starting July 1, 2023. The community school district educates about 3,700 students in the suburbs of Dakota County, Nebraska. Dr. Ortega will finish out the school year at Bryan High School in Omaha, Nebraska where he has been serving as principal for the past four years.

Ortega has gained a wealth of knowledge and experience in his 20 years serving in education. He has held a variety of positions in diverse populations, working in both affluent and economically disadvantaged communities, communities where the predominant language is English, and those where it is Spanish. “I have developed the skills to bring diverse people together to coalesce around improving schools and student outcomes,” stated Dr. Ortega. He considers himself a versatile leader who can adapt his leadership style to meet the needs of the people, situations, and circumstances. In a public interview, Ortega indicated to the school board that the strengths he brings to the district will complement the challenges faced by the South Sioux City Community Schools. He looks forward to establishing, nurturing, and leveraging relationships to improve outcomes for all students.

“From the beginning, I felt comfortable and confident in the search process conducted by Mike Richie with HYA,” commented Dr. Ortega. HYA wishes to extend thanks to the South Sioux City Community Schools for putting their trust in the HYA firm. “The South Sioux City School District was amazing to work with throughout the entire search process. While spending a day in the district and conducting 16 focus groups throughout the search process, the hospitality and professionalism received from the district was phenomenal,” stated HYA lead associate Mike Richie.

“We really had a talented slate of finalists, each candidate brought high-caliber educational knowledge and community relations,” school board Vice President, Chris Krueger, declared.

HYA’s Mike Richie stated, “At the end of the day, the Board had four finalists that matched the desired fit the district was looking for based on the Leadership Profile Report.”

“The superintendency is the capstone to my American Dream, and I look forward to the opportunity to ensure the next generation can achieve their American Dream, too,” declared the new superintendent. HYA looks forward to following the leadership of the school district as they help students turn dreams into reality.



Dr. Rony Ortega



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/29/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> DSP Insurance Services, Inc. 1900 E Golf Rd Ste 650  Schaumburg IL 60173	<b>CONTACT NAME:</b> Carrie Drumheller <b>PHONE (A/C No. Ext):</b> (847) 934-6100 <b>E-MAIL ADDRESS:</b> cdrumheller@dspins.com	<b>FAX (A/C, No):</b> (847) 934-6186
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> HYA Corporation  1475 E Woodfield Rd., 14th Floor  Schaumburg IL 60173 (847) 744-5672	<b>INSURER A:</b> Hanover American Insurance Co. <b>NAIC #</b> 36064	
	<b>INSURER B:</b> Allmerica Financial Benefit Ins <b>41840</b>	
	<b>INSURER C:</b> Federal Insurance Company <b>20281</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
<b>INSURER F:</b>		

**COVERAGES**CD **CERTIFICATE NUMBER:** Cert ID 39644**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			Z2CJ064329	07/01/2023	07/01/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ Included
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ Incl in GL BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ None			Z2CJ064329	07/01/2023	07/01/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WCCJ064305	07/01/2023	07/01/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			82638976	07/01/2023	07/01/2024	Retention: \$10,000 \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

Sample	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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# A Proposal for the Selection of a Superintendent

Presented to



Submitted by

**Ray&Associates**  
RECRUITING. DEVELOPING. ENGAGING.

**Contact:** Kathy Schoenfelder, Vice President  
**Address:** P.O. Box 10045, Cedar Rapids, IA 52410  
**Email:** [kathy@rayassoc.com](mailto:kathy@rayassoc.com)  
**Phone Number:** 319-393-3115

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## A Message from Us...

October 18, 2023

Thank you for your interest in learning more about how Ray & Associates can assist you in the search for a Superintendent. We have been highly successful in providing Superintendent search services for Districts that are similar to yours in terms of size, cultural diversity and geographic location and would welcome the opportunity to do the same for you.

As I am sure you are aware, the selection of a Superintendent will be one of the most important activities your Board will perform. The Board's success in the search process will affect your school district's education program for years to come. As a national and proven search firm, we are uniquely qualified to develop and execute a talent acquisition strategy tailored to your district's needs. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for your Superintendent position.

We are familiar with Alaska as we recently conducted Superintendent searches for the Juneau City School District and Fairbanks North Star Borough School District, and previously assisted Anchorage School District and the Mat-Su Borough School District.

Our reputation for success is proven, long-standing, and built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and staff as well. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,



Kathy Schoenfelder, Vice President  
[kathy@rayassoc.com](mailto:kathy@rayassoc.com)

# Introduction

This Proposal is an example of the quality of our work for a state, regional and national search. **Our firm is committed to spending the time and energy on the details necessary to perform a proper search.** We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the Board.

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to your District in a performance contract regarding our professional services for your Superintendent search.

Our Proposal consists of our *consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.*



Throughout this Proposal, we will document our highly effective procedures to assist schools, step by step, in selecting a Superintendent whose qualifications meet its criteria.

We have been **highly successful in delivering outstanding candidates** in all of our searches.

# History of the Firm

## Who We Are

Ray & Associates, Inc. is a professional organization that *specializes in school executive leadership searches*. **We have been in the school executive search business since 1975, establishing a strong history and reputation within the industry.** We are proud to be recognized by The School Administrator Journal as one of the top search firms in the country.

