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Individual focus. Infinite potential.

School Board of Robbinsdale Area Schools

Work Session – February 1, 2021

AGENDA SECTION: Work Session

ITEM: 1. World Café / Board Listening Time: Student SRO Discussion (20 minutes World Café, 15 minutes Q & A)

COMMENTS BY: Toya Stewart Downey, Executive Director of Communications, Equity & Inclusion; Tamuriel Grace, Director of Achievement & Integration

The School Board will have an opportunity to listen to secondary students discuss SRO in our schools. An opportunity for Q & A will take place during the allotted time on the agenda.

Individual focus. Infinite potential.

School Board of Robbinsdale Area Schools

Work Session – February 1, 2021

AGENDA SECTION: Work Session

ITEM: 2. Achievement & Integration Update (15 minute presentation, 15 minutes Q & A)

COMMENTS BY: Toya Stewart Downey, Executive Director of Communications, Equity & Inclusion; Tamuriel Grace, Director of Achievement & Integration

The School Board will have an opportunity to hear an update from Achievement and Integration. An opportunity for Q & A will take place during the allotted time on the agenda.



**North Hennepin
Community College**

A member of Minnesota State



ROBBINSDALE
Area Schools

North Hennepin Community College and Robbinsdale Area Schools

Traditional PSEO

- Contract PSEO: Robbinsdale and NHCC are on a year-to-year contract for traditional PSEO.
- Robbinsdale pays NHCC \$225/credit/student for tuition, fees, and textbooks.
- Eligibility for Robbinsdale students:
 - 11th and 12th grade students must have a 2.75+ GPA **or**
 - 11th graders must be in the top third of their graduating class, or in the top third on a nationally standardized test (ACT, SAT, etc.) **or**
 - 12th graders must be in the top half of their graduating class, or in the top half on a nationally standardized test.
- Spring 2021 Data:
 - Armstrong – 126 students
 - Cooper – 45 students

Early Middle College

- Partnership with Highview since Spring 2019
 - Spring 2019, Fall 2019, Spring 2020
 - Seven students total
- This program is on hold this academic year due to COVID19

GCST Courses

- GCST 1490: American Indian Immersion Experience
 - 4 credit course; meets goal area 5 and 9 in the MNTC
 - This course will focus on the American Indian Civil Rights Movement and the community's efforts to protect, preserve and assert tribal sovereignty, language, culture, identity and treaty rights with a particular focus on the behaviors, actions and interactions between indigenous and non-indigenous individuals, groups, institutions, and nations. This course is designed to provide an up-close immersive experience of some of the events, places, peoples and systems throughout American Indian Country that have helped shape and define contemporary Indigenous theories. The course challenges participants to utilize and address issues such as sovereignty, colonization, treaty rights, political power, racism, activism, language revitalization, our relationship with this land, and traditional lifeways. This course includes in-class participation and an off campus expedition to American Indian Nations.
- GCST 1964: African American Civil Rights Immersion Experience Course
 - 4 credit course; meets goal area 5 and 9 in the MNTC
 - This course will focus on the African American culture and the Civil Rights Movement through four themes: fragmentation, exclusion, resistance, and community. Particular attention will be given to the diversity of African diasporas within the United States. The African American Civil Rights Immersion Experience is designed to provide an up-close immersive experience of some of the events, places, people and systems throughout the United States that have helped shape and define contemporary African American theories. This course will be framed within the civil rights movement, including its social organization, customs and traditions, religion, and its arts and literature. The course challenges students to utilize and address issues such as political power, economic systems, racism, and activism. This course includes in-class participation and an off campus expedition to historical civil rights sites in the United States.

Education Partnership

- Launching spring 2021
- Series of three guest speaker events highlighting the field of education:
 - Event #1 – HBCU alumni that work for Robbinsdale District
 - Call to education; ties to HBCU, working in a school district and why for both
 - Event #2 – NHCC's Provost and Dean of Business, Technology, Career & Workforce Development
 - Importance and benefit of a community college
 - Event #3 – NHCC Education Student Panel
 - Why did you choose NHCC and why education?
- Continued partnership for fall 2021
 - Why Teach event
 - Peer mentoring

Future partnerships

- Continue our Education partnership
- Concurrent Enrollment
 - Education
 - First Year Experience
- Articulated Credit
 - Main contact at NHCC – Brent Olinger, Director of Perkins



Hennepin Technical CollegeSM

A MEMBER OF MINNESOTA STATE



ROBBINSDALE
Area Schools

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School Board Work Session

Monday, February 1, 2021

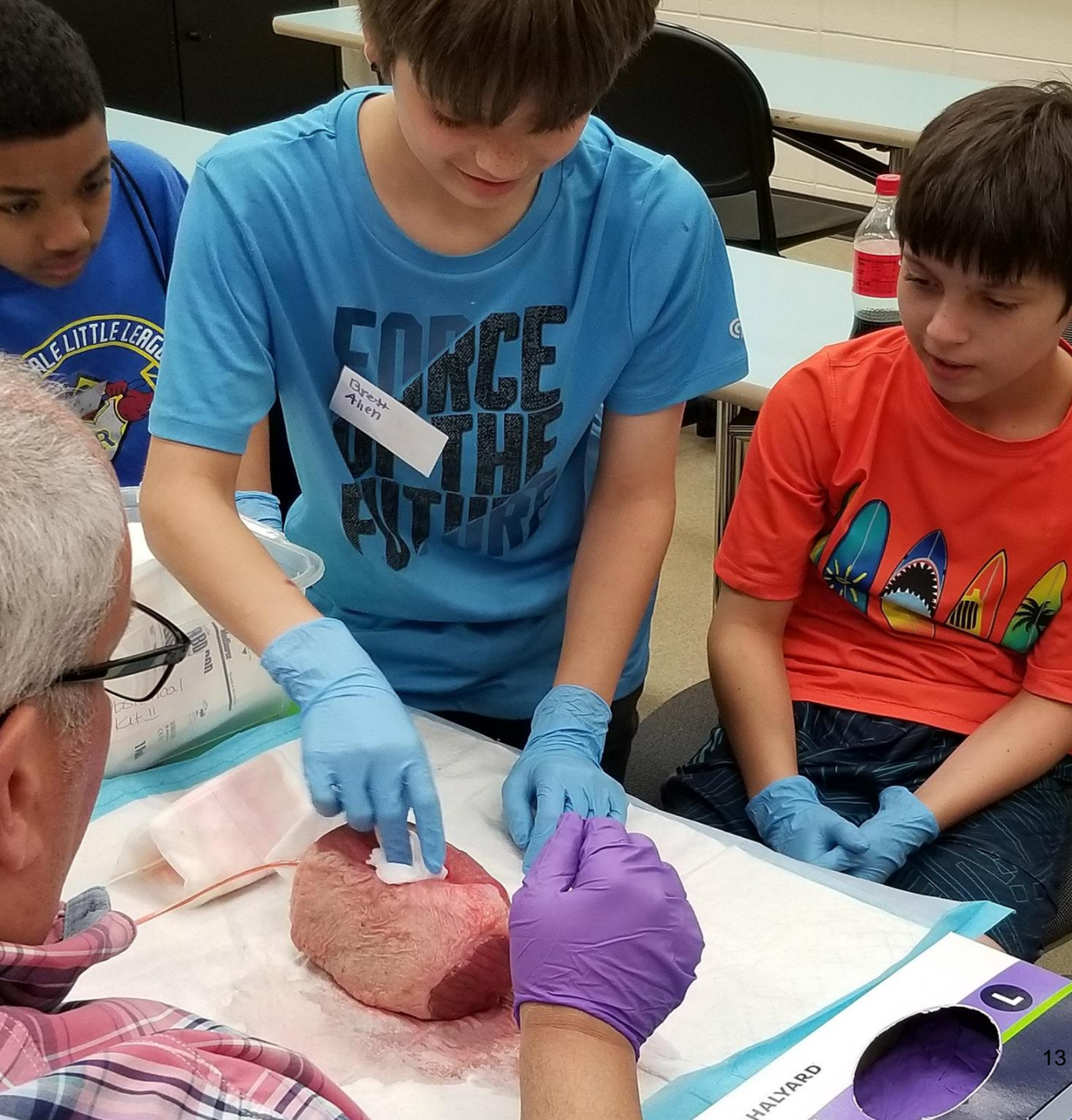
Summer Programming, Articulated Credit, Contracted PSEO, PSEO On-Site, and Concurrent Enrollment





Summer Programing 2020, Year 2

- Summer Bridge (15)
 - Career & College Now! Classes
 - Introduction to Sociology (34)
 - Racial and Ethnic Relations (20)
 - Interpersonal Communications (23)
 - Medical Terminology (24)
- (of students reporting: 53 Students of Color & 16 White Student)



Summer Continued

College 4 Kids Middle School Camp:

- Participants: 92
- Program Areas:
 - Automotive
 - Automation Robotics
 - Child Development
 - Culinary
 - Horticulture

Summer Sampler for High School Students Camp:

- Participants: 37
- Program Areas:
 - Audio Production
 - Automotive
 - Automation Robotics
 - Child Development
 - Culinary
 - Graphic Design
 - Horticulture



Articulated Credit

WHAT IS IT?

Armstrong:

- ACCT1000 Intro to Accounting
- ENGC1100 – Auto CAD
- Entrepreneurship – BUSN 1510
- MMVP1600 - Intro to Video Production

Cooper:

- CULA 1106 – Culinary Culture and Industry
- CULA1116 – Sanitation & Safety
- BUSN1000 – Intro to Business
- BUSN1020 – Introduction to Selling

Highview:

- MGDG 1240 - Illustrator
- BUSN 1150 – Introduction to Service
- MGDG1230 – Photoshop



PSEO by Contract

- What is it?
- RAS student General Education classes
 - Fall: Psychology (14), Philosophy (10)
 - Spring: Introduction to Physics, Interpersonal Communications



PSEO On-Site

- What is it?
- After school programming
 - Armstrong – HUC
 - Cooper – EMT

Perkins working to create new pathways



Concurrent Enrollment

- What is it?
- Partnership opportunities
- Aligning Pathways
- Partnering schools:
 - Buffalo, Edison, Forest Lake, Int. Dist. 287, Prior Lake, Roseville and Wayzata



Individual focus. Infinite potential.

School Board of Robbinsdale Area Schools

Work Session – February 1, 2021

AGENDA SECTION: Work Session

ITEM: 3. District Update: Cooper High School Conference Update (memo) and
Dr. Burrage's update (10 minutes)

COMMENTS BY: Dr. Stephanie Burrage, Interim Superintendent

The School Board will have an opportunity to hear current district updates from Dr. Burrage. An opportunity for Q & A will take place during the allotted time on the agenda.



ROBBINSDALE

Area Schools

Individual focus. Infinite potential.

DATE: February 1, 2021

TO: Members of the School Board and Interim Superintendent Burrage

FROM: Kristine Wehrkamp, PhD, Executive Director of Community Education
John Oelfke, Robbinsdale Cooper High School Activities Director

RE: Cooper High School Metro West Conference Update

Dr. Wehrkamp is updating the School Board on recent changes to the Metro West Conference resulting in the need to explore additional conference options for Cooper High School. Last June, the Metro West Conference voted to add Orno, New Prague and Waconia schools as participants in the conference. At that time, Cooper High School voted against adding the schools; however, the motion passed with a five to two majority. This decision to vote no by Cooper was based on the following information:

1. Conference affiliates should include suburban schools with a similar profile in regard to participation rates in activities and Free and Reduced Lunch percentage. None of the new schools added share similar demographics as Cooper High School.
2. Schools within the conference should provide geographic proximity to each. Currently, the furthest conference school is Chanhassen, which is 24 miles away. New Prague High School is located 45 miles away, with at least a 45-50 minute travel time one way. Orono is located 15 miles away with at least a 25-30 travel time one way. Waconia is located 36 miles away with at least a 45-50 minute travel time.
3. Traveling the extra distance to compete at these schools means Cooper students would need to leave earlier and get home later. The cost of transportation would also increase.

Unfortunately with the addition of three added schools, the Metro West Conference may no longer be a good fit for Cooper High School. Additional conference options for schools with similar demographics are being explored.

Individual focus. Infinite potential.

School Board of Robbinsdale Area Schools

Work Session – February 1, 2021

AGENDA SECTION: Work Session

ITEM: 4. Board Work (45 minutes)

COMMENTS BY: David Boone, Chair

The School Board will have an opportunity to hear updates plus discuss and review the following items:

1. Parking Lot Survey Update
2. School Year 2021-2022 Meeting Dates
3. Superintendent Search Firm Proposals

2021-2022 School Board Meeting Calendar

School Board Meetings are typically held the first and third Monday of each month (except when the calendar does not permit) at the Education Service Center, 4148 Winnetka Avenue North, New Hope, MN, third floor boardroom. School Board Work Sessions are scheduled to follow the first school board meeting of the month. School Board Work Sessions typically start ten minutes after the adjournment of the preceding School Board Business Meeting.

