

**Board of Education Special Meeting
Monday, February 28, 2022 7:30 PM**

**Bayard High School Library
726 4th Avenue
Bayard, NE 69334**

Notice is hereby given that a Board of Education Special Meeting of the School District of Bayard in the Counties of Morrill, Scotts Bluff, Box Butte, and Banner in the State of Nebraska will be held on Monday, February 28, 2022 at 7:30 PM in the Bayard High School Library located at 726 4th Avenue, Bayard, NE 69334, which meeting shall be open to the public. An agenda for such meeting, kept continuously current is available for public inspection during normal business hours at the office of the Superintendent, located at 726 4th Avenue, Bayard, NE 69334.

AGENDA

- I. Opening the Meeting
 - I.A. Call to Order
 - I.B. Open Meetings Act
 - I.C. Notice of Meeting
 - I.D. Roll Call
 - I.E. Status of Absent Board Members
- II. Statement of Purpose of the Meeting: To Accept Certificated Staff Resignations and to Discuss, Consider, and Take All Necessary Action in Regard to Reviewing Proposals and Selecting a Firm to Assist the Board in Conducting a Superintendent Search.
- III. Discuss, Consider, and Take All Necessary Action in Regard to Approval of Certificated Staff Resignations
- IV. Discuss, Consider, and Take All Necessary Action in Regard to Reviewing Proposals and Selecting a Firm to Assist the Board in Conducting a Superintendent Search.
- V. Adjournment

The Bayard Public Schools Board of Education reserves the right to convene a Closed Session for purposes in accordance with 84-1410(1). The Board of Education also reserves the right to change the order of agenda items at the discretion of the Presiding Officer of the Board of Education.



BAYARD PUBLIC SCHOOLS

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February 17, 2022

Board President Kim Kildow
Bayard Public Schools Board of Education
726 4th Avenue
Bayard, NE 69334

Dear President Kildow and Members of the Board of Education,

Please accept this letter as my resignation effective June 30, 2022.

We have done a lot of good together, and I wish much future success for our students and the school community.

With Gratitude,

Dr. Travis W. Miller

Dr. Travis W. Miller, Superintendent of Schools



(308) 586-1325



travis.miller@bayardtigers.org

726 4th Avenue 
PO Box 607
Bayard, NE 69334

Feb 17, 2022

Dear Administrators and School Board,

Please accept this as my formal letter of resignation from Bayard Public schools effective May 24, 2022 . I am grateful for the opportunity to have been a part of an amazing team that strives to ensure the success of all of our students. I have accepted a position as the 7-8th Science teacher at Bridgeport Public Schools.

Thank you,

A handwritten signature in black ink that reads "Amanda Reilly". The signature is written in a cursive, flowing style with a large initial 'A'.

Amanda Reilly

Overview of Superintendent Search Firms

Search Service	McPherson Jacobson, LLC	Nebraska School Boards Association NASB	Nebraska Rural Community Schools Association NRCSA
Full Service Cost	\$5,500	\$5,500	\$5,250
Limited Service Cost	Negotiable	\$3,600	\$3,000
Interim Service Cost	Negotiable	\$500	\$1,500/\$1,000
Two Year Guarantee	Yes with full service	Yes with full service	Yes with full service
Assistance in revising superintendent contract	Yes with full service	Yes with full service	Yes with full service
Background Checks	Selected candidate only, added cost for additional checks	All interview candidates	All interview candidates
Recent Area Searches	No Nebraska searches 2021-2022 or 2022-2023	Gordon Rushville Hay Springs Hemingford Morrill	Leyton Potter-Dix
Involve all Stakeholders	Yes with full service	Yes with full service	Yes with full service
Contact Person	Pam Gaare	Shari Becker	Jack Moles
Phone Number	402-991-7031	402-416-4483	402-335-7732

McPherson Jacobson, LLC

A Proposal Prepared for

Bayard
Public Schools
Bayard, Nebraska

for

*The Search and Selection of a
Superintendent of Schools*

submitted by

MCPHERSON  **JACOBSON, LLC**

EXECUTIVE RECRUITMENT & DEVELOPMENT



11725 Arbor Street, Suite 220
Omaha, Nebraska 68144
Phone: 888-375-4814/402-991-7031
Fax: 402-991-7168
Email: mail@macnjake.com
Website: www.macnjake.com



MCPHERSON *M J* JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
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February 17, 2022

Board of Education
Bayard Public Schools
726 4th Avenue
Bayard, Nebraska 69334

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

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

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

With over 125 consultants across the United States, McPherson & Jacobson has been successfully conducting searches for governing boards since 1991.

Our contact information:

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

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

Sincerely,

McPherson & Jacobson L.L.C.

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About McPherson & Jacobson

The McPherson & Jacobson Difference

“It’s About the Kids”

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

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

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

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

Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 870 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

No School Too Small

Eighty percent of the school districts in the United States are small rural districts. Eighty percent of our clients are small school districts. McPherson & Jacobson believes that all districts, no matter what size, will benefit from our services. We offer a very competitive pricing structure which is based upon the enrollment of the district.