## What We Do

As a national search firm, we are uniquely equipped to assist in the selection of a Superintendent who meets the particular needs and qualifications of your district. Our team will guide your district through a step-by-step process to select your next Superintendent.

While many other search firms do not seek out candidates for a position, we believe outstanding candidates need to be recruited. With our extensive regional and national associate base and targeted advertising, Ray & Associates is able to engage quality candidates from around the country, as well as within the state. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position.

Ray & Associates is an independent and objective firm that does not accept placement fees from any candidate. Our procedure allows us to impartially assist schools in selecting the best individual for their particular needs. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

## How We Work

*What makes us stand out from the crowd?* **Our people.** Our professional consultants, located across the US, are individuals with diverse backgrounds and long-term experience in the educational executive search field. From backgrounds as school administrators, business executives, school board members, university professors and attorneys, our team brings a wide range of lived experiences and perspectives to the table.

In addition to our Associates, our corporate office in Cedar Rapids, Iowa *maintains a full-time and experienced administrative staff* to assist in the executive search business.



### Our Why

As a company, our purpose is *connecting passionate, innovative and driven leaders within education to spaces where they can use their skills to amplify the voices and ideas of their students, colleagues and communities to create a lasting impact.*

## The Team

The individuals who make up the Ray & Associates team bring *years of experience* and a depth of expertise unmatched in our industry. Our collaborative group of entrepreneurs, advisors and recruiters all have *significant experience in the school executive search field and extensive backgrounds in school administration, business, and law.* Our professional staff emphasizes confidentiality, ethical business practices, and professional standards for both the client and the candidates

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. The corporate office also maintains a full-time administrative staff to assist in the executive search business.

We are familiar with Alaska as we recently conducted Superintendent searches for the Juneau City School District and Fairbanks North Star Borough School District, and previously assisted Anchorage School District and the Mat-Su Borough School District.



## Key Associates

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Sitka School District. In addition, we have professional contacts throughout the northwest region and nationally. The following is a list of associates who will be involved in the recruitment and screening of candidates.

### **Dr. Steve Chestnut - Regional Search Associate, Scottsdale, AZ**

Steve serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He received a bachelor's in history and education from Pacific Lutheran University, a M.B.A. in Business Administration from City University of Seattle, a M.Ed. in Curriculum/Supervision from Central Washington University and his Ed.D. in Educational Leadership from Seattle University. He was a Superintendent in Washington State for over 20 years and is a previous Washington Superintendent of the Year. He also served as a Superintendent in Arizona for 6 years.

### **Dr. Jan Vesely - National Search Associate, Tucson, AZ**

Jan serves our firm as a National Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. She received her bachelor's in education, master's in educational leadership and Doctorate in Educational Leadership all from Northern Arizona

University. She has over 40 years of experience in education having served as a Teacher, Executive Director, Principal, Principal Supervisor, Vice President for Educational Services, Assistant Superintendent for Curriculum and Instruction, Senior Vice President-Education and Achievement Services, Deputy Superintendent and recently retired as Superintendent for the Kyrene School District.

**Ms. Kathy Schoenfelder, Vice President, Cedar Rapids, IA**

Kathy is Vice President of Ray and Associates. She is involved in searches conducted by the firm and will directly interact with your district and any committee that may be established on all details of this search. She joined Ray and Associates over 7 years ago after working 30+ years in the legal field.

Remainder of page left intentionally blank

# The Ray Way: Our Process

Ray & Associates' goal is to make the selection process professional, efficient, and successful to ensure your complete satisfaction with our services. Below you will find an overview followed by a walk-through of our process.



## Board Input and Preparation

- Meet with entire Board to set timeline
- Finalize procedures and services desired
- Establish Board contact person
- Discuss application process, select advertising campaign and determine salary



## Profile Development

- Meet with employees and stakeholders as identified by the Board
- Provide our 31 Qualities survey to all community members - available in any language
- Conduct open forums to gather community input
- Review and make the final decision on the desired profile
- Review and approve flyer and application forms.



## Recruiting and Screening

- Advertising and recruitment of candidates for the position.
- Conduct the initial screening of the candidates to present to the Board



## Candidate Presentation

- Bring forward 8-12 top candidates for Board consideration; review application packets and video interviews
- Complete consensus building matrix to determine candidates
- Work with search firm to establish interview format and questions..
- Schedule 1st round interviews



## Selection of Finalist

- Interview 1st round candidates
- Complete consensus building matrix to determine finalists.
- Work with search firm to establish interview format and questions
- Conduct interviews of finalists.
- Complete consensus building matrix to determine final candidate
- Announce Board selected Candidate



## Future Planning

- Issue Media Releases regarding the process and selection of new District leadership
- Board Assessment is offered with results shared with Board and new leadership

Read on to learn more details about each step in our process.

## WORKING WITH THE BOARD THROUGH THE SEARCH

At our first meeting with the Board, we will ask for a Board contact person and a district contact person. We can also discuss the frequency of desired contact regarding the search.