2021				Notes
Monday	July 19	6 pm 7 pm	Listening Time Regular Meeting	
Monday	August 2	6 pm	Business Meeting Work Session	
Monday	August 16	6 pm 7 pm	Listening Time Regular Meeting	
Wednesday	September 8	6 pm	Business Meeting Work Session	Mon, Sept 6 - Labor Day Tues, Sept 7 - Rosh Hashanah (Day 1) Wed, Sept 8 - First Day of School
Monday	September 20**	6 pm 7 pm	Listening Time Regular Meeting	Sukkot eve (Sept 20 - Sept 27)**
Monday	October 4	6 pm	Business Meeting Work Session	
Monday	October 18	6 pm 7 pm	Listening Time Regular Meeting	
Monday	November 1	6 pm	²² Business Meeting	

			Work Session	
Tuesday	November 2		Election Day	
Monday	November 15	6 pm 7 pm	Listening Time Regular Meeting	
	Nov/Dec ??		Closed Session for Supt. Review?	Dependent on contract
Monday	December 6**	6 pm 7 pm	Truth in Taxation Business Meeting Work Session	Hanukkah (Day 8, ends at sunset)
Monday	December 20	6 pm 7 pm	Truth in Taxation (if needed) Listening Time Regular Meeting	First day of winter break
2022				
Tuesday	January 4	6 pm	Organizational Meeting Business Meeting Work Session	
Tuesday	January 18	6 pm 7 pm	Listening Time Regular Meeting	Monday, Jan. 17 - MLK Day
Monday	February 7	6 pm	Business Meeting Work Session	
Tuesday	February 22	6 pm 7 pm	Listening Time Regular Meeting	Monday, Feb. 21 - President's Day
Monday	March 7	6 pm	Business Meeting Work Session	Tues, March 1?
Monday	March 21	6 pm 7 pm	Listening Time Regular Meeting	First day of Spring Break Mon, March 14?
Monday	April 4	6 pm	Business Meeting Work Session	No School - Professional Development Day

Tuesday	April 19	6 pm 7 pm	Listening Time Regular Meeting	Mon, April 18 - No School - Easter Monday
Monday	May 9?	6 pm	Business Meeting Work Session	May 2-3 is Eid al-Fitr (Muslim holiday)
Monday	May 23?	6 pm 7 pm	Listening Time Regular Meeting	
	May/June??		Closed Session for Supt. Eval??	
Monday	June 6**	6 pm	Business Meeting Work Session	Graduation - Thurs, June 9, 2022
Monday	June 20	6 pm 7 pm	Listening Time Regular Meeting	

****Jewish Holiday considerations:**

Sukkot starts on Sept. 20. It's a very family/community oriented holiday that many in the Jewish community observe in their homes and/or synagogues. I would encourage a switch in the school calendar for the board meeting.

I would also stay away from Monday, Sept. 27-29 of Shemini Atzeret/Simchat Torah. It's a big celebration at many synagogues.

For Chanukah, see the dates below. It's probably ok for the December 6 meeting as Chanukah ends at sunset, which is roughly 4:30pm.

For Passover, you're ok. However, June 6 is the end of Shavuot (sunset is almost 9pm). For most in the Jewish community, you're probably ok. But there are more traditional folks who may object. So it's a close call. Let me know if you need further conversation about it. I can always consult the Jewish families group.

Sukkot

Begins sunset of **Monday, September 20, 2021**

Ends nightfall of **Monday, September 27, 2021**

No work permitted on September 21 - 22. Work is permitted on September 23 - 24 and September 26 - 27 with certain restrictions..

- Hoshanah Rabbah - September 27, 2021

The seven days of Sukkot—celebrated by dwelling in the sukkah, taking the Four Kinds, and rejoicing—is the holiday when we expose ourselves to the elements in covered huts, commemorating G-d's sheltering our ancestors as they traveled from Egypt to the Promised Land. The Four Kinds express our unity and our belief in G-d's omnipresence. Coming after the solemn High Holidays, it is a time of joy and happiness

Shemini Atzeret & Simchat Torah

Begins sunset of **Monday, September 27, 2021**

Ends nightfall of **Wednesday, September 29, 2021**

No work is permitted

Yizkor is recited on Shemini Atzeret, Tuesday, September 28

Following the seven joyous days of Sukkot, comes the happy holiday known as Shemini Atzeret/Simchat Torah.

Chanukah

Begins sunset of **Sunday, November 28, 2021**

Ends nightfall of **Monday, December 6, 2021**

Work permitted, except Shabbat

Chanukah commemorates the rededication of the Temple in Jerusalem after a group of Jewish warriors defeated the occupying mighty Greek

Shavuot

Begins sunset of **Saturday, June 4, 2022**

Ends nightfall of **Monday, June 6, 2022**

No work is permitted

Yizkor is recited on Shavuot, Monday, June 6

Shavuot marks the giving of the Torah on Mt. Sinai. The Ten Commandments are read in synagogues, just as they were in the desert on Mt. Sinai over 3,300 years ago.

Search Proposal

**Superintendent
Robbinsdale Area Schools
New Hope, MN
December 7, 2020
Modified January 26, 2021**

Contents:

Introductory Letter	2
Executive Summary.....	3
Management Summary.....	4
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Reference Districts	8
Proposed Search Plan	9
Work Schedule/Plan.....	13
Fee Structure.....	14
Our Guarantees.....	15

December 7, 2020
Modified January 26, 2021

Mr. David Boone
Chair, Board of Education

Dear Mr. Boone and Members of the Board of Education:

Thank you for the opportunity to present an overview of **SCHOOL EXEC CONNECT** and the services we can provide for your superintendent search. Our firm prides itself on providing a quality search process that will result in a great leader for the Robbinsdale Area Schools.

SCHOOL EXEC CONNECT, founded in 2004, is in its sixteenth year. Our diverse firm is comprised of more than 60 men and women who have been leaders in quality school districts throughout the country. We have an unusually high degree of success, which we attribute to the quality of our associates, the excellence of our protocols and our ability to find the best educational leaders who match the needs of our clients.

We define our success by the longevity of the leaders we place, our repeat services to client districts, and the positive and long-lasting relationships we establish with the boards with whom we work. We will understand your strengths and needs through conversations with the members of the Board, staff, and your entire constituency. Our recruitment and interview process aligned to this understanding will result in well-vetted, highly qualified candidates from which to make your selection of a new superintendent.

Thank you for considering our proposal for your superintendent search. We would enjoy working with you to achieve the mutual goal of finding great leadership for the students at Robbinsdale Area Schools.

Sincerely,

Kevin O'Mara Ed.D, President
SCHOOL EXEC CONNECT

kevin.omara@schoolexecconnect.com
708.516.0793

Consultants (see page 7)

- Dr. Kenneth Dragseth, Senior Partner, ken.dragseth@schoolexeconnect.com 952-210-2790
- Dr. Antoinette Johns, Senior Partner, antoinettejohns@schoolexeconnect.com 612-309-1551
- Dr. David Clough, Partner, david.clough@schoolexeconnect.com 847-644-5556

Proposed Timeline (see page 10)

- Phase A: February 2021
- Phase B: February 2021
- Phase C: February-March 2021
- Phase D: April 2021
- Completed by May 1, 2021

Costs (see page 14)

- Consulting Fee: \$18,500 (*same cost as 2015 search*)
- Expenses not to exceed: \$1,900

Our Guarantees (see page 15)

Our understanding of the search services required and an overview of how **SCHOOL EXEC CONNECT** will provide these services.

- Mutually planning and tailoring your search process and timelines with the Board
- Working closely with your District staff members who assist the Board
- Preparing and providing written materials needed for the search process
- Assisting the Board in establishing criteria for a New Superintendent Profile including desired qualifications and leadership attributes
- Accepting applications on the **SCHOOL EXEC CONNECT** website with links to your District's website
- Using our national network to recruit candidates meeting the qualifications established by your Board
- Presenting a slate of qualified and well-vetted candidates to the Board
- Preparing the Board for first and second interviews
- Facilitating Board interviews at the Board's request
- Preparing Interview Committees for interviews
- Recommending an in-depth vetting process for the final candidate. Options include a site visit, Board reference calls, and a deep criminal background check.
- Assisting the Board with contract negotiation and compensation recommendations
- Communicating diligently with the Board and staff throughout the search
- Assisting with news releases announcing the new superintendent

Why is **SCHOOL EXEC CONNECT** so successful? We are one of the leading private search firms because we give school districts the personalized and individualized services each search deserves. Our firm is diverse, comprised of consultants who are knowledgeable and work closely together. We are large enough to have an exceptionally strong network, but are small enough to give your District the focus and attention your search needs.

SCHOOL EXEC CONNECT was founded 16 years ago and since inception, **SCHOOL EXEC CONNECT** has become one of the leading educational search firms in the Midwest with 60 consultants, more than 400 searches completed throughout the United States and a 96% placement success rate.

SCHOOL EXEC CONNECT specializes only in executive searches for school districts, private schools, charter schools, and consortium schools.

Dr. Kevin O'Mara, President, **SCHOOL EXEC CONNECT** is the retired Superintendent of Argo (IL) Public Schools and currently serves as Associate Professor in the Department of Leadership at Concordia University Chicago. Dr. O'Mara has led more than 30 searches in the United States.

SCHOOL EXEC CONNECT is a two-proprietor corporation founded in 2004 in Highland Park, Illinois. The corporation has never operated under another name and has been in continuous operation since 2004.

SCHOOL EXEC CONNECT's background and qualifications

- School Exec Connect has two senior Partners, twelve Partners, seven Senior Associates, and forty-one Associates working out of eight states.
- Partners, Senior Associates and Associates working for our firm include retired superintendents, sitting superintendents, college professors, human resource directors, special education superintendents, and regional superintendents.
- Since 2004, we have successfully completed more than 400 superintendent searches for educational institutions.
- Our entire team of 60 consultants works closely together, supporting each search to find qualified candidates from across the country that match each district's needs.
- A hallmark of School Exec Connect is our Annual Training Conference where we train new associates, review our past year, improve our practices and get to know each other better to assure ongoing support and communication for our work together.
- We stay informed on legislative changes that affect school districts.
- All searches conducted by School Exec Connect have been completed on time and within budget.
- Our survey gives substantive information to Boards of Education about the various stakeholders' thinking. Given a large enough response, we can even report various subgroups' responses to a variety of topics important to your District.
- We have never been sued or refused any portion of payment by a district.
- We provide complete written materials to support the needs of the District staff when preparing materials.

- We provide exceptional training and written materials for Boards and constituents who are involved in candidate interviews.
- The thoroughness of our community engagement gives a Board valuable information throughout the process, while leaving the search decisions in the hands of the Board.
- **Our record of success is outstanding. More than 96% of our superintendent placements have been in good standing with their Boards after the first contract.**

SCHOOL EXEC CONNECT has a steady record of profit since its inception in 2004. We have never filed for bankruptcy, been sued or involved in any litigation with a client, school district, consultant, candidate, nor been refused payment.

The consultants who will assist you with your search:

- **Dr. Kenneth Dragseth, Senior Partner, School Exec Connect** is the retired superintendent of Edina Public Schools and recently retired Director of Administrative Licensure at the University of Minnesota. Dr. Dragseth has led more than 60+ searches in Minnesota. He was National Superintendent of the Year and Minnesota Superintendent of the Year. He has been a consultant and presenter nationwide on a variety of educational issues including: Board and superintendent relationships, district leadership training and achieving academic excellence in schools. As superintendent he was first in the nation to alter school start times for high school students due to the research on adolescent sleep patterns and needs. He led a district that is recognized for excellence and high performing students. He has been a principal, Director of Curriculum and Instruction and Assistant Superintendent. Ken has a Ph.D. and M.A. from the University of Minnesota and a B.A. from Gustavus Adolphus College.
- **Dr. Antoinette Johns, Senior Partner, SCHOOL EXEC CONNECT** is the retired superintendent of Brooklyn Center Public Schools and has participated in/led over 55 searches in the Midwest. She was superintendent in McGregor, MN a rural district before serving in Brooklyn Center, a first ring suburban multi-cultural district. Prior to serving in this role she was a Director of Special Education in the 916 Intermediate School District, a school psychologist, a teacher and has taught at the University level. Dr. Johns has worked in Michigan, Colorado, and Minnesota, and has extensive national contacts. She was the Metro Area Administrator of the year, and President of both the Minnesota Directors of Special Education and the Minnesota Association of School Administrators. She has a BA and MA from Western Michigan University. She earned her Ed.D. from the University of Northern Colorado, Greeley, CO.
- **Dr. David Clough, Partner, School Exec Connect**, is the retired superintendent of Community High School District 128, Vernon Hills, IL. He has served as superintendent in Chaska, MN, as well as being a high school principal and deputy superintendent. He has been active both in professional and community organizations serving as President of the Mid-American Association of School Superintendents and the Superintendent's Roundtable of Northern Illinois. Having led or participated in over 50 searches he is a respected and sought after support for others in our firm. He holds the BA and MA Degrees from the University of Nebraska - Lincoln, and earned the Ph.D. from the University of Minnesota - Minneapolis.