Nationwide Network of Experienced Consultants

McPherson & Jacobson has **over 125 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including

current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

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

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

McPherson & Jacobson, L.L.C. Equity Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts through an equity lens that supports all candidates regardless of cultural and ethnic diversity. In order to achieve this, we must embrace a culture of inclusion and acceptance.

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

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

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

Applicant Diversity

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

McPherson & Jacobson has **over 125 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

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

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

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

Search Process

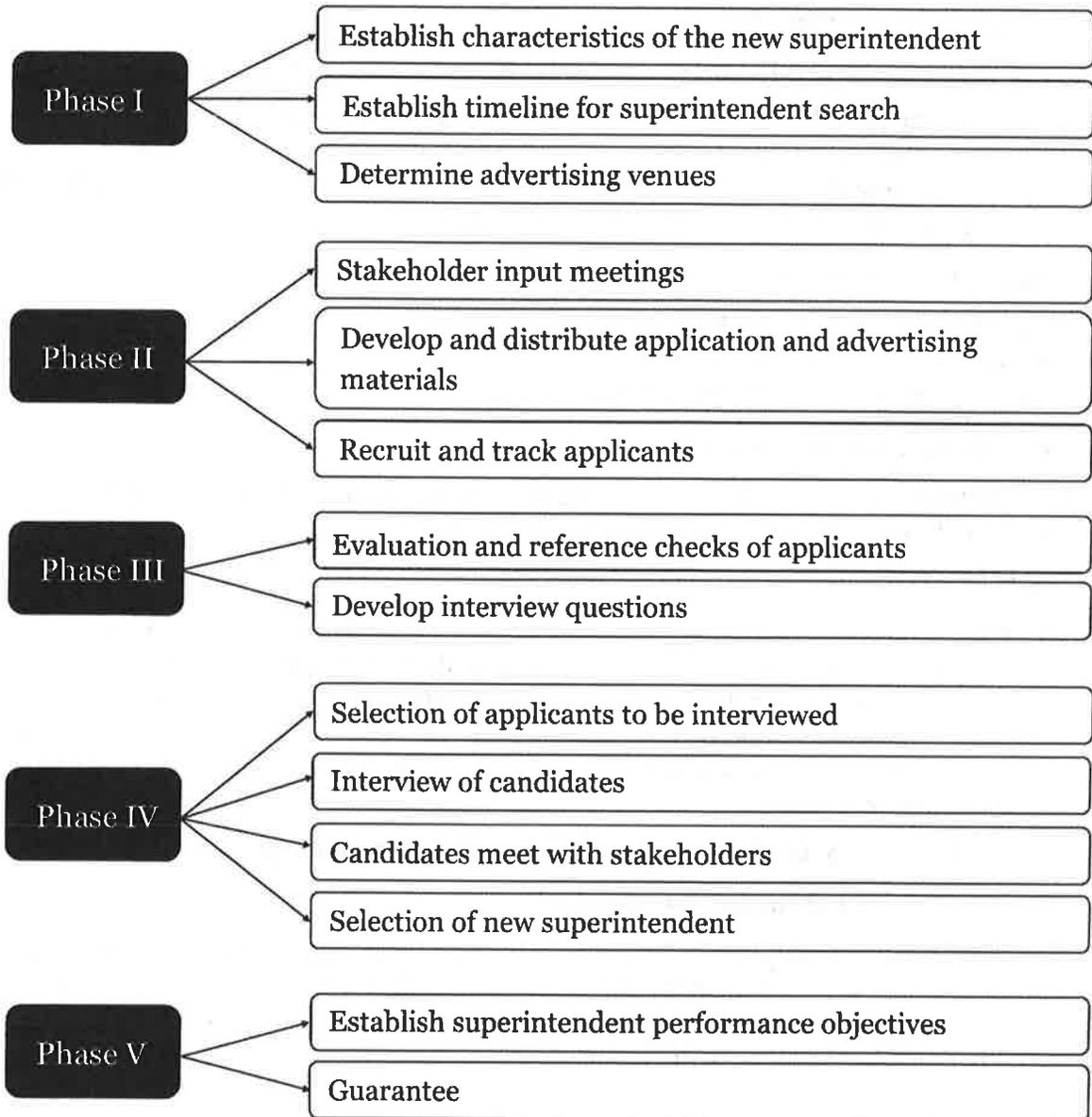
Executive Summary

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

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

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

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

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

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

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

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

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

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

- ✓ **Identify appropriate stakeholder groups.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Develop promotional literature and brochures announcing the vacancy.**

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

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

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

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

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

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

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

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

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

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

✓ **Confidentiality of Applicants**

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

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

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

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

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

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

Phase III—Applicant Screening

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

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

✓ **Conduct reference checks.**

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

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

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

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

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

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

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

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

Phase IV—Reviewing Candidates with the Board, Interviews

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

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

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

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

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

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

✓ **Coordinate interview and visitation procedures.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Conduct background checks.**

Included in the fee is a criminal/financial/credential verification background check for the selected candidate. For an additional fee, the board can choose background checks for all of the finalists.