	<b>Ray and Associates, Inc.</b>	<b>Board</b>
<b>Stage One: Board Input and Preparation</b>	<ul style="list-style-type: none"> <li>• Meet with the Board members individually to obtain input for profile development.</li> <li>• Meet with entire Board to set timeline, finalize procedures and services desired, establish Board contact person, discuss application process, set advertising and determine salary.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide individual input for profile development.</li> <li>• Set the timeline, finalize procedures and services desired, provide Board contact person, set advertising and salary.</li> </ul>
<b>Stage Two: Profile Development and Process</b>	<ul style="list-style-type: none"> <li>• Meet with employees and stakeholders as identified by the Board.</li> <li>• Hold morning and evening open forums to collect community input.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and make the final decision on the desired profile.</li> <li>• Review and approve flyer and application forms.</li> </ul>
<b>Stage Three: Recruiting and Screening</b>	<ul style="list-style-type: none"> <li>• Advertising and recruitment of candidates for the position.</li> <li>• Screening of the candidates to bring forward the candidates that match the Board's criteria.</li> </ul>	
<b>Stage Four: Candidate Presentation</b>	<ul style="list-style-type: none"> <li>• Bring forward 8-12 top candidates for Board consideration.</li> <li>• Provide a matrix to assess the top candidates.</li> <li>• Provide a summary of the individual Board responses.</li> <li>• Assist in establishing interview format and interview questions.</li> <li>• Schedule 1<sup>st</sup> round interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Review application packets.</li> <li>• View video interviews.</li> <li>• Complete consensus building matrix to determine candidates to interview in 1<sup>st</sup> round.</li> <li>• Work with search firm to establish interview format and questions.</li> </ul>
<b>Stage Five: Selection of Finalist and Future Planning</b>	<ul style="list-style-type: none"> <li>• Following 1<sup>st</sup> round interviews, lead Board through consensus building activity to reach determination of finalists.</li> <li>• Assist in establishing interview format and questions.</li> <li>• Schedule interviews of finalists and moderate finalist forums</li> <li>• Professional background report ordered on finalists.</li> <li>• Lead Board through a consensus building activity to determine final candidate.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview 1<sup>st</sup> round candidates</li> <li>• Complete consensus building matrix to determine finalists.</li> <li>• Work with search firm to establish interview format and questions.</li> <li>• Conduct interviews of finalists.</li> <li>• Complete consensus building matrix to determine final candidate.</li> <li>• Announce Board Selected Candidate.</li> </ul>

# Stage One: Discovery – Board Input and Preparation

During the first stage, our goal is to learn more about your specifications and unique district culture in an effort to target needs with precision.

The firm will meet with each Board member individually to obtain input for the profile development. We will also meet with the entire Board to determine details like setting the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising, and determine the salary, among other details.

## Action Items during Stage 1:

- Customize the search process to meet the needs and expectations of the district.
- Conduct individual Board member interviews to assess the Board's priorities, goals, and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
- Work with the Board to establish a timeline that lists each step in the search process.
- Discuss with the Board the requirements and salary range for the Superintendent position.
- Work with the District staff and those selected by the Board in the development of an accurate informational flyer and online application form.
- If desired, create the district's promotional brochure or video.

Examples of district prepared recruitment brochures:

[MAT-SU APPROVED FLYER.PDF \(DISTRICT PREPARED\)](#)

[JUNEAU VIDEO](#)

**Seeking a Superintendent of Schools**

# BALSZ

**SCHOOL DISTRICT CHILDREN FIRST**

**Balsz School District Equity Statement**

Balsz School District discloses barriers that marginalize individuals and groups. We create a safe and respectful, and welcoming environment conducive to student success. We provide individualized resources, interventions and learning opportunities to ensure equitable access within the community. This is where students become responsible citizens in a global society. Through informed reflection, we hold ourselves accountable for the responsibility of demanding equity in our practices, policies, and outcomes. We, the Balsz School District, celebrate fair and unbiased educational opportunities for all.

**Our History**

The Balsz name originated with German immigrant David Balsz, an entrepreneurial Arizona pioneer who owned property in Yuma, Arizona, before migrating to the Phoenix area more than 100 years ago. The Balsz family bought and sold cattle and sheep, and its 160-acre ranch was known for its fine fruit trees. The family reportedly owned the first brick house in Phoenix, where homes had previously been made of adobe. In 1891, Mr. Balsz secured the franchise to carry U.S. mail from Phoenix to Prescott, which he did using horses and buckboard wagons.

**Staff**

Balsz School District No. 31 is extremely proud of our staff. All of our classes are taught by highly qualified teachers.

- Students per Teacher (2019) 15.8
- Average Years of Teacher Experience (2019) 8.4
- Percentage of Teachers in First 3 years (2019) 34%

**Student Diversity**

Our Enrollment is Over 2,200!

10 plus languages represented throughout the district!

61% Hispanic
23% Black
6% Native American
5% White
.5% Asian
.7% Pacific Islander

**Overview**

Balsz School District No. 31 is located in the central-eastern portion of the City of Phoenix, in a pocket of land between Papago Park and Sky Harbor International Airport not far from downtown Phoenix and Arizona State University. Bounded roughly by Thomas Road on the north and the Salt River on the south, 64th Street on the east and 32nd Street on the West, the district comprises approximately 6 square miles. The area is served by the 202, 143 and 153 Freeways and the Metro light-rail system.