Complete resumes of the consultants will be sent upon request

REFERENCE DISTRICTS

Robbinsdale Area School District 281

Search Years: 2009 & 2015-16

12,500 students

New Hope, MN

Tom Welch, Board Chair 763-504-7996

Sherry Tyrrell, Board Chair 763-504-7998

West St. Paul-Mendota Heights-Eagan Area Schools

Search Years: 2011-12 & 2016-17

4,600 students

Mendota Heights, MN

Mr. Mark Spurr, Board Chair (11-12)

651-450-9779

Joanne Mansur, Board Chair (16-17)

Joanne.mansur@isd197.org (16-17)

651-452-3895

St. Louis Park Public Schools

Search Years: 2012-13 & 2016-17

4,000 students

St. Louis Park, MN

Bruce Richardson, Board Chair (12-13)

952-928-6040

Jim Yarosh, Board Chair (16-17)

jimyarosh@sbgdf.com

Hopkins Public Schools

Search Year: 2016-17

10,500 Students

Hopkins, MN

Wendy Donovan, Board President

Wendy.donovan@hopkinnschools.org

Eastern Carver County School District 112

Search Year: 2016-17 & 2019-20

9,620 students

Chaska, MN

Dr. Jeffrey Ross

763-458-8801

ross.jeffrey@district112.org

ISD 728 (Elk River)

Search Year: 2005-06 and 2016-17

13,000 Students

Elk River, MN

Shane Steinbrecher, Board Chair

Shane.steinbrecher@isd728.org

Eden Prairie Independent School District 272

Search Year: 2011-12

9,202 students

Eden Prairie, MN

Renee Jacobus, Board Chair

612-750-1522, 952-934-5480

Burnsville-Eagan-Savage School District 191

Search Years: 2012-13 & 2018-19

10,000 students

Burnsville, MN

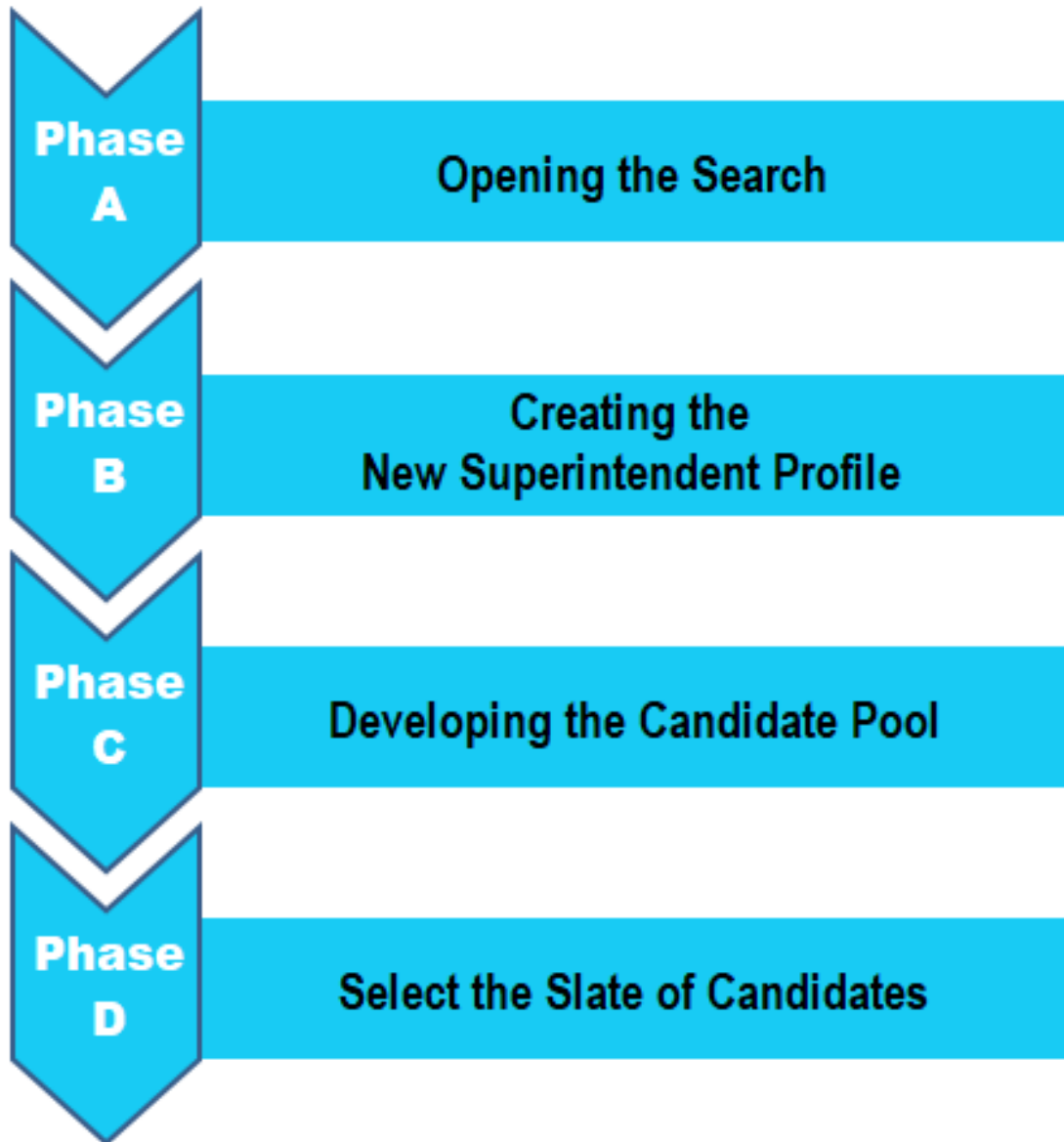
Sandy Sweep, Board Chair 2012

952-250-7097

Abigail Alt, Board Chair 2018

aalt@isd191.org

**Comprehensive Plan to
accomplish tasks in the search
process
(All dates to be confirmed with the Board)**



Phase A: Opening the Search (February 2021)

- We would recommend that this search be run virtually to keep all participants safe.
- The search process begins with the signing of the Letter of Agreement.
- An initial Planning Meeting is held with the Board to establish the scope and timeline of services.

Phase B: Creating the New Superintendent Profile (February 2021)

- Board members are interviewed to understand the qualities, skills, and experiences they seek in a new superintendent.
- Focus Groups are held with selected groups approved by the Board.
- A District-wide On-line Survey, tailored for your District, is designed to allow staff and community members to give input to the search process. This is available in multiple languages.
- A New Superintendent Profile is developed using the information gained from Board interviews, focus groups, individual interviews, written feedback, and survey input. The Board approves the New Superintendent Profile.

Phase C: Developing the Candidate Pool (February-March 2021)

- The search process and calendar are posted on your District's website.
- The vacancy is advertised nationally and statewide and posted on the **SCHOOL EXEC CONNECT** website.
- The Consultants accept applications and recruit candidates who match your District's New Superintendent Profile.
- The Consultants screen and interview selected candidates using The New Superintendent Profile.
- Internal candidates follow the same process as external candidates.
- References and Internet checks are conducted on potential candidates.
- Highly qualified candidates (typically four to seven) are presented to the Board and the Board decides whom to interview.

Phase D: Selecting the Candidates (April 2021)

- The Consultants hold a Board Interviewing Workshop prior to the first interviews.
- The Consultants facilitate Board interviews of the slate of candidates and the Board narrows the field to three semi-finalists.
- Interview Committee(s) comprised of staff, parents and community members interview the semi-finalists in a structured process and each member writes individual feedback.
- The Board may have the semi-final candidates give a short Formal Presentation to observe the candidates' presentation skills.
- The Board conducts a second set of interviews using feedback from the Interview Committees in a formal and informal setting.
- The Board negotiates and takes action on the new superintendent's contract.

Methods to communicate with the School Board

We have found the best method to communicate with a Board of Education is through a Board Liaison and District Staff Liaison. We use phone, email, scanning and texting in addition to Board meetings. However, we will communicate in the way best for all Board members in your District. Our consultants are available to meet with the Board in person as often as requested. During the search, we provide updates and formal reports as needed and present the *Slate of Candidates*. We will recommend that the Search Process, Search Timeline, and original Profile Report be displayed on your District's website for all constituents, staff members, Board members and candidates to see.

Timelines, pre-qualifications and final recommendation processes

Our suggested timeline is listed with a detailed search description. We find that bringing a slate of four (4) to seven (7) pre-qualified candidates to the Board works the best. We then provide training for the Board to interview and reduce the slate to three (3) finalists in first interviews. We also recommend interview committees to provide written feedback before the Board's final candidate interviews. The Consultants will facilitate these interviews.

Our role in assisting the Board with candidate selection

We will provide the Board with detailed written interview guidelines, including potential questions for the candidates. We will also provide training for the Board in interviewing techniques. We also provide all written materials for the *Interview Committees* and may facilitate the interviews.

Recommendations for community participation

We recommend that the Board involve both citizens and staff in the interviewing of final candidates.

Information needed from Board and staff

In every search, there are specific duties and actions that can be performed only by District Board and staff liaisons. We recommend one designated Board member as the liaison for the overall communication purposes of the search and one staff member assigned to the search for logistical purposes.

Designated staff member(s) will be asked to do the following tasks:

- Oversee the posting of the position and related superintendent search information (developed by the Consultants) on your District's website with links
- Send the survey link to community and post on District website
- Provide logistical support for Focus Groups
- Duplicate copy ready materials for the interview committees
- Oversee arrangements for the interview places and equipment needed for them
- Assist in making dinner arrangements for the Board and the finalist candidates. (Optional)
- Duplicate the Committee feedback for each board member after the finalist interviews.
- Assist the Board liaison and Consultants as search issues arise



Methods to identify and recruit candidates

To identify prospective candidates, we use a variety of methods. The most efficient way is through our *Colleague Network*. We have 60 consultants in **SCHOOL EXEC CONNECT** who work very closely together to identify candidates. Our national network has been effective in identifying candidates from out-of-state. We will use regional and state venues to advertise the position and will work with your Board to design your complete advertising approach for the position. Because candidates know and trust our firm, they will check our website and your District's website for information about your position.

Superintendent Search Work/Task Plan

BOARD	JOINT	CONSULTANT
<p align="center">Planning meeting Timeline, process, advertising</p>		
<p align="center">Community engagement</p> <ul style="list-style-type: none"> - Focus groups - On-line survey - New superintendent profile 		
<p align="center">Board approval New superintendent profile</p>		
<p align="center">Candidate search</p> <ul style="list-style-type: none"> - Advertise - Network & recruit prospects - Interview selected applicants 		
<p align="center">Board workshop Interview Strategies</p>		
<p align="center">Board first interviews</p> <ul style="list-style-type: none"> - Four to seven candidates - Select three to move forward 		
<p align="center">Final preparations</p> <ul style="list-style-type: none"> - Prepare committee(s) for interviews <ul style="list-style-type: none"> - Salary research 		
<p align="center">Board second interviews</p> <ul style="list-style-type: none"> - Candidate presentations <ul style="list-style-type: none"> - Committee feedback - Board dinner/final interview - Final candidate selected 		
<p align="center">Final decision</p> <ul style="list-style-type: none"> - Background check - Contract offer 		
<p align="center">Name the new superintendent</p> <ul style="list-style-type: none"> - Board action - News release - Introduction to community 		
<p align="center">Close search</p> <ul style="list-style-type: none"> - Inform all candidates of Board's decision <ul style="list-style-type: none"> - Assist Board if needed 		
<p align="center">New Superintendent begins duties</p>		

CONSULTING FEE

The consulting fee for your search will be \$18,500. It is inclusive and no hourly fees will be charged in addition. The consulting fee may be reduced and negotiated if the level of search services is reduced.

Expenses:

Regular expenses will not exceed \$1,900. These include, but are not limited to copying, secretarial support, consultant travel expense, supplies, and interview costs.

Advertising:

Advertising costs are determined and paid by the District. Options include:

- Print and online advertising in *Education Week*
- LinkedIn targeted posting/promotion
- Connections to the American Association of School Administrators (AASA) and Minnesota Association of School Administrators (MASA)
- Minnesota School Board Association (MSBA)
- Posting on the **SCHOOL EXEC CONNECT** website
- E-mail blasts to selected superintendents and contacts throughout the country

Other Expense Information:

- **SCHOOL EXEC CONNECT** will invoice your District twice. First, after signing the *Letter of Agreement* and, second, upon the Board's approval of your new superintendent's contract.
- After the candidate pool has been presented to the Board, the District incurs the costs of the search. This may include mileage, meals, lodging, etc.
- It is recommended that the finalist undergoes a criminal background check before a contract is signed; this option is a \$750 expense.

OUR GUARANTEES

GUARANTEE #1

In the event that the first slate of candidates does not include a candidate the Board wishes to hire, the Consultants will continue to bring candidates forward for actual expenses only until the Board has found a candidate to whom they wish to offer a contract. No additional consulting fees will be charged.

GUARANTEE #2

If the superintendent leaves for any reason within twenty-four months of the starting date, the Consultants will conduct a new search for no additional Consulting Fee. The Board will pay only the actual expenses of the search as listed above under Expenses.

GUARANTEE #3

SCHOOL EXEC CONNECT guarantees that our consultants will not recruit your new superintendent for the duration of his/her first two contracts.