Phase V—Transition with Success

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

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

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

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

✓ **Provide a guarantee.**

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

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

Timeline

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

Search sequence:

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

*Responsibilities of Bayard Public Schools and
McPherson & Jacobson, L.L.C.*

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

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

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

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 870 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

Initial stakeholder input sessions

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

Meeting the candidates

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

Process for Obtaining Staff Input

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

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

Process for Obtaining Parent and Community Input

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

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

McPherson & Jacobson will also allow stakeholders to submit their input online.

Process for Including Ethnically Diverse Communities

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

Process for Obtaining Online Stakeholder Input

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

Cost Proposal

Investment

The fee for conducting the superintendent search is \$5,500 for Phases I-V.

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

The total not to exceed amount including expenses is \$7,900.*

Included in the expenses is

- Posting on Nebraska Council of School Administrators
- Posting on Teach in Nebraska
- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- Video interviews of candidates
- Criminal/financial/credential verification background check for the final candidate
- Travel expenses for consultants for scheduled trips to the school district.
- Office expenses

**If the district chooses to do parts of the search using online meetings, the expenses may decrease.*

NOTE:

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

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

Price Match:

McPherson & Jacobson, L.L.C. will match the search fee for comparable services.

Guarantee:

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

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

Additional Services:

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

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

Additional Information

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

Dr. Steve Joel, National Recruiter, Superintendent, Lincoln, Nebraska

Dr. Mike Cunning, Retired Superintendent, Hershey

Mr. Alan Ehlers, Superintendent, Madison

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

Dr. Randall Gilson, Superintendent, Blair

Dr. Tawana Grover, Superintendent, Grand Island Public Schools, Grand Island

Mr. Brandon Lavaley, Superintendent, Wahoo Public Schools, Wahoo

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

Dr. Blane McCann, Retired Superintendent, Omaha

Mrs. Jane McDaniel, Former Board Member, Plattsmouth

Dr. Randy Nelson, Consultant Emeritus, Retired Superintendent, Seward

Dr. James Ossian, Professor Emeritus, Wayne State College, Wayne

Dr. Aaron Plas, Superintendent, Lakeview Community Schools, Columbus

Mr. Darren Tobey, Superintendent, Broken Bow

Mr. Antwan Wilson, Professor/Educational Consultant, Lincoln

Dr. Rob Winter, Consultant Emeritus, Retired Superintendent, Grand Island

*Nebraska Searches Conducted by
McPherson & Jacobson, L.L.C.*

Year	District	City	Enrollment
2000/01	Adams Central Jr.-Sr. High School	Hastings	452
2003/04	Ainsworth Community Schools	Ainsworth	548
1997/98	Ainsworth Community Schools	Ainsworth	
2001/02	Allen Consolidated School District	Allen	225
2012/13	Alliance Public Schools	Alliance	1,700
2008/09	Alliance Public Schools	Alliance	1,737
1997/98	Alliance Public Schools	Alliance	2,300
2000/01	Alma Public Schools	Alma	371
2006/07	Anselmo-Merna Public Schools	Merna	257
1994/95	Anselmo-Merna Public Schools	Merna	170
2018/19	Arlington Public Schools	Arlington	660
1999/00	Arlington Public Schools	Arlington	597
1994/95	Arnold Public Schools	Arnold	
1997/98	Auburn Public Schools	Auburn	1,028
2016/17	Axtell Community School	Axtell	264
2011/12	Axtell Community School	Axtell	301
2003/04	Banner County Public School District	Harrisburg	168
1994/95	Banner County Public School District	Harrisburg	209
1997/98	Battle Creek Public Schools	Battle Creek	461
2012/13	Beatrice Public Schools	Beatrice	2,200
1999/00	Beatrice Public Schools	Beatrice	2,320
2011/12	Blair Community Schools	Blair	2,400
2008/09	Blair Community Schools	Blair	2,416
1994/95	Bloomfield Community Schools	Bloomfield	435
2004/05	Boone Central Schools	Albion	654
2013/14	Bridgeport Public Schools	Bridgeport	500
2007/08	Bridgeport Public Schools	Bridgeport	510
2003/04	Bridgeport Public Schools	Bridgeport	533
1998/99	Bridgeport Public Schools	Bridgeport	580
2014/15	Broken Bow Public Schools	Broken Bow	810
2001/02	Brunning-Davenport Unified School District	Davenport	208
2013/14	Central City Public Schools	Central City	690
2001/02	Central City Public Schools	Central City	800
2006/07	Centura Public School	Cairo	550
2017/18	Centura Public Schools	Cairo	486
2003/04	Chadron Public Schools	Chadron	866
2009/10	Chambers Public School	Chambers	203