**Check us out at: [www.balsz.org](http://www.balsz.org)**

**BALSZ** Balsz School District  
*Believe in Balsz... Balsz Believes in You!*

**Balsz School District No. 31 Seeks a Superintendent Who:**

- Possesses excellent interpersonal skills, presents a positive image of the district, will listen to input and is a decision maker.
- Possesses the leadership skills, knowledge and sensitivity required to respond to the opportunities and challenges presented by a diverse student body and community.
- Has classroom experience in a K-12 setting.
- Is a strong communicator in speaking, listening and writing.
- Demonstrates commitment to community visibility and is actively engaged in a broad range of community groups and organizations.
- Has experience recruiting and maintaining exceptional staff for the district and schools.
- Is able to build consensus and commitment among individuals and groups.
- Promotes positive and inclusive student behavior conducive to a healthy and safe learning environment.
- Promotes a positive and professional environment that includes mutual trust and respect among faculty, staff, administrators and Board.
- Has a strong moral compass rooted in justice and equality together with the ability to develop and communicate and articulate a vision of quality education for the future to the board, staff and community while leading district diversity, equity and inclusion efforts.

**Salary and Benefits**

The salary will be in the range of \$150,000.00 plus an excellent benefit package. The final salary for the successful candidate will be determined based upon proven experience, qualifications, and meeting Board of Education criteria.

**Requirements**

A Superintendent Certificate, EdD or PhD is preferred. More information about the Superintendent accreditation process is available at the Department of Education website at: [www.azed.edu/](http://www.azed.edu/)

**Apply online at:**  
[www.azedisc.com](http://www.azedisc.com)

**Questions should be directed to:**  
Ray & Associates, Inc.  
301 17th Street NE  
PO Box 10045  
Cedar Rapids, IA 52402  
Phone: 319-393-3115 Fax: 319-393-6911  
[ray@rayassoc.com](mailto:ray@rayassoc.com)

**Please do not contact the Governing Board or District directly.**

**Deadline and Selection**

All materials submitted as part of the Superintendent application will remain confidential to the fullest extent allowed by law, which includes Board review in an executive session of the Governing Board. After all applications have been reviewed and preliminary screening interviews conducted by the consulting firm, the names of the recommended finalists will be presented to the Balsz School District No. 31 Governing Board for its consideration. Selection of candidates for interviews is the sole responsibility of the Board. Candidates selected for interviews should expect that their names and resumes will become public information. Persons wishing to be considered for the position should submit an application file online including:

- A letter of application stating personal qualifications, experiences, and reasons for interest in the position.
- The online application form and a resume.
- 4 current letters of recommendation.

**Deadline to Apply: November 29, 2021**

# SITKA SCHOOL DISTRICT SUPERINTENDENT SEARCH SUGGESTED PROCESS AND TIMELINE

*Items highlighted in yellow indicate an in-person meeting with the consultant(s)*

DATE

Stage 1 Board Input & Preparation	<u>11/01/2023</u>	Consultant planning meeting with the Board and individual Board member interviews. <i>(Time: TBD) (option to conduct virtually)</i>
	<u>11/02/2023</u>	Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).
	<u>11/02/2023</u>	Notify all associates and other professional contacts of vacancy.
	<u>11/02/2023</u>	Contact constituents and stakeholders for input meetings on <u>11/20-21/2023</u> .
Stage 2 Profile Development & Process	<u>11/06/2023</u>	Online survey link, for input on developing the profile, available on District website from <u>11/06/2023</u> to <u>11/27/2023</u> .
	<u>11/20-21/2023</u>	Meetings with constituent and stakeholder group representatives. <i>(In person, virtual or both)</i>
	<u>11/27/2023</u>	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	<u>11/28/2023</u>	Promotional flyer or video draft due.
	<u>11/29/2023</u>	Board to finalize Superintendent profile for the promotional flyer and online application form. <i>(Time: TBD) (option to conduct virtually)</i>
Stage 3 Recruiting & Screening	<u>12/01/2023</u>	E-mail promotional flyer and online application instructions to interested candidates.
	<u>1/07/2024</u>	Deadline for all application materials. <i>(*See note below.)</i>
Stage 4 Candidate Presentation	<u>1/23/2024</u>	Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: TBD) (option to conduct virtually)</i>
	<u>Wk 1/29/2024</u>	Interview candidates (1 <sup>st</sup> round) <i>(option to conduct virtually)</i> .
	<u>Wk 1/29/2024</u>	Meeting with consultant following the last interview. <i>(Time: TBD) (option to conduct virtually)</i>
Stage 5 Selection of Finalist & Future Planning	<u>Wk 2/05/2024</u>	Interview finalist candidates (2 <sup>nd</sup> round).
	<u>Wk 2/05/2024</u>	Final meeting with consultant following the last interview. <i>(Time: TBD) (option to conduct virtually)</i>
	<u>TBD</u>	Consultant will discuss contract terms with the finalist.
	<u>TBD</u>	Offer the contract.
	<u>TBD</u>	Press release of new Superintendent.
	<u>TBD</u>	Board Self-Assessment Survey Results presented to the Board.

*\*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the Board.)*

## Stage Two: Profile Development

Once we have collected information from the Board during the Discovery stage, the Profile Development process will begin.

Ray & Associates *firmly believes in parent, student, staff, and community participation in our process*, especially in the development of an accurate profile for the position. In this stage, we will engage with not only groups of constituents identified and selected by the Board, but the community at large as well. These opportunities help create an accurate profile of the Superintendent who would best fit your District's needs.

### How We Engage



#### Individual and Group Interviews

We are eager to interview each Board member individually as well as visit with designated stakeholder groups as identified by the Board. From Administrators to Support Staff, the designated group bring unique perspectives to help us develop a comprehensive profile for leadership.