**EXECUTIVE SEARCH SERVICES
FOR
ROBBINSDALE AREA SCHOOLS**

January 28, 2021



ROBBINSDALE
Area Schools





Where Minnesota School Boards Learn to Lead

December 15, 2020

David Boone, School Board Chair
Robbinsdale Area Schools
4148 Winnetka Ave N.
New Hope, MN 55427
david_boone@rdale.org

Dear Chair Boone and Members of the Robbinsdale Area School Board:

On behalf of the Minnesota School Boards Association, thank you for the opportunity to present this proposal to your District regarding MSBA's Executive Search services.

MSBA has been providing search services to our members for over ten years. This year, however, prior to beginning any search, one of the things which must be acknowledged is the pandemic's effect on public education. Today's reality has tested superintendents and school boards as never before, with its relentless uncertainty challenging every district's best-laid plans for everything from governance to management. As Robbinsdale Area Schools seeks your District's next leader, consideration of the pandemic should also be applied to your upcoming superintendent search. This is an area in which MSBA is uniquely qualified to assist.

For example, in response to the pandemic MSBA's search processes have been adapted to provide 100% online delivery. While increasing the efficiency of our services, this has also led to increases in both process transparency and stakeholder participation. In addition, equity has risen to an even greater level of prominence in MSBA searches this year. From the development of hiring criteria through the pre-screening of applicants and creation of candidate interview questions, equity considerations now inform and shape all aspects of MSBA's superintendent search services. Organization-wide MSBA has prioritized equity in our strategic plan for many years; however, the pandemic has brought equity into even sharper focus for MSBA across the board. Without question, this focus includes our search services.

The opportunity to select your next superintendent now lies ahead of the Robbinsdale Area School Board, and your District's reputation for academic excellence, equity and inclusion, fine arts, and community partnerships bodes well for ISD 281's superintendent search. MSBA believes our approach aligns well with your District's priorities, and we would be honored to assist with the Robbinsdale Area Schools' search. Please let us know if you have any questions, or would like additional information or clarification on any aspects of this proposal.

Thank you for your consideration of MSBA's Executive Search services.

Sincerely,

Barb Dorn
MSBA Director of Leadership Development and Executive Search

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PRESENTED BY
Minnesota School
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Executive Search Service
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Fax: 507-931-1515
[www.mnmsba.org/
ExecutiveSearchService](http://www.mnmsba.org/ExecutiveSearchService)



Prepared for:
David Boone
Chair, School Board

Prepared by:
Barb Dorn
MSBA Executive Search
507-508-5501
bdorn@mnmsba.org



INTRODUCTION

One of the most important decisions a school board will ever make is to choose a new superintendent. As the school district's chief executive officer, the superintendent is responsible for providing district-wide leadership, implementing the school board's policies and ensuring the school board's priorities are met. Effective superintendents ensure that all students are learning at high levels. Ultimately, hiring the right superintendent — someone who possesses the skills and attributes needed to help achieve your school district's vision and strategic priorities — requires time, thoughtful planning, and sound recruitment and employment processes and procedures.

The Minnesota School Boards Association (MSBA) is pleased to present the School Board of Robbinsdale Area Schools with a proposal for executive search services (search). MSBA has been serving Minnesota school boards for over 100 years, and as a result, MSBA's search team (search team) brings a strong school board perspective to the search. MSBA wants to help your School Board find and hire the best person for its superintendent.

MSBA-led searches are based on one clear premise: all searches are conducted through the lens of School Board leadership. With the assistance of other MSBA staff, the MSBA search team will professionally handle the details of the search and guide the School Board through the search process. The MSBA search team will customize the search to meet the needs of the school district and community, allowing the School Board to concentrate on the most important aspects of the search — interviewing the most qualified candidates and selecting the next superintendent.

TESTIMONIALS FOR MSBA EXECUTIVE SEARCH SERVICES

"In hiring our next superintendent we needed an extremely transparent process that heavily involved the community and staff, along with strong facilitation to keep us on task. MSBA gave us this and more. I highly endorse their executive search services, and believe MSBA's leadership also helped move our school board into a more collaborative, respectful way of working together."

"As our school board's advocacy group, MSBA has a vested interest in our success. They also shared all candidate applications with the board, not just a select few, and provided a process that was efficient and timely. We couldn't be happier with the result."

"MSBA's executive search team showed genuine interest in assisting our school board in finding a candidate who shared our goals. I would recommend MSBA's services to any district in the superintendent hiring process."



PLANNING, HIRING CRITERIA, AND STAKEHOLDER INPUT

Initial Planning Meeting

An MSBA search begins with an initial planning meeting between the School Board and the search team. At the planning meeting, a search team member will work with the School Board to establish the best possible search timeline and procedures for conducting the search.

Determining Hiring Criteria

The search team will help the School Board determine the personal and professional skills and attributes it most desires in a superintendent, which, in turn, will provide the basis for the position leadership profile and hiring criteria.

Stakeholder Input

Several stakeholder involvement-related opportunities are included in the search package. These opportunities include:

- an online qualifications **survey**, open to all community members and district stakeholders,
- community/school district staff **listening sessions**, conducted through an online survey or virtual facilitated meetings
- community/school district staff question-and-answer **Input Forums** with finalists in conjunction with the second round of interviews (optional), and
- **training** of community and/or school district staff input committees, if needed.

Note: the listening sessions, Input Forums, and training sessions may be conducted in-district or virtually from a remote location.

The search team will work with the School Board and its designee(s) to schedule and promote stakeholder involvement and will provide a summary of the key findings.



RECRUITMENT PRACTICES AND APPROACH

Advertising and Recruiting

MSBA will work with the School Board to develop a two-sided color brochure to advertise the position. This brochure is also known as a vacancy announcement, and will be made available to the district in electronic format to facilitate posting on the district's website or affiliated sites.

As part of MSBA's outreach and recruiting efforts, the Robbinsdale Area Schools' vacancy announcement will also be posted on the following job opportunity sites:

- Minnesota School Boards Association (MSBA)
- Minnesota Association of School Administrators (MASA)
- Minnesota EdPost (hosted by St. Cloud State University)
- American Association of School Administrators (AASA)
- National Alliance of Black School Educators (NABSE)
- Association of Latino Administrators and Superintendents (ALAS)
- Top School Jobs (EdWeek)

MSBA's *The Leader* newsletter will regularly highlight open superintendent positions for MSBA-led searches, and the search team will directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Charter School Directors, Principals, and Assistant Principals across the state of Minnesota to inform them of the vacancy. Emails are sent directly to these individuals at frequent intervals throughout the search to sustain and heighten interest in your position.

In addition, MSBA's recruiting reach extends nationally to other states through the National Affiliation of Superintendent Searchers (NASS). The NASS is comprised of more than 100 superintendent search consultants representing thirty-nine (39) state school boards associations who assist their peers in other states by providing access to nationwide job postings and vital reference and work-history verification concerning out-of-state applicants. Ultimately, when a school board hires MSBA to conduct its superintendent search, the school district taps into NASS — one of the most experienced, qualified networks of search consultants in the United States.

At the direction of the School Board, other advertising beyond the methods noted above may be utilized to promote the position and recruit applicants, in which case, any additional print or web-based advertising costs must be approved by the School Board and be borne by the school district.

In conclusion, facilitating the complexities of the advertising, recruitment, and application process is one of MSBA's search team's greatest strengths. Throughout the process the search team will develop all application procedures, handle applicants' calls and correspondences concerning the vacancy, collect and review applicants' files, and develop a recommended pool of applicants for School Board consideration.



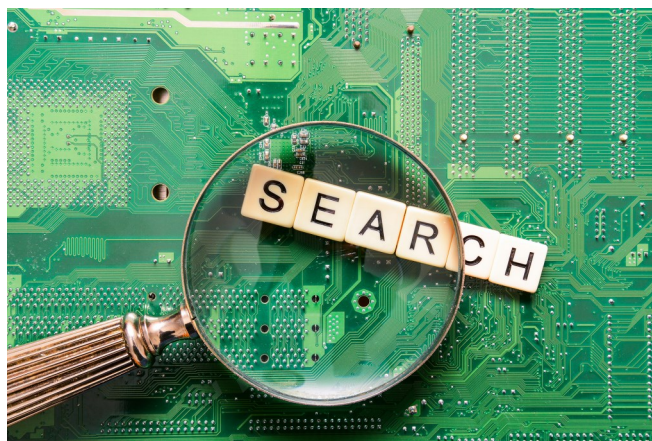
INTERVIEW PREPARATION

Interview Training and Preparation

Prior to the application deadline, the search team will meet with the School Board to help it prepare for and conduct the first and second rounds of interviews, reference checks, and site visits (if needed). Interview training will include information to help School Board members conduct interviews in open sessions as required by state law, as well as abide by all requirements of the Data Practices Act. This training may be conducted by the search team in-district or virtually from a remote location.

The search team will also help the School Board develop interview questions that fit the leadership profile and hiring criteria, that do not violate the law either directly or indirectly, and that standardize the interview process to ensure a level playing field for all candidates. In addition, the search team will assist the School Board with planning second interview, reference check, and site visit questions (if needed).

Because hiring the superintendent is the School Board's role, MSBA recommends that only its members participate in the interviews. If the School Board decides to involve non-school board members in the interview process, the search team will help the School Board develop an Input Forum process that makes clear the advisory nature of the non-school board members' roles. The search team will also provide guidelines for the non-school board members, and review and approve the submitted questions. By following these recommendations, the School Board is able to standardize the interview questions and format, provide more control over the selection decision, and reduce the school district's risk of liability.



SCREENING AND FINALISTS SELECTION

Screen Applications and Select Finalists

After the application deadline has passed, the search team will review the applicants' files in relationship to the position leadership profile and the hiring criteria that were established by the School Board in order to identify the applicants who best meet the School Board's hiring criteria. The search team will then conduct preliminary verification of references and pre-interviews of the applicants who best meet the School Board's hiring criteria.

Following MSBA's review of the applications, a copy of all completed applications will be provided to the school district for School Board members to review prior to the candidate selection meeting.

Once the screening, preliminary verification of references, and pre-interviews have been completed by MSBA, the search team will meet with the School Board, present the candidates' applications, and assist the School Board in selecting those to be interviewed.

Following the School Board's selection of finalists, the search team will prepare a communications piece to send to the media, school district staff, and community including the names of those to be interviewed, as well as the schedule of remaining search-related activities.



CONTRACT AND FOLLOW-UP

Decisions, Contract, and Announcement

The search team will guide the School Board through the process of contacting the lone finalist to offer the position. MSBA recommends the School Board use the MSBA/MASA Model Superintendent Contract as the basis for negotiating the superintendent's contract. Search team member(s) will not negotiate the contract for the School Board. The search team will draft a communications piece for the media, school district staff, and community announcing the new superintendent, if requested.

The search team will also personally contact the non-selected finalists.

Follow-up

Once the search is concluded and the parties have a signed contract, the search team will continue to provide support for the School Board and superintendent.

To assist the School Board's and superintendent's working relationship and provide support to the new superintendent, the search team will:

- facilitate a post-hiring workshop to develop goals and/or expectations for the School Board and superintendent after the new superintendent begins work in the school district;
- visit the new superintendent during their first year of school district employment; and
- be available to answer the new superintendent's and the School Board's questions during the transition and beyond via phone, email, workshop, etc.



SEARCH SERVICES

The proposed search for Robbinsdale Area Schools includes the services outlined below.

The MSBA Search Team will:

- Conduct an initial planning meeting with the School Board to develop search timeline, discuss hiring criteria, identify district's position in the marketplace, determine advertising venues, etc. *
- Create and conduct community/school district staff online qualifications survey — results will be summarized by MSBA.
- Facilitate community/school district staff listening sessions as determined by the School Board. *
- Develop a one-page (two-sided) color vacancy announcement and post vacancy via various sources.
- Directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Charter School Directors, Principals, and Assistant Principals across the state of Minnesota to inform them of the vacancy and application procedures.
- Develop all application procedures, handle applicants' calls and correspondence, collect and review applicants' files, and receive applicants' credentials.
- Screen the applicant pool against the School Board's established hiring criteria.
- Conduct preliminary verification of references and pre-interviews of applicants who best meet the School Board's hiring criteria as determined by MSBA's screening team.
- Conduct a meeting with the School Board for purposes of interview training, developing interview questions, clarifying the first round interview schedule, presenting candidates so the School Board can take action to select "finalists" for interviews, and clarifying remaining steps of the search process. *
- Be present during the first and second rounds of interviews. *
- Prepare a communications piece to send to the media, school district staff, and community that includes the names of the finalists who will be interviewed, if requested.
- Assist with developing second round of interview, reference check, and site visit questions, if requested.
- Facilitate community/school district staff question-and-answer Input Forums with finalists in conjunction with the second round of interviews, if requested. *
- Prepare a communications piece to send to the media, school district staff, and community introducing the new superintendent, if requested.
- Visit the new superintendent during their first year of employment. *
- Facilitate a post-hiring workshop to develop goals and/or expectations for the School Board and superintendent after the new superintendent begins work in the school district. *

* **Designates meetings with the School Board and/or community/school district staff groups. These meetings may be conducted in-district or virtually from a remote location.**



ESTIMATED FEE FOR SERVICE

The estimated professional fee for this search proposal shall not exceed **\$25,500**, which includes the search team's time and expenses. Additional fees the school district may incur above the professional fee include advertising beyond the venues noted on Page 3, school board member stipends, expenses associated with finalists' interviews, and School Board members' site visits (if needed). The level of services and fee included in this proposal are negotiable based on the School Board's needs.