Year	District	City	Enrollment
2004/05	Chambers Public School	Chambers	203
2017/18	Chase County Schools	Imperial	620
1994/95	Clarks Public Schools		
2009/10	Columbus Public Schools	Columbus	3,600
1997/98	Crawford Public Schools	Crawford	270
2014/15	Creek Valley Public Schools	Chappell	252
2015/16	Crete Public Schools	Crete	1,800
2005/06	Crete Public Schools	Crete	1,465
1998/99	David City Public Schools	David City	597
1996/97	Doniphan Public Schools	Doniphan	
2020/21	Doniphan-Trumbull Public School	Doniphan	426
2017/18	Doniphan-Trumbull Public School	Doniphan	465
2005/06	Doniphan-Trumbull Public School	Doniphan	517
2004/05	Dorchester Public Schools	Dorchester	218
1994/95	Dorchester Public Schools	Dorchester	251
2004/05	Douglas County West Community Schools	Waterloo	720
2011/12	Dundy County Stratton Public Schools	Benkelman	403
1992/93	Elba Public Schools	Elba	141
1998/99	Elkhorn Valley School District No. 80	Tilden	483
1997/98	Elm Creek Public Schools	Elm Creek	358
1997/98	ESU #11--Executive Director	Holdrege	
2007/08	ESU #13--Executive Director	Scottsbluff	14,400
2001/02	ESU #6--Executive Director	Milford	12,850
2011/12	ESU #8--Executive Director	Neligh	
1998/99	ESU #9--Executive Director	Hastings	
2003/04	Eustis-Farnam School District	Eustis	252
2014/15	Fairbury Public Schools	Fairbury	901
1997/98	Fairbury Public Schools	Fairbury	1,068
1994/95	Fairmont Public Schools	Fairmont	
2009/10	Franklin Public Schools	Franklin	350
2002/03	Franklin Public Schools	Franklin	350
1999/00	Franklin Public Schools	Franklin	350
2000/01	Fremont High School (principal)	Fremont	1,350
2005/06	Garden County Public Schools	Oshkosh	289
1994/95	Geneva Public Schools	Geneva	
2000/01	Gering Public Schools	Gering	1,828
2016/17	Gibbon Public Schools	Gibbon	598
2003/04	Gibbon Public Schools	Gibbon	545
2000/01	Gothenburg Public Schools	Gothenburg	860
2015/16	Grand Island Public Schools	Grand Island	9,607

Year	District	City	Enrollment
2010/11	Grand Island Public Schools	Grand Island	8,820
1996/97	Guide Rock Public Schools		
2018/19	Hastings Public Schools	Hastings	3,740
2000/01	Hastings Public Schools	Hastings	3,327
1994/95	Hemingford Public Schools	Hemingford	475
1998/99	Hershey Public Schools	Hershey	476
2004/05	Holdrege Public Schools	Holdrege	943
1999/00	Humboldt Public Schools	Humboldt	
2002/03	Humphrey Public Schools	Humphrey	222
2000/01	Kearney Public Schools	Kearney	4,526
2012/13	Kimball Public Schools	Kimball	543
2008/09	Lakeview Community Schools	Columbus	200
2008/09	Lakeview Community Schools	Columbus	750
2008/09	Laurel-Concord Public Schools	Laurel	351
2015/16	Learning Community of Douglas and Sarpy Counties	Omaha	
2000/01	Leigh Community Schools	Leigh	288
2005/06	Lexington Public Schools	Lexington	2,762
2000/01	Lexington Public Schools	Lexington	2,519
2000/01	Lodgepole Public Schools	Lodgepole	163
2011/12	Logan View Public Schools	Hooper	527
2003/04	Logan View Public Schools	Hooper	634
2004/05	Madison Public Schools	Madison	566
1998/99	Madison Public Schools	Madison	584
2001/02	McCook Public Schools	McCook	1,401
1997/98	McCook Public Schools	McCook	1,597
2013/14	Meridian Public Schools	Daykin	200
2010/11	Meridian Public Schools	Daykin	200
2006/07	Meridian Public Schools	Daykin	200
2003/04	Morrill Public Schools	Morrill	457
2010/11	Mount Michael Benedictine--Head of Schools	Elkhorn	200
1998/99	Mullen Public Schools	Mullen	194
1996/97	Neligh-Oakdale, NE	Neligh	538
2002/03	Newcastle Public Schools	Newcastle	175
2009/10	Norris School District 160	Firth	2,040
2011/12	North Platte Public Schools	North Platte	4,100
1997/98	Ord Public Schools	Ord	622
2019/20	Palmyra Bennet District OR-1 Schools	Palmyra	581
1997/98	Palmyra District OR 1	Palmyra	244
2015/16	Pawnee City Public Schools	Pawnee City	297
2008/09	Pawnee City Public Schools	Pawnee City	280