#### Open Community Forums

In addition to interviews, we host community forums and invite all community members, staff and parents to participate. With forums in both the morning and evening, we maximize attendance of constituents. These forums help us solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent.

The purpose of these meetings will be to educate stakeholders about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.



#### 31 Desirable Characteristics Survey

In addition to scheduled meetings and forums, we offer an online profile survey option, our exclusive 31 Desirable Characteristics Survey. This survey has space for written comments and recommendations. The survey is available in various languages to be placed on the District website.

### Results of our dialogue

The results of the stakeholder input is summarized in a report **shared with the Board and community** regarding **our findings and recommendations**.

We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration.

Our dialogue with constituents and interviews with individual Board members, coupled with survey results and comments, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

**"In a somewhat constricted timetable, Ray & Associates lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups."**

**- Ms. Victoria Powers  
Bexley City Schools Board VP**

# Community Engagement



## USA School District REVISED 31 Qualities Survey 7-29-21

### QUALITIES DESIRED IN THE NEW SUPERINTENDENT

\* 1. Which group do you represent? (Please select only one)  0

- Teacher
- Administrator
- Support Staff
- Parent
- Student
- Non-Parent Community Member

||  
**INDIVIDUAL CONSTITUENT GROUP QUESTIONS** ¶

¶  
 DATE: → → → → ¶

TIME: → → → ¶

LOCATION: ·········· ¶

- ¶  
 1. → What do you consider as the significant strengths of the school district? ¶  
 ¶
- ¶  
 2. → What do you feel are the positives of the community/communities? ¶  
 ¶
- ¶  
 3. → What are qualities/management styles you would like to see in the new Superintendent? ¶  
 ¶
- ¶  
 4. → What are the critical issues the new Superintendent will face in this position? ¶  
 ¶

Our firm provides all clients with the option to involve the community in the search process; from building the profile to the interview. Please see below a sample schedule for community input sessions.

**SUPERINTENDENT SEARCH - COMMUNITY INPUT SESSIONS**

**Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

<b>TIME</b>	<b>GROUP</b>
7:15 to 8:15 AM	Board of Education Employees
8:45 to 9:45 AM	Businesses, Gov't Officials & Community Organizations
10:15 to 11:15 AM	Parents, Community Members & Mentors
11:45 AM to 12:45 PM	Government Officials, Former Board of Education Members & Higher Education Partners
<b>Lunch Break</b>	
1:30 to 2:30 PM	School Administrators & Education Associations
2:45 to 3:45 PM	Community Organizations & Faith Leaders/Members
4:00 to 5:00 PM	Board of Education Employees
<b>Dinner Break</b>	
6:00 to 7:00 PM	Open Meeting
7:30 to 8:30 PM	Open Meeting

# Sample of 31 Qualities Survey Results Provided to Board

Qualities Desired in a New District Administrator	Teachers (75)		Administrators (12 Eng. + 1 Sp.) = 13		Support Staff (33)		Parents (235 Eng. + 2 Sp.) = 237		Students (15)		Non-Parent Community Members (25)		Board of Education (8)		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	47	3	8	3	23	2	109	7	11	2	11	6	1	21	1. Willing to listen to input, and is a decision maker
2	35	9	6	7	14	10	121	5	7	8	18	1	7	1	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	4	30	0	27	2	30	24	31	4	15	2	29	0	29	3. Able to work with legislators and lead organization through legislative process
4	9	28	0	27	1	31	25	30	2	24	4	27	1	21	4. Ed.D. or Ph.D.
5	41	4	8	3	22	3	123	4	11	2	15	3	6	2	5. Strong moral compass rooted in justice and equality
6	36	7	8	3	15	8	133	3	8	5	12	5	3	9	6. Strong communicator in speaking, listening and writing
7	19	17	5	11	9	16	57	21	4	15	7	18	3	9	7. Commitment to visibility and actively engaged in a broad range of community groups
8	38	6	3	19	16	5	145	1	3	17	9	8	2	14	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	12	24	5	11	10	15	51	24	3	17	8	12	2	14	9. Ability to build consensus and commitment among individuals & groups
10	26	12	0	27	8	17	26	29	1	27	6	21	0	29	10. Has experience working effectively with employee representative groups/unions
11	17	19	6	7	15	8	73	15	6	10	6	21	4	7	11. Ability to delegate and oversee work of staff and maintain accountability
12	22	15	5	11	11	13	77	13	3	17	8	12	2	14	12. Experience with effective management that will benefit the long-term financial health of district
13	23	14	5	11	16	5	62	19	6	10	8	12	2	14	13. Possesses excellent interpersonal skills and can present a positive image of district
14	3	31	0	27	5	26	30	28	3	17	1	31	0	29	14. Non-traditional or "hybrid" with background in business and/or education
15	36	7	10	1	13	11	103	8	12	1	7	18	4	7	15. Strongly committed to "student centered" philosophy in all decisions
16	14	22	7	6	6	23	70	17	1	27	6	21	1	21	16. Ability to develop both short and long range goals
17	14	22	4	18	5	26	61	20	2	24	9	8	1	21	17. Ability to develop and communicate a vision of quality education
18	16	21	2	21	7	20	57	21	1	27	7	18	2	14	18. Experience in selection and implementation of educational priorities
19	22	15	2	21	4	29	80	12	7	8	6	21	1	21	19. Commitment to both academic and extracurricular programs