NOTE: Option for Credit

If the district hires MSBA to conduct a "Hiring the Right Superintendent" workshop with the School Board, and also chooses to retain MSBA for the superintendent search within six months after the workshop, the entire cost of the workshop (\$975) will be credited toward the search fee.

In that case, the final estimated fee then would not exceed \$24,525.

Satisfaction Guarantee

MSBA will conduct the Robbinsdale Area Schools' superintendent search from a strong school board perspective, and with impartiality and professionalism while focusing on the School Board's identified hiring criteria. If, at any time within one year after the conclusion of the MSBA-led search, the School Board has released the superintendent, MSBA will conduct a second superintendent search for no additional professional fee for services; however, the School Board will be responsible for new direct expenses, if any, incurred by MSBA for the second search.



WHY MSBA?

There are four reasons MSBA's search services are unique:

1. **OUR PROCESS:** Transparency ensures public perception matches reality, so your board can rest confidently in the hiring process and candidate selection.
2. **OUR KNOWLEDGE:** School boards are our business, and every step along the way is viewed through the lens of board leadership.
3. **OUR REPUTATION:** We believe in what we do and how well we do it, so we'll stake our reputation on your satisfaction.
4. **OUR PARTNERSHIP:** Because we value your membership in MSBA, we are committed to offering exceptional value through a reasonable and affordable pricing model.

Additional features and benefits of MSBA's Executive Search Service:

- **The school board is in charge.** MSBA's search team understands the School Board's critical role in performing a superintendent search, and will guide the Board through every step in the process.
- **MSBA is your organization.** MSBA is a school board-oriented organization, committed to working in partnership with the School Board to identify individuals who meet the School Board's hiring criteria.
- **MSBA has knowledgeable staff.** MSBA's staff is competent, experienced, helpful, and dedicated to the principle of serving local school boards. As an organization, MSBA also has nearly 100 years of experience serving Minnesota school boards and superintendents.
- **MSBA has a focus on equity.** MSBA will conduct the search with a focus on preparing Minnesota's school boards and school leaders for Minnesota's changing demographics in order to maximize the success of each and every student.
- **MSBA staff work as a team.** The School Board gets the entire MSBA staff and their experience working for its benefit, not just a single search team member.
- **MSBA has a national reach.** MSBA staff bring extensive state and national contacts to each search.
- **MSBA has high standards.** MSBA staff strive to maintain the highest personal, professional, and ethical standards in all aspects of service delivery.
- **MSBA provides ongoing support.** MSBA is committed to the long-term success of school board and superintendent teams, and MSBA will continue to provide support for member school boards and superintendents long after the search is over.



TENTATIVE TIMELINE

▪ Mid-February 2021 to Mid-March 2021

- School Board holds initial planning meeting with MSBA search team to plan the search, including timeline, search procedures, hiring criteria, market positioning, and stakeholder input.
- School Board approves all advertising materials, including hiring criteria.
- MSBA's search team conducts online survey and community/district staff listening sessions for public input.

▪ Mid-March 2021 to Late April 2021

- MSBA search team finalizes application procedures and advertises the vacancy.
- MSBA search team receives applications.
- MSBA search team conducts initial screening of applicants.
- MSBA search team conducts preliminary verification of references and pre-interviews of applicants.

▪ Late April 2021

- MSBA's search team meets with the School Board to conduct interview training, develop interview questions, clarify interview procedures, and facilitate applicant screening conducted by the School Board to select finalists for interviews.

▪ Early May 2021

- School Board conducts first round of interviews.
- School Board conducts reference checks.
- School Board conducts second round of interviews.
- School Board conducts site visit (s), if applicable.
- School Board selects lone finalist.

▪ Mid-May 2021

- School Board negotiates terms and conditions of superintendent's contract.
- School Board meets to approve the superintendent's employment contract.

▪ July 1, 2021

- Superintendent reports to work.

NOTE: This timeline provides a starting point for considering and adopting a superintendent search timeline. Specific dates and times will be determined at the initial planning meeting.

SEARCH TEAM — MSBA STAFF

MSBA's search team is comprised of experienced MSBA staff and service providers. Search team members understand that selecting a superintendent is one of the Board's most important duties and have a vested interest in the success of your search. Below are brief résumés of MSBA's search team.

▪ **BARB DORN**

Barb has more than 30 years of experience in nonprofit leadership, marketing and communications, consulting, and process facilitation. She has worked across public, private, and nonprofit sectors to build collaborative and viable partnerships, deliver high-impact workshops, and produce outcomes based on common goals and shared decision-making processes. Barb has also served on the Boards of Directors for Greater Mankato's City Center Partnership and the area chapter of Leave a Legacy. She joined MSBA in 2019.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Leadership Development and Executive Search
- YWCA Mankato: Executive Director
- March of Dimes: Division Director
- Minnesota State University Mankato: Adjunct Professor
- Pathways Marketing: Owner / Marketing Consultant
- DLR Group: Business Development / Referendum Consultant

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search, Mutual Expectations, and Superintendent Evaluation
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Superintendent Search
 - o Various other topics
- Program and Brand Management, Marketing, and Public Relations
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter
- Presenter at other professional workshops and conferences:
 - o Leadership Development Series including:
 - Collaboration and Teamwork
 - Diversity, Equity and Inclusion
 - Conflict Management
 - Resiliency
 - Communication and Team-Building
 - o Community Relations
 - o Strategy and Visioning



SEARCH TEAM — MSBA STAFF

▪ AMY FULLENKAMP-TAYLOR, S.P.H.R., SHRM-SCP

Amy has more than 20 years of extensive experience in human resources including recruitment, retention, training, employee relations, benefit administration, and employment and labor law compliance, and she is a member of the National Affiliation of Superintendent Searchers. Amy joined MSBA in 2007. Below is a summary of Amy's work history and relevant work experience.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Management Services
- Jones Metal Products: Director of Human Resources
- Midwest Wireless: Human Resources Specialist
- Sears Roebuck & Company: Human Resources Specialist
- Argosy V Belle of Sioux City: Director of Human Resources

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Teacher Development and Evaluation
 - o Area Negotiations
 - o Strategic Planning
 - o Phase II: Employment; Contracts; Termination and Public Employment Labor Relations Act
 - o Various Other Topics
- Analyze superintendent employment contracts and licensed and nonlicensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions
- Presenter — other employer trainings
 - o Americans with Disabilities Act
 - o Family and Medical Leave Act
 - o Harassment
 - o Violence
- Author of policies and procedures for at-will employees pertaining to compensation, employee relations, leaves of absence, and performance management

SEARCH TEAM — MSBA STAFF

▪ GARY LEE

Gary has 29 years of experience in private business — both in a large corporate setting and as an owner/president of small rural businesses. Gary is a former member of the Fertile-Beltrami School Board. Gary also served on the MSBA Board of Directors, the Northwest Service Cooperative Board of Directors, the Minnesota Service Cooperatives Board of Directors, the MSBA Insurance Trust Board of Directors, and the Big Three working group. Gary joined MSBA in 2009.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Deputy Executive Director
- Lee Nursery, Inc.: Owner and President
- Lee Nursery Supplies, Inc.: Owner and President
- Sondreli Business Services: Owner
- UNISYS (formerly Sperry) Defense Systems: IT Manager

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search and School Board-Superintendent Relationship
- Presenter — MSBA workshops, seminars, and conferences:
 - o Teacher Development and Evaluation
 - o Area Negotiations
 - o Board Treasurers
 - o Strategic Planning
 - o Various Other Financial and Data Trainings
- Analyze superintendent employment contracts and licensed and nonlicensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions

SEARCH TEAM — MSBA STAFF

▪ SHELBY HERRERA

Shelby has more than 20 years of experience in education — as a classroom teacher, a paraprofessional, and a teaching assistant at the university level. Shelby joined MSBA in 2019.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Administrative Assistant to Strategic Governance and MSBAIT
- Mankato Public Schools: Science Teacher
- Mankato Public Schools: Paraprofessional
- Minnesota State University, Mankato: Teaching assistant

RELEVANT WORK EXPERIENCE

- Answer and direct phone calls to appropriate parties
- Arrange conference calls
- Conduct research and compile data
- Handle information requests
- Interact with a wide range of staff, business partners, and members
- Prepare reports, memos, letters, and other documents, using word processing, spreadsheet, database, etc.

▪ BRUCE LOMBARD

Bruce has more than 10 years of experience providing a full range of administrative support services. Bruce joined MSBA in 2008.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Communications and Marketing
- Mankato Free Press: Copy Editor
- Washington Unified School District (West Sacramento, California): Substitute Teacher
- Sogon University Language Program (Seoul, South Korea): English Language Instructor

RELEVANT WORK EXPERIENCE

- Answer and direct phone calls to appropriate parties
- Handle information requests
- Interact with a wide range of staff, business partners, and members
- Prepare search proposal and advertising materials

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ PAUL CARLSON

Paul has 34 years of experience in education as a teacher, principal, and superintendent. He is committed to delivering effective guidance for educational excellence to ensure optimal education opportunities for all students.

WORK HISTORY

- New London-Spicer Schools: Superintendent (17 Years)
- New London-Spicer Schools: High School Principal
- Sleepy Eye Public Schools: High School Principal
- Sleepy Eye Public Schools: Business Education Teacher

RELEVANT WORK EXPERIENCE

- Implemented long-range planning and goal-setting processes gathering community input and student achievement data resulting in facilities maintenance and energy project.
- Led four successful operating levy campaigns and two successful bond levy campaigns.
- Budget skills including all facets of revenue and expenditures planning and implementation.

▪ RENAE TOSTENSON, Ed.S.

Renaë has nearly 40 years of experience in education. She has served as superintendent (Lac qui Parle Valley School District, 2011-2017), principal (Appleton Elementary School, 2007-2011), and teacher coach (Lac qui Parle Valley Schools, 2005-2007).

WORK HISTORY

- Lac qui Parle Valley School District: Superintendent
- Lac qui Parle Valley School District: Principal
- Lac qui Parle Valley School District: Teacher coach

RELEVANT WORK EXPERIENCE

- Presenter at MASA and MSBA conferences and workshops
- Facilitated superintendent searches

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ BRUCE KLAEHN

Bruce has recently retired from 41 years as a Minnesota educator, serving as a teacher, coach, principal, and superintendent, as well as an adjunct college instructor in educational administration. He has extensive experience in financial budgeting, school construction projects, administrative mentoring, and contract negotiations.

WORK HISTORY

- Southeast Service Cooperative: Educational Consultant
- Winona State University: Adjunct Instructor
- Dover-Eyota Public School District: Superintendent
- Grand Meadow Public Schools: Superintendent
- Granada-Huntley-East Chain School District: Principal
- Madelia Public Schools: Teacher and Coach

RELEVANT WORK EXPERIENCE

- Experience facilitating superintendent searches
- Presenter at individual school board in-services, including strategic planning
- Mentor of new superintendents in southeast Minnesota

▪ LEE WARNE, Ed. S.

Lee has 46 years of experience in education, including serving as a high school principal, superintendent, service cooperative executive director, Minnesota Rural Education Association executive director, and Association of Educational Service Agencies executive director. Lee has served at all levels of leadership in local, state, and national organizations. Lee has also received numerous awards at the regional, state, and national levels.

WORK HISTORY

- RTR (Russell-Tyler-Ruthton) Schools: Interim Superintendent
- Association of Educational Service Agencies: Executive Director
- MN Rural Education Association: Executive Director
- Lake Benton School: Interim Superintendent
- SW/WC Service Cooperative: Executive Director
- West Central Area Schools: Superintendent
- Norman County West: High School Principal
- Halstad Public School: High School Principal

RELEVANT WORK EXPERIENCE

- Facilitated numerous superintendent searches and school district strategic planning sessions
- Provided assistance to school boards and superintendents in various aspects of leadership and training



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ GARY KUPHAL

Gary has 42 years of experience in education, all but four years in Minnesota. He has served as a high school principal in Henderson, assistant high school principal and middle school principal in La Crescent, and superintendent in Southland, LeRoy-Ostrander, Plainview-Elgin-Millville, and Mabel-Canton.

WORK HISTORY

- Southland School District: Superintendent
- LeRoy-Ostrander School District: Superintendent
- Plainview-Elgin-Millville Community Schools: Superintendent
- Mabel-Canton Schools: Superintendent
- La Crescent-Hokah Public Schools: Middle School Principal
- Henderson School District: High School Principal
- Henderson School District: Counselor
- Cleveland School District: Counselor
- Union-Whitten School District (Iowa): Teacher

RELEVANT WORK EXPERIENCE

- Facilitated superintendent searches, board development, and school district strategic planning sessions
- Facilitated community task force on facilities planning

▪ STEVE NIKLAUS

Steve Niklaus brings 43 years of experience in education including serving as superintendent (Annandale Public Schools, 1992-2017) and principal (Annandale High School, 1986-1992, and Atwater-Grove City High Schools, 1980-1986). Steve has served on several state and regional professional boards and committees. Steve has worked in both Minnesota and North Dakota school districts.