Year	District	City	Enrollment
1996/97	Paxton Consolidated Schools	Paxton	
2004/05	Pender Public Schools	Pender	353
2001/02	Plattsmouth Community School District	Plattsmouth	1,678
2014/15	Potter-Dix Public Schools	Potter	191
1997/98	Ralston Public Schools	Ralston	3,000
1997/98	Randolph Public Schools	Randolph	
1996/97	Red Cloud Community Schools	Red Cloud	
1992/93	Rising City Public Schools	Rising City	120
1999/00	Rushville Public Schools--District I & VI	Rushville	273
1996/97	Sandy Creek Public Schools		500
1999/00	Schuyler Central Public Schools	Schuyler	
2003/04	Scottsbluff Public Schools	Scottsbluff	2,700
1992/93	Scribner-Synder Community Schools	Scribner	382
2016/17	Seward Public Schools	Seward	1,406
2019/20	Shelton Public Schools	Shelton	300
2015/16	Shelton Public Schools	Shelton	300
2010/11	Shelton Public Schools	Shelton	300
1994/95	Shelton Public Schools	Shelton	362
2006/07	Silver Lake Public Schools	Roseland	254
2017/18	South Central Nebraska Unified #5	Fairfield	681
2000/01	South Central Nebraska Unified School District #5	Fairfield	1,249
2009/10	South Sioux City Community Schools	South Sioux City	3,800
1998/99	South Sioux City Community Schools	South Sioux City	3,130
2016/17	Southern Public Schools	Wymore	395
2000/01	Stanton Community Schools	Stanton	454
2020/21	Summerland Public Schools	Ewing	402
1994/95	Sumner-Eddyville-Miller Public School	Sumner	201
2017/18	Superior Public Schools	Superior	435
1995/96	Superior Public Schools	Superior	
2010/11	Tekamah-Herman Community Schools	Tekamah	579
2002/03	Tri County Public Schools	DeWitt	480
2013/14	Twin River Public Schools	Genoa	480
1999/00	Valentine Rural High School	Valentine	280
1997/98	Wahoo Public Schools District #39	Wahoo	865
1997/98	Wakefield Community Schools	Wakefield	467
2016/17	Waverly School District 145	Waverly	1,920
1997/98	Wayne Community Schools	Wayne	934
1999/00	Weeping Water Public Schools	Weeping Water	435

Year	District	City	Enrollment
2003/04	West Point Public Schools	West Point	694
2010/11	Westside Community Schools	Omaha	5,990
1997/98	Wheeler Central Schools	Bartlett	
2009/10	Wilber Clatonia Public Schools	Wilber	553
2002/03	Wilber-Clatonia Public Schools	Wilber	548
2000/01	Wisner-Pilger Public Schools	Wisner	518
2013/14	Wood River Rural Schools	Wood River	549
1999/00	York Public Schools	York	1,400
2014/15	Yutan Public Schools	Yutan	477

What Board Members Say About McPherson & Jacobson's Search Services

July 2018

McPherson & Jacobson was always reachable and responsive. They took the time to acclimate themselves with our culture, and take the time to understand the needs of our school district as well as our community and teachers. This resulted in their ability to connect us with candidates who met our needs. By the number of highly qualified candidates they presented, it was clear that they took the time to listen and really understand what we were looking for.

Their partnership in this process was greatly appreciated, I personally would highly recommend them as your next partner when embarking on a superintendent search.

Teresa Grabowski
Centura Public School
Cairo, Nebraska

From: Zweiback, Rose [<mailto:zweibackr@unmc.edu>]
Sent: Monday, November 05, 2012 8:25 AM
To: Thomas Jacobson, Ph.D.
Subject: Testimonial

Working with McPherson & Jacobson made our superintendent search a smooth and organized process. Our consultants were our partners. We set the parameters and the goals and they provided the expertise. We wanted the search to invite input from our stakeholders and involve them as much as possible. At the same time, the board had full responsibility for the selection.

I found the consultants from McPherson & Jacobson to be outstanding professionals who provided services of the highest quality. They presented our board with a slate of excellent candidates and then let us do the work of interviewing and selecting the best choice for our district. We appreciated their work, especially the follow-up services in setting evaluation goals for our new superintendent.

I heartily endorse McPherson & Jacobson.

Rosie Zweiback

Vice President

Westside Community Schools Board of Education

Rzweiback@weatside66.org

November 6, 2012

Dr. Thomas Jacobson
McPherson & Jacobson, LLC
7905 L Street, Suite 310
Omaha, NE 68127

Dear Tom:

McPherson & Jacobson's guidance and support were invaluable throughout Westside Community Schools' superintendent search in 2012. Time and perspective have enabled me to identify what for me were your most important contributions to the process.

- **Focus:** *The Board discussion and consensus on the key attributes to be sought in candidates for our position - a key step in McPherson & Jacobson's recommended process - maintained the focus of the search on the Board's top priorities.*
- **Responsiveness:** *McPherson & Jacobson responded to our requests for assistance, predictable or last minute, in a timely and professional manner.*
- **National Reach:** *The benefits of your national network of consultants were evident both in the field of candidates you were able to access as well as in your ability to vet those candidates effectively.*
- **Integrity:** *Superintendent searches are notoriously stressful for school boards. McPherson & Jacobson dealt with the difficult and unexpected turns in the process with unwavering integrity and professionalism.*

Although my term on the Westside School Board concluded prior to our new superintendent taking office, by all reports he has distinguished himself already in the first few months of what will hopefully be a long tenure. It is no exaggeration to say that we could not have found such an outstanding and experienced leader without you. My sincere thanks to you and Dr. Randy Nelson for your support.