Qualities Desired in a New Superintendent	Teachers	Administrators	Support Staff	Parents	Students	Non-Parent Community Members	Board of Education	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	3	3	2	7	2	6	21	44	6	Consider	1. Willing to listen to input, but is a decision maker
2	9	7	10	5	8	1	1	41	4	Recommend	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	30	27	30	31	15	29	29	191	31		3. Able to work with legislators and lead organization through legislative process
4	28	27	31	30	24	27	21	188	29		4. Ed.D. or Ph.D.
5	4	3	3	4	2	3	2	21	1	Recommend	5. Strong moral compass rooted in justice and equality
6	7	3	8	3	5	5	9	40	3	Recommend	6. Strong communicator in speaking, listening and writing
7	17	11	16	21	15	18	9	107	17		7. Commitment to visibility and actively engaged in a broad range of community groups
8	6	19	5	1	17	8	14	70	11	Consider	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	24	11	15	24	17	12	14	117	18		9. Ability to build consensus and commitment among individuals & groups
10	12	27	17	29	27	21	29	162	27		10. Has experience working effectively with employee representative groups/unions
11	19	7	8	15	10	21	7	87	13	Recommend	11. Ability to delegate and oversee work of staff and maintain accountability
12	15	11	13	13	17	12	14	95	14	Consider	12. Experience with effective management that will benefit the long-term financial health of district
13	14	11	5	19	10	12	14	85	12		13. Possesses excellent interpersonal skills and can present a positive image of district
14	31	27	26	28	17	31	29	189	30		14. Non-traditional or "hybrid" with background in business and/or education
15	7	1	11	8	1	18	7	53	7	Recommend	15. Strongly committed to "student centered" philosophy in all decisions
16	22	6	23	17	27	21	21	137	21		16. Ability to develop both short and long range goals
17	22	18	26	20	24	8	21	139	22		17. Ability to develop and communicate a vision of quality education
18	21	21	20	21	27	18	14	142	24		18. Experience in selection and implementation of educational priorities
19	15	21	29	12	8	21	21	127	19		19. Commitment to both academic and extracurricular programs

## Stage Three: Recruitment

Using the newly created Profile as our guide, Ray & Associates will begin searching our extensive network of professionals to find the perfect match.

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Largest recruiting network in the country.
- Inform the firm's associates of the position and seek recommendations.
- Advertise in local, regional and national venues known for high readership by school leaders which venues are approved by the Board (i.e. AASA, NABSE, ALAS, etc.). **We will post a 30-day ad with EdWeek at no cost to the district.**
- Consult our extensive database for precise matches between District and candidate profiles.
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Sitka School District position.
- Contact other organizations at state, regional and national levels regarding the position.
- Proactively seek out potential candidates at state and national conventions.

## Sample Advertising

### American Association of School Administrator's (AASA) website sample advertisement.

**Superintendent of Schools** [Back to Results](#)

<b>Job ID:</b> 4900017	<b>Posted:</b> October 31, 2008
<b>Position Title:</b> Superintendent of Schools	<b>Entry Level:</b> No
<b>Company Name:</b> [Redacted] ic Schools	<b>Job Type:</b> Full-Time
<b>Job Function:</b> Superintendent	<b>Salary:</b> \$200,000.00 - \$200,000.00 (Yearly Salary)
<b>Location(s):</b> [Redacted], 701, United States	

**APPLY FOR THIS JOB**

<b>Contact Person:</b> Ray and Associates, Inc.	<b>Phone:</b> 319-393-3115
<b>Email Address:</b> <a href="mailto:alr@rayassoc.com">alr@rayassoc.com</a>	<b>Fax:</b> 319-393-4931

[Save Job](#) [Email Job](#) [Print Job](#) [Apply For Job](#)

**Job Description**

[Redacted] ic Schools, located in [Redacted] seeks an individual with visionary leadership and strong administrative skills to lead a district of 8,500 students. Salary for the successful candidate will be in the range of \$200,000, plus an excellent comprehensive benefits package.

Interested candidates may request an application form by contacting:

**Ray and Associates, Inc.**  
4403 1st Avenue S.E., Suite 407  
Cedar Rapids, IA 52402-3221  
Telephone: 319/393-3115  
Fax: 319/393-4931

## Sample advertisement in Education Week

### SUPERINTENDENT

School District, located in \_\_\_\_\_, seeks an individual with visionary leadership and strong administrative skills to lead a district of students. Salary for the successful candidate will be in the range of \$ \_\_\_\_\_, plus an excellent comprehensive benefits package.