WORK HISTORY

- Annandale Public Schools: Superintendent
- Annandale Public Schools: Principal
- Atwater-Grove City High Schools: Principal
- Welcome High School: Principal
- Oakes High School, Oakes, North Dakota: High School Teacher

RELEVANT WORK EXPERIENCE

- Led six successful operating levy elections and four successful building bond elections
- Experience facilitating with superintendent searches

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ SANDI NOVAK, Ed. S.

Sandi has 40 years of experience as a teacher, principal, curriculum director, assistant superintendent, acting superintendent, education consultant and author. Specifically, she served as the acting superintendent in Butterfield-Odin School District (February-June 2016), as assistant superintendent in the Burnsville-Eagan-Savage Schools (2004-2010), and has served on the Board of Minnesota ASCD.

WORK HISTORY

- Butterfield-Odin Schools: Acting Superintendent
- Burnsville-Eagan-Savage Schools: Assistant Superintendent
- Burnsville-Eagan-Savage Schools: Curriculum/Professional Development Director
- Burnsville-Eagan-Savage Schools: Principal
- Owatonna Schools: Interim Principal
- Burnsville-Eagan-Savage Schools: Teacher/Coach
- Mazeppa Elementary School: Teacher

RELEVANT WORK EXPERIENCE

- Presenter at NSBA, MSBA, ASCD and other national conferences
- Coached leadership teams across the country on effective literacy instructional practices

▪ TERRY QUIST, Ph.D.

Terry has nearly 40 years of experience in education including serving as superintendent (Alexandria Public Schools, 2006-2012), assistant superintendent (Alexandria Public Schools, 1999-2006), director of teaching and learning (Alexandria Public Schools, 1987-1999) and administrative assistant (Apple Valley High School, 1983-1987).

WORK HISTORY

- Alexandria Public Schools: Superintendent
- Alexandria Public Schools: Assistant Superintendent
- Alexandria Public Schools: Director of Teaching and Learning
- Apple Valley High School: Administrative Assistant
- Hastings High School: Teacher/Coach
- Dodge Center Public Schools: Teacher/Coach

RELEVANT WORK EXPERIENCE

- Facilitated strategic planning processes in several Minnesota school districts
- Led and implemented district's long-range facility plan, including the construction of a new elementary school, a new high school, and several building renovations and air quality upgrades

SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ **BILL TOMHAVE**

Bill has more than 45 years of extensive experience in education starting as a high school mathematics teacher and including 40 years in higher education involved with teacher preparation. Bill was elected to the Moorhead Area Schools Board of Directors in 2001, serving through 2018.

WORK HISTORY

- Concordia College, Moorhead, Minnesota: Assistant/Associate/Professor, Mathematics
- University of Minnesota, Morris, Minnesota: Assistant Professor, Mathematics
- Iowa State University, Ames, Iowa: Instructor, Mathematics
- Oregon Consolidated Schools, Oregon: Teacher, High School Mathematics

RELEVANT WORK EXPERIENCE

- Director of Moorhead Area School Board 2002-2018, held positions of Chair, Vice-Chair, and Treasurer
- Board of Directors for Lakes Country Service Cooperative 2007-2018
- Experience assisting with community discussions and candidate screenings and interviews

▪ **DAVE THOMPSON, Ed.D.**

Dave has more than 40 years of experience in education including serving as superintendent (Stewartville Public Schools, 2000-2017), director of secondary education and middle school principal (Farmington Public Schools, 1993-2000), high school principal (Stewartville Public Schools, 1986-1993), high school principal (Goodhue Public Schools, 1984-1986), athletic director, teacher, and coach (Elgin-Millville Public Schools, 1977-1984). Dave has served on several local and regional organization committees.

WORK HISTORY

- Stewartville Public Schools: Superintendent
- Farmington Public Schools: Director of Secondary Education & Middle School Principal
- Stewartville Public Schools: High School Principal
- Goodhue Public Schools: High School Principal
- Elgin-Millville Public Schools: Athletic Director/ Teacher / Coach

RELEVANT WORK EXPERIENCE

- Led four successful operating levy campaigns and two successful bond levy campaigns.
- Led and implemented district's long-range facility plan
- Coordinated and participated as a mentor in the SEMASA Superintendent's Mentor/Mentee program

SEARCH TEAM — MSBA SERVICE PROVIDERS

WENDY SCHOOLMEESTER

Wendy has 33 years of experience in education including as an elementary teacher, elementary principal, professor of education, and school board member.

WORK HISTORY

- Southwest Minnesota State University (SMSU): Professor of Education (17 years)
- Minnesota Rural Education Association: Board Member representing Higher Education (2-year appointment)
- Pipestone Area Schools (PAS): School Board Member (5.5 years)/School Board Chair (3 years)
- Russell-Tyler-Ruthton Schools: Elementary School Principal
- Pipestone/Jasper Schools: Elementary Teacher

RELEVANT WORK EXPERIENCE

- Served on and chaired several search committees for SMSU
- Guided PAS Superintendent search as board chair
- Presented numerous educational keynotes and sessions locally, state-wide, and internationally
- Collaborated with PAS to begin an Educators Rising Club to address teacher shortage in Minnesota



2019-2020 MSBA-LED SEARCHES

- Adrian Public Schools
- Alexandria Public Schools
- Browns Valley Public School (Interim)
- Carlton Public Schools (Interim)
- Detroit Lakes Public Schools
- Hastings Public Schools (Interim)
- Hastings Public Schools
- Hermantown Community Schools
- Kenyon-Wanamingo Public Schools
- LeRoy-Ostrander Public Schools
- Lewiston-Altura Public School District
- McGregor Public Schools
- Mora Public Schools
- Ortonville Public Schools
- Pine River-Backus Schools
- St. Clair Public School
- St. James Public Schools
- St. Peter Public Schools
- Thief River Falls Public Schools
- Tri-City United Public Schools
- Warren-Alvarado-Oslo School District

MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2019-2020 SEARCHES (MORE AVAILABLE UPON REQUEST)

1. Kelsey Waits, School Board Chair, **Hastings Public Schools**, kwaits@hastings.k12.mn.us
2. Ben Leonard, School Board Chair, **St. Peter Public Schools**, ben.leonard@stpeterschools.org
3. Dean Anderson, School Board Chair, **Alexandria Public Schools**, dadds7@gmail.com
4. Dianne Mathews, School Board Chair, **Hermantown Community Schools**, dmathews@isd700.org
5. Marsha Franek, School Board Chair, **Tri-City United Public Schools**, MFranek@tcu2905.us
6. Jack May, School Board Chair, **St. Clair Public School**, jmay@stclaircyclones.org
7. Chris Cunningham, **Pine River-Backus Schools**, ccunningham@prbschools.org

2018-2019 MSBA-LED SEARCHES

- Badger Independent School District
- Bagley School District
- Barnesville Public Schools
- Buffalo Lake-Hector-Stewart Schools
- Cannon Falls Area Schools
- Central Public Schools
- Fosston School District
- Greenbush Middle River School District
- Jackson County Central School District
- Kaleidoscope Charter School
- Lake Park Audubon Schools
- Lester Prairie Schools
- Lynd Public Schools
- Morris Area Schools
- Red Rock Central Public School District
- Roseau Community Schools
- Warroad Public Schools
- West Central Area School District
- Winona Area Public Schools

OTHER MSBA-LED SEARCHES

- Annandale Independent School District
- Atwater-Cosmos-Grove City Public Schools
- Blackduck Independent School District
- Brooklyn Center Community Schools
- Butterfield-Odin Public School
- Canby Public Schools
- Clinton-Graceville-Beardsley Public Schools
- Cook County Schools
- Crookston Public Schools
- Forest Lake Area Schools
- Grand Rapids School District
- Hermantown Community Schools
- Hibbing Public Schools
- La Crescent-Hokah Public Schools
- Lac qui Parle Valley Area Schools
- Monticello School District
- Moose Lake Community Schools
- Moorhead Area Public Schools
- Nashwauk-Keewatin Schools
- Northland Community Schools
- Odyssey Academy Charter School
- Pelican Rapids School District
- Pillager School District
- Pine River-Backus Schools
- Red Lake School District
- Russell-Tyler-Ruthton (RTR) School District
- South Koochiching-Rainy River School District
- St. Louis County Public Schools
- Tri-County Public Schools
- Ulen-Hitterdal Public School District
- Underwood School District
- Willmar Public Schools
- Winona Area Public Schools
- Wright Technical Center
- Yellow Medicine East Schools



NATIONAL AFFILIATE OF SUPERINTENDENT SEARCHERS



August 2020

Dear School Board Members:

You are preparing to start a process that will culminate in your board making one of the most significant decisions of your school board tenure – selecting a superintendent. No other staff member is likely to have more long-term impact in your district. Choosing, not only the most highly qualified individual, but one who also represents the ideal fit in your community will be critical. For this and many other reasons, we believe your state school board association’s superintendent search service is best qualified to facilitate your superintendent search.

The members of the National Affiliation of Superintendent Searchers (NASS) – which includes the search consultant(s) from your state school board association – stand ready, as the most experienced network of search professionals in the United States, to execute a national campaign to find your district’s next superintendent. NASS consultants are located in 39 states and include more than 100 professional superintendent search consultants who exclusively represent the best interests of school boards throughout the country. Supported by the National School Boards Association (NSBA), NASS harnesses the skills and experiences of many search professionals with proven track records of accomplishment, characterized by integrity, passion, and focus. Your state school board association’s search professional and NASS member *knows your state and local laws, knows your district, and understands* that each search is unique. They know your school board wants a customized search to meet your community’s specific needs. They also understand the importance of maintaining a successful, long-term relationship between your board and your state school board association.

NASS members serve school boards every day. As chairperson of NASS, I can promise you will receive individual, customized attention and a commitment from your NASS professionals to assist in a dedicated and confidential manner, as state laws permit. The successful executive search begins with a strong team of professional search consultants and ends with a solid, long-term relationship between the school district and its top administrative leaders. The NASS mission is *finding top executive leadership for school districts throughout the United States through our core values – ethics, integrity, leadership, and teamwork*. If retaining a successful, long-term leader is a priority for your district, relying on a member of your local NASS team is your first step toward realizing that goal!

Sincerely,

Michael Adamson

Michael T. Adamson, Ed.D. (IN)
NASS Chairperson





**National Affiliation of
Superintendent Searchers (NASS)**

- | | |
|----------------------|-----------------------|
| Alabama | Nebraska |
| Alaska | New Hampshire |
| Arizona | New Jersey |
| Colorado | New Mexico |
| Connecticut | North Carolina |
| Florida | North Dakota |
| Georgia | Ohio |
| Idaho | Oklahoma |
| Illinois | Oregon |
| Indiana | Pennsylvania |
| Kansas | South Carolina |
| Kentucky | Tennessee |
| Maine | Texas |
| Maryland | Utah |
| Massachusetts | Vermont |
| Michigan | Virginia |
| Minnesota | West Virginia |
| Mississippi | Wisconsin |
| Missouri | Wyoming |
| Montana | |

Minnesota
School Boards
Association

1900 West Jefferson Avenue
St. Peter, MN 56082

Proposal

MSBA Executive Search Service



A Proposal for the Selection of a Superintendent

Presented To:



ROBBINSDALE
Area Schools

Submitted By:

Ray and Associates, Inc.

CORPORATE OFFICE
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Finding Leaders for America's Schools

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P.O. Box 10045
Cedar Rapids, IA 52410

Phone: 319-393-3115
Fax: 319-393-6911
Email: molly@rayassoc.com
Website: www.rayassoc.com



Ray and Associates, Inc.
Leaders in Executive Searches

December 3, 2020

Robbinsdale Area Schools
ATTN: Mr. David Boone, Board Chair
4148 Winnetka Avenue N.
New Hope, MN 55427

Dear Mr. Boone and Members of the School Board:

This letter is in response to a request regarding the need for our services to assist you in the search for a new Superintendent. We are confident the Board will be quite pleased with the services we can provide. We have been very successful in providing Superintendent search services for districts that are similar in terms of size, cultural diversity and geographic location.

As I am sure you are aware, the selection of 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. It is extremely important to find the "right fit" for the District.

We are familiar with Minnesota as we have conducted Superintendent searches for Lakeville Area Schools, Saint Paul Public Schools, Hopkins Public Schools and Little Falls Community Public Schools, Minnesota. In the Midwest region we have assisted Proviso Township High Schools District 209, Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Highland Park School District, Joliet Public Schools, Glenbrook North and South High Schools, West Northfield School District, Township High School District 113, Harrison School District 36, Glen Ellyn School District 41, East Aurora School District 131 and Bradley-Bourbonnais 307, Illinois; Berlin Area School District, Oshkosh Area School District, Manitowoc Public School District, Green Bay Area Public Schools, Racine Unified School District, Kenosha Unified School District and Milwaukee Public Schools, Wisconsin; Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools, Kalamazoo Public Schools, Ann Arbor Public Schools, West Bloomfield School District, Plymouth-Canton Community Schools and St. Johns Public Schools, Michigan; Geary County Schools USD 475, Kansas City Kansas Public Schools, Pittsburg Community Schools USD 250, Lawrence Public Schools, Shawnee Mission School District, Olathe Public Schools, Topeka Public Schools and Dodge City Public Schools, Kansas; Hickman Mills C-1 School District, Joplin Schools, Kansas City Public Schools, Ferguson-Florissant School District, Missouri; Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools; Ohio; Williston Public School District No. 1, Dickinson Public Schools and Fargo Public Schools, North Dakota; Vermillion School District and Brookings School District, South Dakota; Westside Community Schools, Omaha Public Schools, Papillion-La Vista Public Schools and Lincoln Public Schools, Nebraska.