Best regards,

Kathleen Bradley
Westside Community Schools, Omaha, Nebraska

**Nebraska Association of
School Boards
NASB**

**Nebraska Association of
School Boards
Superintendent Search
Information**

Prepared For

Bayard Public Schools



Nebraska Association of School Boards Mission Statement

“Through Leadership, Innovation, Vision and Engagement, the Nebraska Association of School Boards provides programs, services, and advocacy to strengthen public education for all Nebraskans.”

Mission of Bayard Public Schools

“Is to work in partnership with parents to provide a successful educational experience for all students to meet and exceed their potential through challenging and integrated curriculum, innovative technology, and diverse opportunities.”

February 18, 2022

Bayard Public Schools Board of Education,

We appreciate the opportunity to share information on the NASB Superintendent Search Service with the Board of Education. As you know from your work with the NASB Board Leadership Team, the Nebraska Association of School Boards provides a multitude of services to our members, including superintendent search services. The team at NASB would value the opportunity to work with the school district through the search process.

My name is Shari Becker, and I am the Director of the Nebraska Association of School Boards Education Leadership Search Service. I have been the Director of the Search Service since April of 2013 and worked for the Service for six years prior to becoming the Director. I have worked on over 100 searches, taking the lead on over 70.

Hiring a superintendent is one of the most important decisions a school board will make. The NASB Search Service was designed to benefit our members. We look at the process through the eyes of a board member. We ensure a highly professional search process that will attract quality applicants but will also bring credit to the board for the manner in which the search is conducted.

This time of year, a board will want to consider all options when proceeding with a superintendent search process, including a shorter search process, interim options, and internal possibilities.

Please contact me at the number below if you have any questions.

Respectfully submitted,

Shari L. Becker

Shari L. Becker
Director of NASB Education Leadership Search Services
402.416.4483 Cell



Education Leadership Search Service Search Process for Option I Search

Search Service Protocol

In the following section, you will see a detailed outline of the NASB Search Protocol. We typically meet with the full board two or three times during the search.

Preliminary Work

- Distribute board survey
- Begin creation of marketing flyer
- Advertise vacancy on NASB Site immediately and other applicable sites when marketing materials are ready

Board Work Session I

- Collaborate with the board to design a timeline to guide the search process
- Review and discuss board survey results and Leadership Profile document

NOTE: Leadership Profile is developed from input directly from board members. The Board will review the Profile and NASB will alter, as necessary. The Profile is then used to guide the Board in selecting interview questions, selecting interview candidates, and assessing the interview process. The Profile will ultimately guide the Retreat in the Fall of 2022.

- Discuss search process details, interview questions and schedule structure

NASB Duties

- Recruit to identify quality applicants
- Receive, process, and screen all completed online applications and supporting documentation
- Conduct comprehensive professional and personal reference checks including internet search, criminal background search, adult/child abuse check and credit check

District Staff/Community Visit (Can be eliminated with Option II Search)

- Engage staff, students, parents, patrons and community leaders through onsite visit
- Distribute an electronic survey to stakeholders of the district to elicit feedback
- Compiled survey comments are provided for board review prior to/at Special Meeting III

Board Work Session II (Can be eliminated with Option II Search)

- Review and discuss current district documents including superintendent job description, superintendent evaluation tool, and superintendent contract (Note: the Association stipulates in the Search agreement that following discussion of the contract, the board will communicate and work with the district's school attorney to authorize any and all changes as the Board deems appropriate to the contract)
- Discuss NASB Statewide Superintendent Salary Survey and compensation package
- Discuss interview questions and procedures with the board
- Discuss participants and logistics of the interview process with the board

Board Special Meeting III

- NASB presents all applicants and candidate screening results to the Board of Education for review and consideration (unless board requests otherwise)
- NASB provides a Candidate Assessment document for the board's use during the interview and deliberation process to compare candidate materials and candidate interview
- Finalize interview schedule and questions
- Discussion of final details and protocol

Final Duties - Board

- Interview candidates for the position
- Negotiate with the candidate of choice (NASB will assist at the board's request)
- Ratify the contract at an advertised meeting of the board

Final Duties - NASB

- Handle communications with all applicants and interview candidates
- Coordinate travel arrangements for candidates
- Conduct post-interview conference with interview candidates and communicate information to the board
- Conduct Board Retreat or Gallup Strengthsfinder Retreat with the board after August 1, 2022 (and prior to December 31, 2022). This session fee is included in the search fee except for travel to the district.
- Provide a two-year guarantee for boards who complete the Retreat

NASB Applicant Screening Process

It is essential the board understands the experience and attributes each applicant brings to the position. NASB will process and screen all completed applications and supporting documentation. The Association protocol for applicant reference checks and background screenings are qualities that set us apart from competing search consultants. In addition to the references that are provided during the application process, we will contact numerous individuals who have worked with the applicant in their current and past positions. This process ensures discussion with 10 to 20-character references per applicant that our screeners will personally contact.