*Interested candidates may apply online at*  
[www.rayassoc.com](http://www.rayassoc.com)

**Ray and Associates, Inc.**

Ph: 319/393-3115 E-mail: [kathy@rayassoc.com](mailto:kathy@rayassoc.com)

Application Deadline:

***Please do not contact the Board or District directly.***

## Sample advertisement in ALAS

The screenshot shows the ALAS (Association of Latino Administrators and Superintendents) website. The header includes the ALAS logo and the text "ASSOCIATION OF LATINO ADMINISTRATORS AND SUPERINTENDENTS". A navigation menu contains links for Home, About Us, Conferences, Member Services, Job Postings, Academy, Sponsorships, and Resources. The breadcrumb trail reads: Home » Resources » Job Postings » Superintendent - Broward County Public Schools - Ft. Lauderdale - Florida. The main content area features an advertisement for the Superintendent position at Broward County Public Schools. The ad includes the USA TODAY Education logo and the text: "We deliver resources, relevance and results. USA TODAY Education delivers success to 30,000 classrooms every day. What can we deliver for you?". The job title is "Superintendent - Broward County Public Schools - Ft. Lauderdale - Florida". The description states: "Broward County Public Schools, the sixth largest public school system in the United States, located in Ft. Lauderdale, Florida, seeks an individual with visionary leadership and strong administrative skills to lead a district of more than 250,000 students. Salary for the successful candidate will be in the range of \$275,000, plus an excellent comprehensive benefits package." It also provides contact information for Ray and Associates, Inc.: 4403 1st Avenue S.E., Suite 407, Cedar Rapids, IA 52402-3221, Telephone: 319-393-3115, Fax: 319-393-4004. A "back to Job Postings" link is also present.

## Stage Four: Candidate Screening and Presentation

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Our team will review the application information for these 8-12 candidates making sure they meet the desired qualities selected by the Board (i.e. teaching

experience, etc.) Additionally, these candidates will be screened by our team which consists of the following:

- Checking the internet, social media, etc. to see what, if any, articles are found.
- Asking if they are still interested in the position.
- If nothing negative is found on the internet, the candidate is contacted and asked a series of questions including “Have you applied for any other position?”, “What is the status of your contract?”, “Have you ever been released, fired or resigned from a position?”. The candidates are also asked some district specific questions.
- We then contact references and non-references asking them a series of questions.

The 8-12 candidates are also asked to complete a one-way video through the Spark Hire system. If the candidates are deemed viable their application packet and video will be presented to the Board for review. Our team will discuss information found during the screening and assistance will be given to the Board to assist in making the decision about who to advance to the 1st round interviews.

Upon the completion of the candidate review, Board members will be asked to individually complete a matrix which allows them to compare each top candidate against one another. The R&A representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates advance to the interview stage.

## The Interviews

Ray & Associates will coordinate all logistics of the interview process with candidates, as well as assist the Board in establishing the interview format, developing interview questions, and evaluating post-interview.

## Stage Five: Candidate Selection

### First Round Interviews

We typically conduct First Round Interviews with 6-8 Candidates in a virtual format (in-person is also an option) in an effort to maximize cost savings for the District. Following all interviews, the same matrix from the candidate presentation will be conducted to narrow the candidate pool down to typically two to three finalists.

**Ray & Associates will conduct criminal, civil litigation, sex offender registry, social security, motor vehicle record checks and verification of educational degrees on the top 2-3 candidate(s) through an outside service at no additional cost.**

### Final Interviews

Final Interviews are conducted on-site, in-person with the Finalists and district personnel. These interviews include a final interview with the Board as well as meetings with small constituent groups as identified by the Board. Additionally, forums with Administrators, Teachers and Support Staff, and the

Community at large will be held. Our team will moderate those forums. Candidate Impression Forms are provided to all participants asking for feedback without the ability to rank the candidates.

Once a final candidate is selected, we work with you to lay the foundation for a winning offer. Our team will work with the district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.

## Stage Six: Future Planning

After your offer is accepted, we stay in touch with you and the candidate to support a smooth transition and a successful start with your District.



### Release of the New Candidate

Upon the selection of the Superintendent, Ray and Associates will work with the Marketing and Communications Team for the District to issue a press release regarding the process and selection of the new leadership.

We also send appropriate communications to the candidates not selected by the Board.



### Board and District Assessment

At the conclusion of the search, we will provide the Board with a link to an online survey concerning current District governance practices as well as key District challenges and opportunities for improvement. Assessment results are then analyzed and shared with the Board and the new Superintendent. The results can be emailed, presented in-person or via Zoom.



### 6 Month Follow-Up Assessment

About six months after the new Superintendent begins, we will provide the survey again to be completed by the current Board and the Superintendent. As in round one, at no cost to the District, the results will be analyzed and shared with the Board and Superintendent to assist with team building every year thereafter as long as that Superintendent is in tenure.

## Search Cost: The Complete Process

**The cost of our Proposal is for a complete search.** The Board will be guided and assisted by Ray & Associates at every step in the search process, from the initial phase of determining the desired qualities for the position, through the actual hiring of the new Superintendent. Our process is flexible. If the Board desires a different approach or would prefer certain options other than those provided in our Proposal, we can adjust our process to meet your specific requirements.

### Cost Breakdown

**The base fee for performance of the Superintendent search by the consultant as provided in this Proposal will be seventeen thousand dollars (\$17,000.00).** If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed

expenses will be adjusted accordingly. Ray & Associates will discuss any modifications relating to the search fee regarding our services at the formal presentation.

The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when candidates are presented to the Board.

**We will provide the Board with criminal, civil litigation, social security, motor vehicle and sex offender registry and verification of educational degrees for the top (2-3) candidates at no additional fee. There is no charge by Ray & Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.**

### **Price Match**

Ray and Associates will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

**Consultant Reimbursed Expenses:** Search expenses, including travel, lodging, meals, shipping, and other related items will be kept to a minimum and are to be reimbursed by the district. Said expenses will be invoiced as they occur and will include a detailed account listing.