Nationally, we have assisted Tangipahoa Parish School System, Louisiana; Savannah-Chatham Public School System and DeKalb County School District, Georgia; Lynchburg City Schools, Williamsburg-James City County Public Schools, Norfolk Public Schools, Montgomery County Public Schools, Newport News Public Schools and Prince William County Public Schools, Virginia; Maury County Public Schools, Knox County Schools, Oak Ridge Schools, Sumner County Schools and Memphis City Schools, Tennessee; Jackson Public Schools, Mississippi; North Little Rock School District, Pulaski County Special School District, Fort Smith Public Schools, Rogers Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; Marion County Public Schools, Hillsborough County Public Schools, Lake County Schools, the School District of Palm Beach County, Florida State University Schools, Brevard Public Schools, Broward County Schools and Collier County Public Schools, Florida; Waxahachie ISD, Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Beaufort County School District, Jasper County School District and Richland County School District One, South Carolina; Waterbury Public Schools, Bridgeport Public Schools, Greenwich Public Schools, Hartford City Public Schools and Consolidated School District of New Britain, Connecticut; Wyandanch Union Free School District, Amityville Union Free School District and Rochester City School District, New York; Baltimore County Public Schools, Anne Arundel County Public Schools, Baltimore City Public Schools, Howard County Public School System and Prince George's County Public Schools, Maryland; Millcreek Township School District, Woodland Hills School District, Lewisburg Area School District, Wissahickon School District, Derry Township School District, Spring-Ford Area School District and Benton Area Public School District, Pennsylvania; Teaneck Public Schools, Paterson Public Schools, Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Balsz School District, Marana Unified School District, Roosevelt Elementary School District and Deer Valley Unified School District, Arizona; Poway USD, San Ysidro School District, Albany USD, Berkeley USD, Pasadena USD and Emery USD, California; Hawaii School for Deaf and Blind, Hawaii; Blaine County School District, Idaho; Matanuska-Susitna Borough School District, Alaska; Clark County School District, Nevada; Albuquerque Public Schools, Los Alamos Public Schools and Santa Fe Public Schools, New Mexico; Edmonds School District, Granite Falls School District, Everett Public Schools, Lake Washington School District, Snoqualmie Valley School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Kent School District, Federal Way Public Schools and Northshore Public Schools, Washington; Hood River County School District, Lake Oswego School District and Gresham-Barlow School District, Oregon; Missoula County Public Schools, Montana; The Colorado School for the Deaf and the Blind, Colorado Springs School District 11, Douglas County School District, Boulder Valley School District, Sheridan School District No. 2, Jefferson County School District and Eagle County Schools, Colorado.

We have also assisted the Michigan Department of Education, Alabama Department of Education, Hawaii Department of Education, Colorado Department of Education, Ohio Department of Education, Florida Department of Education, Rhode Island Department of Education, West Virginia Department of Education and Wyoming Department of Education with their State Superintendent searches.

We are currently assisting Champaign Unit 4 School District and DeKalb CUSD 428, Illinois; Kingman-Norwich USD 331, Kansas; Urbandale Community School District, Iowa; Salt Lake City School District, Utah; North Clackamas School District, Oregon; Greenburgh Central School District, New York; and others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other search firms do not seek out candidates for a position as we do for our clients. With our extensive regional and national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country, as well as within the state. We have often found excellent in-state candidates who would not otherwise have applied for the position due to a possible conflict of

interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient and successful to assure your complete satisfaction with our services. It is quite common for a Board to be concerned about the quality of candidates who might be available in today's job market. Outstanding administrators will need to be recruited regardless of the time of year or the position needing to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and faculty as well.

Ray and Associates, Inc. strives to provide the District with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network on your behalf to locate individuals that can effectively assume the top executive post in your District.

We welcome the opportunity to make a presentation of our services at your convenience. 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,

A handwritten signature in black ink, appearing to read 'M. Collins', written in a cursive style.

Michael Collins
President

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INTRODUCTION

THE SEARCH

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.*



RA
Ray and Associates, Inc.

BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to Robbinsdale Area Schools 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.

PERFORMANCE

We have developed highly effective procedures to assist schools, step by step, in selecting a Superintendent whose qualifications meet its criteria. This Proposal outlines the detailed procedures and steps that make our searches successful. *We have been highly successful in delivering outstanding candidates in all of our searches.*

MISSION STATEMENT

RA
Ray and Associates, Inc.
Leaders in Executive Searches

We 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.

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by The School Administrator journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field, with extensive backgrounds as school administrators, business executives, school board members, university professors and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Minnesota as we have conducted Superintendent searches for Lakeville Area Schools, Saint Paul Public Schools, Hopkins Public Schools and Little Falls Community Public Schools, Minnesota. In the Midwest region we have assisted Proviso Township High Schools District 209, Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Highland Park School District, Joliet Public Schools, Glenbrook North and South High Schools, West Northfield School District, Township High School District 113, Harrison School District 36, Glen Ellyn School District 41, East Aurora School District 131 and Bradley-Bourbonnais 307, Illinois; Berlin Area School District, Oshkosh Area School District, Manitowoc Public School District, Green Bay Area Public Schools, Racine Unified School District, Kenosha Unified School District and Milwaukee Public Schools, Wisconsin; Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools, Kalamazoo Public Schools, Ann Arbor Public Schools, West Bloomfield School District, Plymouth-Canton Community Schools and St. Johns Public Schools, Michigan; Geary County Schools USD 475, Kansas City Kansas Public Schools, Pittsburg Community Schools USD 250, Lawrence Public Schools, Shawnee Mission School District, Olathe Public Schools, Topeka Public Schools and Dodge City Public Schools, Kansas; Hickman Mills C-1 School District, Joplin Schools, Kansas City Public Schools, Ferguson-Florissant School District, Missouri; Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools; Ohio; Williston Public School District No. 1, Dickinson Public Schools and Fargo Public Schools, North Dakota; Vermillion School District and Brookings School District, South Dakota; Westside Community Schools, Omaha Public Schools, Papillion-La Vista Public Schools and Lincoln Public Schools, Nebraska. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.



THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of Robbinsdale Area Schools. We have:

1. Highly trained and experienced staff that includes:
 - *Active school administrative leaders*
 - *A balance of gender and minority representatives*
2. Expertise and extensive background in:
 - *The school superintendency*
 - *School administration at all levels*
 - *Private business, higher education and law*
3. Experienced speakers at state, regional and national conferences.
4. Conducted workshops and seminars in school related matters such as:
 - *Building the successful Board/Administrator relationship*
 - *Establishing an evaluation process that yields results*
 - *Interviewing for a Superintendent position*
 - *What Boards should consider when selecting a Superintendent*
 - *School district assessment*
 - *Effective hiring practices*
 - *Staff and organizational development*
 - *Recruiting, selecting and retaining excellent teachers*
 - *Enhancing school climate by shared decision making/dealing with special interest groups*
 - *Developing the compensation package or contract*

KEY ASSOCIATES FOR THE PROJECT

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 Robbinsdale Area Schools. In addition, we have professional contacts throughout Minnesota, the midwestern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Michael Collins, President

President/Columbus, OH

Mike is President of Ray and Associates, Inc. He oversees all searches conducted by the firm and will directly interact with Robbinsdale Area Schools and any committee that may be established on all details of this search. He has a Bachelor's degree in Secondary Education from Miami University and a Master's degree in Education from Ball State University. Mike has been a business owner for 37 years including a statewide education consulting firm. He is also a former two term city school district Board of Education member and a former two term elected State Board of Education member.

Ms. Molly Schwarzhoff, Executive Vice President

Executive Vice President/Cedar Rapids, IA

Molly is Executive Vice President of Ray and Associates, Inc. She oversees all searches conducted by the firm and will directly interact with Woodland School District 50 and any committee that may be established on all details of this search. She attended Iowa State University and has been with Ray and Associates for 6 years.

Mr. Craig Morris

Regional Search Associate/Lakeland, MN

Craig serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. Craig's background spans over thirty years of recruitment, planning, compliance and leadership in the fields of education and aviation management.

Dr. Klint Willert

Regional Search Associate/Volga, SD

Klint serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. He received a Bachelor's degree in Elementary Education from Dakota State University, a Master's degree in Educational Leadership from the University of Montana and an Educational Doctorate degree from the University of St. Thomas in Minnesota. He has over 20 years of experience in the education field having served as a teacher, Principal, School Counselor and Superintendent in Montana, South Dakota, Iowa and Minnesota.

Dr. Michael Rush

Regional Search Director/Lakewood, NJ

Michael serves our firm as a Regional Search Director, team member and background investigator and as such performs recruiting and screening of candidates. He has an earned doctorate in Educational Leadership from Nova Southeastern University and was a Superintendent, Deputy Superintendent and Principal in New Jersey for 15 years. Dr. Rush also worked with the New Jersey Department of Education for 5 years.

SECTION I

CONSULTANT SERVICES PROVIDED FOR ROBBINSDALE AREA SCHOOLS THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Provide all services as outlined in Sections I, II, III and IV.
2. Customize the search process to meet the needs and expectations of Robbinsdale Area Schools.
3. 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.
4. Work with the Board to establish a timeline that lists each step in the search process.
5. Discuss with the Board the requirements and salary range for the Superintendent position.
6. Work with Robbinsdale Area Schools staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

7. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option in many languages at no additional fee. We will provide a link to the survey to post on the District's website. The consultants will receive and organize all input data and then report the results to the Board.
8. Provide the Board with cost saving options to minimize expenses by utilizing Zoom, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
9. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the Board's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the Minnesota Association of School Administrators and Minnesota School Board Association Publications, The School Administrator Publication, Executives Only Website, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE) and other publications selected by the Board.

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

11. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with District criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.
12. Check references provided and conduct additional background investigation of top candidates. Our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.

STAGE 4 - CANDIDATE PRESENTATION

13. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. By offering this opportunity, this will save the Board members on expenses and their time.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. We have been extremely effective working with Boards who are divided on issues and candidates.
15. Assist the Board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
17. Help arrange the details of interviews for leading candidates.
18. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
19. Coordinate with the Robbinsdale Area Schools Business Office the procedure for reimbursement of candidate's expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

20. Assist District legal staff in negotiating the contract with the successful candidate at no additional cost to the District.
21. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
22. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
23. Provide the Board with a report of the Board Self-Assessment Survey Results at no additional cost.

The Superintendent search services and process provided above can be adjusted to meet the specific needs of the Robbinsdale Area Schools.

WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

Stage One is Board Input and Preparation. The firm will meet with each Board member individually to obtain input for the profile development and meet with the entire Board to set 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.

Stage Two is the Profile Development and Process. Our firm takes the development of the profile very seriously. We will meet with employees and stakeholders as identified by the Board. We also will hold morning and evening open forums to collect input from the community. The purpose of the interviews and meetings are to gather and organize information that will contribute to the development of an accurate profile for the position. The Board will have the opportunity to review our recommendations and make the final decision on the desired profile.

Stage Three of the process is Recruiting and Screening. The firm's dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and screening of applicants.

Stage Four is Candidate Presentation. Ray and Associates will bring before the Board 8-12 top candidates for their consideration. Board members will have the opportunity to not only review the application packet submitted by each top candidate but they will also have the opportunity to observe each top candidate interviewed with questions specifically designed to the search through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. In addition to the top candidate packets provided to the Board, we will have available to the Board each and every completed file for their perusal if they so choose.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates 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 are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process. Ray and Associates will assist the Board in establishing the interview format and in developing interview questions.

Stage Five is the Selection of the Finalist and Future Planning. At the conclusion of the last interview, the representative from Ray and Associates will once again be onsite to lead the Board through a similar consensus building activity which has proven to be very successful in assisting Board members to reach a final determination of their finalist(s). It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

We believe strongly that this process allows the final selection of candidates to be in the control of the Board. When Boards are provided with a limited number of candidates from whom to consider, the Board has only limited involvement in the search process. Through the outstanding discussions fostered by the consensus building instrument provided by Ray and Associates, Board members have overwhelmingly been appreciative of their strong involvement.

INCLUSION, EQUITY AND ELIMINATION OF INSTITUTIONAL RACISM

During these challenging times we articulate our organizational commitment to identifying and acting upon the changes that are needed to bring about inclusion, recognize the need for equity, and eliminate institutional racism.

We recognize social injustice, systemic racism, socio-economic limitations and the disparities associated with the identification and placement of school district leadership personnel. Furthermore, this recognition has not only guided our recruitment and placement of school district leaders, it directly impacts our recruitment and selection of our search Associates and national office personnel.