The board will be provided a verbal summary of these calls including programs implemented and strengths of the applicant as well as any concerns or areas of growth for the applicant. We also complete an internet search for each applicant, a check of their certificate with NDE and a One Source background check including adult/child abuse, criminal and credit history for each individual the board selects to interview.

NASB will take their direction from the board regarding what manner the board would like applicants presented. We typically present all names of applicants to the board. We also provide verbal screening information for all applicants. Consultants will lead the board through the strengths of candidates and any areas of growth. We will utilize both open and closed session for this process. NASB will take direction from the board on the number of top candidates they would like us to focus on and the number of finalists the board would like to consider.

Summary of Screening Process

- Screen all completed applications/supporting documentation
- Contact 10-20 references per applicant for verbal questionnaire
- Bring forward all candidates (unless requested otherwise by the board)
- Provide verbal summary of all applicant information to the board
- Share strengths and areas of growth
- Utilize open and closed session for this process
- One Source background check on each interview candidate selected

Board Member References

Ainsworth Community Schools
Jim Arens, Board President
(402) 387-2381

Cozad Community Schools
Michele Starman, Board President
(308) 746-1477

Elm Creek Public Schools
JC Ourada, Board President
ourada007@hotmail.com; (308) 440-2775

Gering Public Schools
BJ Peters, Board President
(308) 631-3932

Pleasanton Public Schools
Matt Pawloski, Board President
(308) 627-2050

Springfield Platteview Community Schools
Cori Swanson, Search Committee Chair
(402) 740-7675

Wakefield Community Schools
Bree Brown, Board President
(402) 369-0401

Wood River Rural Public Schools
Joyce Willoughby, Board President
(308) 379-3511

Consultant Details

The search for a Superintendent of Schools for Bayard Public Schools will be conducted by Director of Search Services, Shari Becker and staff members that specialize in searches, open meetings law and board development. There is a description below for staff members who assist with searches and are on the leadership team at NASB.

Shari Becker, NASB Director of Education Leadership Search Service



Shari started with the Association Search Service in 2007 as a field consultant and has served as the Director of the Search Service since April 2013. Shari handles recruiting quality educators, facilitating district stakeholder engagement and board work sessions, and screening applicants. Shari is knowledgeable in Open Meetings Law and tracks all superintendent openings in Nebraska. She has worked on over 100 searches, taking the lead on over 70. Shari is active with the National Affiliation of Superintendent Searches. She is currently serving as chair elect on the leadership team.

Shari brings a wide range of background experience to her role with the Association. Prior to her employment with NASB she provided recruitment, hiring and training services to a local financial/management company for 13 years. She has her Bachelor's degree in Administrative Resource Management as well as a Post-Baccalaureate in Education. Shari is also a Gallup Certified Strengths Coach and an ODR Approved Mediator.

Marcia Herring, NASB Director of Board Leadership



Marcia began her service to public education as a school board member on the Waverly School District Board of Education, completing 12 years of service. She began her work as a superintendent search consultant more than 20 years ago. Marcia served as Director of NASB Search Services for 8 years. Marcia now serves as the Director of Board Leadership. She leads districts through a comprehensive Strategic Planning process, Community Engagement, Board Self-Assessment, Superintendent Evaluation, board retreats and various other services provided through NASB.

NASB Fees Associated with the Search

Option 1 Search Fee **\$5,500**

Includes:

- All details described in Search Service Protocol
- Advertising Options with no fee
- Board Retreat in Fall of 2022
- Two-year Guarantee
- Miscellaneous (One Source background checks, copies, postage, and other office expenses)

Does not include:

Travel expenses for NASB Consultants to include mileage and meals (Mileage billed at the standard IRS mileage rate i.e. \$.585 for 2022)

Option 2 Search Fee **\$3,600**

Includes:

- All details listed under Meeting I and III on Search Service Protocol
- Application handling and screening of all applications, presentation of all applicants to the board

Does not include:

- Meeting II Elements (including District Visit Survey)
- Two-year guarantee
- Board Retreat in Fall of 2022 (can include this with Option 2 for an additional \$500)
- Travel expenses – mileage and meals

Interim Search Fee **\$500**

**Nebraska Rural
Community Schools
Association
NRCSA**

NRCSA Search Options

NRCSA FULL SEARCH

Planning Phase Services: Two meetings.

- **Comprehensive search plan and timeline.
- **Develop district/candidate profile following Board, staff, community meetings. On-line survey available.
- **Develop Staff/Community engagement plan.
- **Research comparable compensation packages.
- **Review Superintendent contract language.
- **Develop NRCSA Vacancy Announcement.

Recruiting/Screening Phase:

- **Widely distribute NRCSA Vacancy Announcement.
- **Advertise in World-Herald and free media.
- **E-mail/personal contacts with potential candidates.
- **Compile/analyze applicant data including NRCSA application form, recommendation letters, proof of certification/endorsement, background questions.
- **Extensive reference check calls; **2 consultants.**
- **Categorize candidates for Board consideration based on fit to the district/candidate profile.