**Candidate Expenses:** Many Districts reimburse candidates for interview expenses, such as travel, lodging and meals for the candidate and spouse. In this case, Candidates will submit all receipts and expense documentation to a designated individual at the District. Said expenses will be paid by the District as they occur.

**Cost Saving Expense Options:** Ray & Associates. is aware of budget concerns and offers several cost saving options including:

- Conduct meetings with our consultants via Zoom to minimize Associate travel expenses
- Review and utilize meeting materials electronically via email, shared drive, etc.
- Conduct First Round Candidate Interviews via Zoom to reduce candidate travel expenses

## ESTIMATED COST SHEET – SITKA SCHOOL DISTRICT

Ray & Associates will spend as much time as needed to conduct a successful search for Sitka School District. **Please Note: Our flat fee is inclusive of all services.** The only hourly rates that would apply would be for requests above and beyond this Proposal; these rates run from \$50/hour for administrative work and \$200/hour for Associate work.

### Base Fee:

Ray & Associates Contracted Base Fee ..... \$17,000.00

### Associate Travel:

Airfare (if needed) ..... \$2,000.00  
Rental car ..... 500.00  
Hotel ..... 700.00  
Meals ..... 300.00  
\*Travel Subtotal ..... \$3,500.00

\*Expenses will be less if the district has the firm participate virtually reducing travel expenses.

### Board Approved Advertising:

Advertising expenses are stated separately as they are dependent upon each District and their unique needs. Our Associates make recommendations, and the Board has the final authority on frequency and dollars spent. Ray & Associates *does not collect a commission* for placing the ads. The average spent on advertising by a District is \$1,200 to \$1,500.

Advertising Expenses ..... \$1,200.00

\*\*ESTIMATED TOTAL SEARCH COST ..... \$21,700.00

\*\*Does not include estimated candidate expenses for interviews.

### Candidate Expenses:

The actual number of candidates interviewed is at the discretion of the Board. The estimated cost to interview a candidate is approximately \$2,000. This estimate is dependent on the candidate's geographic location and the Board's reimbursement policy. Candidate travel expense reimbursement is the responsibility of the District.

**All expenses are estimates, based on past experiences. Sitka School District will be billed only for actual expenses incurred.**

## References

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Fairbanks North Star Borough School District	Fairbanks, AK	Chrya Sanderson	Board President	Cell: 907-488-3866 <a href="mailto:Chrya.sanderson@k12northstar.org">Chrya.sanderson@k12northstar.org</a>
Juneau City School District	Juneau, AK	Deedie Sorensen	Board President	Cell: 907-723-4473 <a href="mailto:Deedie.sorensen@juneauschools.org">Deedie.sorensen@juneauschools.org</a>
Alhambra Elementary School District	Phoenix, AZ	Cathleen O'Neil Frantz	Former Board Member (former Board President)	Cell: 602-579-0368 <a href="mailto:cathleenoneilfrantz@alhambraesd.org">cathleenoneilfrantz@alhambraesd.org</a>
Madison School District	Phoenix, AZ	Sarah Speer	Board Member (Former Board President)	Cell: 602-538-1705 <a href="mailto:sspeer@madison.org">sspeer@madison.org</a>

*This is not a complete list, and more references can be provided upon request.*

## Commitment to Diversity, Equity, and Inclusion

Ray & Associates will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.

Ray & Associates is committed to identifying the best candidates that ensures each student will have the resources and support needed for their educational journey each and every day. We understand that students, staff, families and the community are the foundation and as our goal, we commit to finding the best candidates that will do the following:

- Provide quality instruction for each student.
- Include all students, families, staff, and community members.
- Transform systems that contribute to inequities.
- Develop relationships that are intentional and reciprocal.
- Collaborate with families, students, staff, and community.
- Communicate in an honest, open, and courageous manner.

Join us as we **WORK** together. **ASK** questions. **LISTEN** fully. **ACT** meaningfully!

## Final Remarks

**Satisfaction Guaranteed:** Ray and Associates, Inc. or Sitka School District may terminate this contract at any time for any reason by giving at least fourteen (14) days' notice in writing. If the contract is terminated by Sitka School District as provided herein, Ray and Associates, Inc. shall be paid a mutually agreed upon payment as negotiated between Ray and Associates, Inc. and Sitka School District for the work completed as of the date of notification of termination. Ray and Associates, Inc. shall incur no additional fees and expenses payable by Sitka School District after notice of termination without written authorization from Sitka School District.

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not health related matters, personal or familial reasons, Ray and Associates, Inc. will recruit new candidates for the Board at no additional cost barring travel, advertising, and due diligence expenses.

In addition to this, we do not recruit candidates we have placed for a minimum of 5 years.

**Confidentiality:** The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. Ray & Associates will preserve the confidential nature of any information which becomes available to us resulting from the services rendered to the Board.

At Ray & Associates, it's our job to take the pressure off your team. The details and process are our specialty, and you will see this in every step of the search. Our priority is to guide your focus toward the big picture, allowing you to focus on learning more about the potential leader for your District, asking critical questions, and shaping the future for your students.

Should you have any questions about this Proposal, please do not hesitate to contact us at [kathy@rayassoc.com](mailto:kathy@rayassoc.com) or via phone at 319-393-3115.

**Thank you for your time as you make this decision to shape the future of your district. We are extremely pleased to be considered as your partner in the process to identify and engage your next visionary leader.**