Therefore, we will:

- **Declare inclusion as an organizational core value;**
- **Engage in intentional conversation and behavior around diversity and equity;**
- **Identify social justice as a behavior model impacting our school search practices;**
- **Recognize systemic racism as an equity problem for children's access to a fair, thorough and effective public education;**
- **Place equity, inclusion and diversity as major tenant of practice; and**
- **Use our voices and practices as instruments for change.**

As a broad-based representative, nationwide organization that focuses on the delivery of leadership search and selection services to school districts, we commit ourselves to the statements above.

Additionally, we will continue to ask ourselves the appropriate questions that help us focus on the delivery of our respective services through the lenses of integrity, equity, social justice and inclusion.

Finally, we will continue to bring forward the organization's forces of institutional leadership, advocacy, scope of representation, levels of expertise and spheres of influence in these areas from this day forward.

Join us as we: WORK together, ASK questions, LISTEN fully, and ACT meaningfully!

ROBBINSDALE AREA SCHOOLS

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	<p>_____ Consultant planning meeting with the Board and individual Board member interviews. (Time: TBD) (option to conduct via Zoom, conference call or gotomeetings.com)</p> <p>_____ Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).</p> <p>_____ Notify all associates and other professional contacts of vacancy.</p> <p>_____ Contact constituents and stakeholders for input meetings on _____.</p>
Stage 2 Profile Development & Process	<p>_____ Online survey link, for input on developing the profile, available on District website from _____ to _____.</p> <p>_____ Meetings with constituent and stakeholder group representatives.</p> <p>_____ 8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.</p> <p>_____ Promotional flyer draft due.</p> <p>_____ Board to finalize Superintendent profile for the promotional flyer and online application form. (Time: TBD) (option to conduct via Zoom, conference call or gotomeetings.com)</p>
Stage 3 Recruiting & Screening	<p>_____ Print promotional flyer. Forward to consultant.</p> <p>_____ E-mail promotional flyer and online application instructions to interested candidates.</p> <p>_____ Deadline for all application materials. <i>(*See note below.)</i></p>
Stage 4 Candidate Presentation	<p>_____ 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. (Time: TBD)</p> <p>_____ Interview candidates (1st round).</p> <p>_____ Meeting with consultant following the last interview. (Time: TBD)</p>
Stage 5 Selection of Finalist & Future Planning	<p>_____ Interview finalist candidates (2nd round). <i>(Optional)</i></p> <p>_____ Final meeting with consultant following the last interview. (Time: TBD) (option to conduct via Zoom, conference call or gotomeetings.com)</p> <p>_____ Consultant will discuss contract terms with the finalist.</p> <p>_____ Offer the contract.</p> <p>_____ Press release of new Superintendent.</p> <p>_____ Board Self-Assessment Survey Results presented to the Board.</p>

***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.)

BUILDING THE PROFILE

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening forums that are organized to 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 them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at no additional fee. We will provide you with a link to place on the District website. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of 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. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, 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.

INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the Board itself are prepared for this by our consultants. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each Board member's review and are requested not to rank the candidates.

It is also requested by some of our client school Boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

RECRUITMENT

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 firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. 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
- 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 Robbinsdale Area Schools' position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

Once recruited, all applicants are screened from the perspective of a viable match with Board criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Board expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive background investigations and internet checks on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

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. Board members will have the opportunity to observe each top candidate interviewed with questions specifically designed to the Superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each top candidate.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates 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 are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct criminal, civil litigation, 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.



SECTION II

MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

The Board's role is the most important one in the search process. Although we assist you in the process by actively recruiting, identifying and recommending qualified candidates, you alone will determine which candidate you will hire.

Our search process is set up in a manner that provides the Board with a continuous monitoring capability which features clearly defined checkpoints:

Timeline	• Establish a timeline for the process
Input	• Determine the input process
Qualifications	• Set the Superintendent qualifications
Flyers	• Review and approve informational flyers and application forms
Progress Reports	• Receive regular progress reports from the consultant
Interview Process	• Approve format and questions for the interview process
Candidates	• Select candidates for final interview
Hiring	• Hire the candidate
Contract	• Determine and approve the contract
Press Release	• Approve the press release

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.

SECTION III

SEARCH COST – THE COMPLETE PROCESS

The cost of our Proposal is for a complete search. The Board will be guided and assisted by Ray and Associates, Inc. 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 Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be ten thousand five hundred dollars (\$10,500.00). **This base fee is for a virtual search (meaning the consultant(s) do not travel to the district).** 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. The firm 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 the Superintendent is officially hired by the District.

We will provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.

There is no charge by Ray and Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, shipping, and other search related expenses 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 of such expenses.

Candidate Expenses. **If the District determines to reimburse candidates for interview expenses, expenses may include travel, lodging and meals for the candidate and spouse. Candidates are to submit all receipts and expense documentation to a designated individual at the District and said expenses will be paid by the District as they occur.**

Cost Saving Expense Options. Ray and Associates, Inc. is aware of budget concerns and therefore offers several cost saving options: 1) Conduct 3 meetings with our consultants via Zoom, conference call or gotomeetings, which could potentially save thousands of dollars in travel expenses; 2) Utilize our materials electronically (either via e-mail or a flash drive); and 3) Boards may conduct 1st round candidate interviews via Zoom to reduce candidate travel expenses. Once the Board narrows the candidates down to two or three finalists, the finalists will interview in-person with the Board.

PERFORMANCE CONTRACT

Ray and Associates, Inc. will provide a written agreement between the Board and the consulting firm which will contain the provisions of this Proposal and any modifications or changes mutually agreed by the parties.

ESTIMATED COST SHEET – PREPARED FOR: ROBBINSDALE AREA SCHOOLS

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for Robbinsdale Area Schools. 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 and would be at the following rates:

Consultant \$100.00/hr
Administrative Asst. \$25.00/hr

Travel

Flight	1,000.00
Ground transportation (billed at \$0.575 per mile).....	1,100.00
Hotel (if needed for stakeholder meetings)	400.00
Meals	200.00
** Travel Subtotal.....	2,700.00

****Expenses may be less if district utilizes local consultant or cost saving meetings.**

Shipping: (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process)..... 500.00

Ray and Associates, Inc. Estimated Expense Total:3,200.00
Ray and Associates, Inc. Base Fee 10,500.00

***ESTIMATED SEARCH COST \$13,700.00**

***Does not include estimated advertising or candidate expenses for interviews.**

**The actual number of candidates interviewed is the Board’s decision. The estimate per candidate for interview expenses is \$2,000; however, it is dependent on the candidate’s geographic location. Candidate travel expense reimbursement is the responsibility of the District.

All expenses are estimates, based on past experiences. Robbinsdale Area Schools will be billed for only the actual expenses incurred.

Board Approved Advertising

We exhibit advertising as a separate entity because the cost is based on the decisions of Robbinsdale Area Schools on how extensive the need. Our associates make recommendations and the Board has the final authority on frequency and dollars spent. **(Estimated Advertising is \$5,000.00)**

Ray and Associates, Inc. does not collect a commission for placing the ads.

SECTION IV

GENERAL PROVISIONS

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. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the Board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

FOLLOW-UP AFTER THE SEARCH: BOARD SELF-ASSESSMENT SURVEY FOCUS ON FUTURE PLANNING

Included in the base fee, the consultants from Ray and Associates, Inc. will spend time with the Board reflecting upon current Board governance procedures. In respect to governance and District initiatives, we have found that there is really no better time than very early in the tenure of a new Superintendent to assess issues and expectations.

ROUND 1: 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.

ROUND 2: 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 teambuilding every year thereafter as long as that Superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the Board and Superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with Robbinsdale Area Schools. If Robbinsdale Area Schools or Ray and Associates, Inc. terminate this agreement, Robbinsdale Area Schools will be charged only for the work performed and expenses incurred up to the date of termination.

If the Board is dissatisfied with the new Superintendent within two years from the date of employment of the Superintendent and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

Furthermore, we do not recruit candidates we have placed for a minimum of 5 years.

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
Grand Rapids Public Schools	Grand Rapids, MI	Kristian Grant	Board President	kristiangrant@12oakes.com Cell: 616-862-3928
Indian Prairie School District 204	Naperville, IL	Michael Raczak	Board President	mike_raczak@ipspd.org Cell: 630-421-0714
Hillsborough County Public Schools	Tampa, FL	Steve Cona	Board Member	Cell: 813-310-8557
Cleveland Heights-University Heights City School District	University Heights, OH	Jodi Sourini	Board President	Cell: 216-906-3556 j_sourini@chuh.org
Everett Public Schools	Everett, WA	Caroline Mason	Board President	Cell: 425-238-7308 caroline.mason@everettsd.org
Westside Community Schools	Omaha, NE	Adam Yale	Board Member	Cell: 402-672-2294 yale.adam@westside66.net
Waxahachie Independent School District	Waxahachie, TX	Dusty Autrey	Board President	Cell: 972-670-7121 dautrey@wisd.org
Berlin Area School District	Berlin, WI	Catherine Kujawa	Board President	Cell: 920-279-4657 ckujawa@berlin.k12.wi.us
Woodland Hills School District	North Braddock, PA	Jamie Glasser	Board President	Cell: 412-874-0161 glasja@whsd.net
Lawrence Public Schools	Lawrence, KS	Shannon Kimball	Former Board President	Cell: 785-840-7722 skimball@usd497.org
Pittsburg Community Schools USD 250	Pittsburg, KS	Marlene Willis	Former Board President	Cell: 602-404-8835 mwillis@usd250.org
Savannah-Chatham County Public Schools	Savannah, GA	Mary Davis-Brown	Board Secretary	Work: 912-395-1014 Mary.Davis-Brown@scppss.com
Gresham Barlow School District	Gresham, OR	John Hartsock	Former Board Member	Cell: 503-780-4806
Mercer Island School District	Mercer Island, WA	David D'Souza	Former Board Chair	Cell: 206-202-0894 david.dsouza@mercerislandschools.org

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

Ray and Associates, Inc.
Leaders in Executive Searches

"What school boards say about Ray and Associates"

"From the very beginning, they delivered professional, comprehensive services. The firm developed a rigorous timeline and met all its commitments. Ray and Associates, Inc. provided professional services in a consumer-friendly manner that allowed us to select a superintendent that will serve our community well."

May 20, 2020
Mr. Michael Raczak, Board President
Indian Prairie School District 204, IL
Enrollment: 27,400

"The quality of services provided by Ray and Associates cannot be understated and their ability to bring consensus among board members was phenomenal. While they provided support, they also respected our role as a board taking the lead in many aspects of the process. They were professional and knowledgeable throughout the entire process. I would highly recommend Ray and Associates to any School Board who wants to conduct a national search."

Search completed January 2020
Mr. Steve Cona III, Board Vice Chairman
Hillsborough County Public Schools, FL
Enrollment: 220,000

"We chose Ray and Associates for our search based on their long successful track record and the individuals with whom we worked closely. Their in-depth knowledge of conducting a national search, large number of consultants through out the country, and strong recommendations from other boards put them at the top of the list after our search firm interviews. I am confident Ray and Associates and their team of consultants would do the same outstanding job for other school boards needing consultation in the hiring of a new superintendent."

August 7, 2019
Ms. Caroline Mason, Board Vice President
Everett Public Schools, WA
Enrollment: 21,000

"Ray & Associates sat down with us to help develop what type of candidate we were in the market for and helped us to create a process that produced the most suitable candidate for the demographics of our district. Ray & Associates' professionalism was unparalleled as they worked alongside us to entertain all ideas, suggestions and opinions we had to aide in our search. They had a complete understanding and respect for our timeline, being expedient in deliverables. The Berlin Area School District Board of Directors is pleased to recommend the expertise of Ray & Associates and their seasoned team members."

July 15, 2019
Ms. Catherine Kujawa, Board President
Berlin Area School District, WI
Enrollment: 1,600

"The Woodland Hills School Board had a very positive experience in working with the company to hire a Superintendent. The guidance and knowledge provided was invaluable, as was the depth and breadth of the search that was conducted. Ray & Associates, and Mr. Collins, were highly professional throughout our interaction. We appreciated your willingness to help us with the process that we wanted to employ, and to bring that process to fruition. Most importantly, you allowed the Board to choose from a strong pool of candidates and identify a leader that will continue our progress toward a stronger District that will benefit our kids."

September 16, 2018
Jamie Glasser, Esq., Board President
Woodland Hills School District, PA
Enrollment: 3,600

ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

- ✓ We customize every search to meet the specific needs of our clients.
- ✓ We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- ✓ We aggressively recruit candidates who closely match the District profile.
- ✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual Board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the Board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offers an online survey in various languages and will provide a link to the survey to post on the District's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for Boards who may be split on candidates or other issues.
- ✓ We have been highly successful in providing a large diverse pool of candidates in all of our searches.
- ✓ We provide an in-depth candidate video interview to the Board.
- ✓ We provide criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
- ✓ We provide a two-year guarantee clause in our contract with our clients.
- ✓ We do not recruit candidates we have placed for a minimum of 5 years.
- ✓ We provide a service to our clients after the Superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.