Finalist Selection/Pre-Interview: One meeting.

- **Meet with Board to review all applicant files.
- **Recommend potential finalists to Board.
- **Arrange for One Source background checks for finalists at NRCSA Expense.
- **Apprise Board of open meetings/open records law
- **Assist Board, staff and community committees in developing interview questions and procedures.
- **Provide Board rubric to evaluate finalists.
- **Contact finalists to arrange interviews.

Interview Phase: Consultants monitor in person.

- **Schedule finalist interviews with all groups.
- **Develop and copy interview packets.
- **Develop interview procedures checklist
- **Attend all Interview Day(s) to facilitate process
- **Monitor and assist in selection process in person, if desired.

Cost: \$5,250 for NRCSA Members, \$6,250 for Non Members plus advertising costs & reimbursement for travel to meetings.

Staff: Two NRCSA consultants .

Transition Phase: One meeting.

- **Meet with Board and new Superintendent to plan successful transition.

Warranty: Two years if Superintendent leaves for dissatisfaction or if Board initiates non-renewal or resignation. Follow up search done for expenses only. Must participate Transition Phase.

NRCSA DISCOUNTED SEARCH

Planning Phase Services: One meeting.

- **Similar to Full Search option except the meetings with faculty/staff and community committees are eliminated and profile developed with Board only. On-line survey available.
- **Review of Superintendent contract language eliminated.

Recruiting/Screening Phase:

- **Same as Full Search option. A second consultant assists with reference calls.

Finalist Selection/Pre-Interview: One meeting

- **Similar to Full Search option except One Source background checks are billed to the client.
- **One pre-interview meeting is held with faculty/staff and community committees to develop interview questions and procedures.

Interview Phase: Consultants monitor by phone.

- **Unlike the Full Search option, NRCSA consultants will not attend the Interview Day(s) but will be available by phone.
- **Client asked to copy and distribute finalist materials and interview packets.
- **Consultants available by phone to assist Board in selection process.

Cost: \$3,000 for NRCSA Members, \$4000 for Non Members plus advertising costs & reimbursement for travel to meetings.

Staff: One NRCSA consultant plus assistance on reference checks.

Transition Phase:

- **Not offered.

Warranty:

- **Not offered.

INTERIM SUPERINTENDENT SEARCH

Planning Phase Services: One meeting w/Board or Board Committee.

- **Develop search plan and timeline.
- **Develop district/candidate profile with Board.
- **Develop NRCSA Vacancy Announcement.

Recruiting/Screening Phase:

- **Widely distribute NRCSA Vacancy Announcement.
- **Advertise in free media and World-Herald (1 to 2 weeks.)
- **E-mail contacts with potential candidates.
- **Abbreviated application process: Basic applicant data, resume, list of references, proof of certification/endorsement.
- **Limited reference check calls; 1 consultant
- **Categorize candidates for Board consideration based on fit to the district/candidate profile.

Finalist Selection/Pre-Interview: One meeting

- **Meet with full Board to review all applicant files.
- **Recommend potential finalists to Board.
- **Arrange for One Source background checks for finalists at district expense.
- **Apprise Board of open meetings/open records laws.
- **Provide sample interview questions to Board.
- **Provide rubric to evaluate finalists, if desired.
- **Contact non-finalists.

Interview Phase:

- **Schedule finalist interviews with Board.
- **Monitor interview and selection process via phone.

Transition Phase:

- **Not offered.

Cost: \$1,500 plus advertising costs and mileage for travel to meetings. Full search price next year reduced by \$750.

Staff: One NRCSA Consultant.

Warranty: None.

SEARCHES

ABBREVIATED INTERIM SUPERINTENDENT SEARCH

Planning Phase Services: Confer w/Board President
via phone.

- **Develop search plan and timeline.
- **Develop NRCSA Vacancy Announcement.

Recruiting/Screening Phase:

- **Widely distribute NRCSA Vacancy Announcement.
- **Advertise in free media and World-Herald (1 to 2 weeks)
- **Limited E-mail contacts with potential candidates.
- **Abbreviated application process: Basic applicant data, resume, list of references, proof of certification/endorsement.
- **Limited reference check calls; 1 consultant
- **Categorize candidates for Board consideration based on fit to the district/candidate profile.

Finalist Selection/Pre-Interview: One meeting

- **Meet with full Board to review all applicant files.
- **Recommend potential finalists to Board.
- **Arrange for One Source background checks for finalists at district expense.
- **Apprise Board of open meetings/open records laws.
- **Provide sample interview questions to Board.
- **Provide rubric to evaluate finalists, if desired.
- **Contact non-finalists.

Interview Phase:

- **Schedule finalist interviews with Board.
- **Available by phone during selection process.

Transition Phase:

- **Not offered.

Cost: \$1,000 plus advertising costs and mileage for travel to meetings. Full search price next year reduced by \$500.

Staff: One NRCSA Consultant.

Warranty: None.

