

BOARD OF DIRECTORS
Special Meeting - 5:00 PM
January 7, 2025

Watch live: <https://wwps-org.zoom.us/j/99328335331>

Listen: Dial 1-253-215-8782 and enter the Webinar ID: 993 2833 5331

The Board of Directors has scheduled a special meeting, being held virtually/online, on January 7 at 5:00 p.m. for the interview and selection of a superintendent search firm. The meeting is open to the public and is expected to conclude by 6:30 p.m.

Individuals with disabilities and those individuals who may have difficulty attending a board meeting due to issues such as mobility limitations may contact the superintendent’s office at 509-526-6715 no later than three days before a regular meeting and as soon as possible in advance of a special meeting, so the district can arrange for them to participate.

Spanish Agenda / Agenda Española: <https://www.wwps.org/district/information/school-board/board-meeting-schedule>

- I. **CALL TO ORDER:** (5:00 p.m.) *Derek Sarley*
- II. **APPROVAL OF AGENDA:** *Derek Sarley*
- III. **SUPERINTENDENT SEARCH FIRM INTERVIEWS:** *Derek Sarley*
 - 1. Human Capital Enterprises (5:05 p.m.) 2
 - 2. Hazard, Young, Attea & Associates (5:25 p.m.) 17
 - 3. McPherson & Jacobson, LLC (5:45 p.m.) 69
- IV. **POTENTIAL ACTION:** *Derek Sarley*
 - 1. Selection of Superintendent Search Firm
- V. **ADJOURNMENT:** *Derek Sarley*



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

A Superintendent Search Proposal

for the



Human Capital Enterprises believes it uniquely has the expertise to support the Walla Walla Public Schools with the highest caliber leadership support through its upcoming executive transition.

Walla Walla is an extraordinary community and an exemplary school district. As one of the nation's most respected search firms, our heart is very much in the Pacific Northwest and we pride ourselves on finding the right great leaders for the communities we serve. Our searches are conducted with exceptional service to our Boards and widely respected attention to detail – with the highest level of integrity in the process. Our deep local ties combined with our connection to the national educational leadership community allows us to bring the best candidates from across Washington, the rest of the Pacific Northwest, and throughout the country.

Respectfully Submitted for Consideration,
December, 2024

Our Commitment to Equity

Human Capital Enterprises chooses to partner with boards who are unabashed in their commitment to equity, and in redressing the historical injustices that have been perpetuated by public institutions in the United States – including public school districts. These injustices have sometimes been intentional, and at other times they have been the byproduct of indifference or even well-intentioned ignorance. They exist in the present day, sometimes quietly and sometimes overtly.

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

Firm Profile / Executive Summary

We are not like other Superintendent Search firms.

Human Capital Enterprises, a national firm which considers the Northwest our home, is unmatched in our ability to represent Walla Walla on the national scene and to attract top talent to our state and our region. Our heart is squarely in Washington and Oregon, but we are widely known by educators in all fifty states – and as such we truly are a national firm. Our listserv of 40,000+ is widely read, with an unprecedented 30-40% open rate on almost all our announcements.* Our extraordinary Sequim superintendent hails from Maine; Our Salem, Oregon superintendent comes from Oklahoma. The semi-finalist pools in our large searches include deep regional and national talent, and board members in our partnering districts time and time again confirm that they were astounded by the quality and diversity of talent that they saw in their applicant pools.

How do we do this? We are a known and trusted name with years-long relationships with educational stakeholders across the nation who take our phone calls and help point us to leaders of outstanding talent and character. Our growth is deliberate and intentional, but even in states where we do not typically conduct searches, many educators know of Washington leadership opportunities because they know us. It is not uncommon for us to be at national conferences and to be approached by a superintendent or educational leader who says –*I read all your job announcements!* We get calls from other search firms who want to know “how we do it.” We are meticulous about our work, absolutely committed to our school boards, incredibly dedicated, and respectful to our candidates who are willing to engage with us in our searches.

* A sample of our Human Capital Enterprises go-live announcement can be found at the end of this proposal.

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



Also, we are the only superintendent search firm in the Pacific Northwest that is led by PK-12 Human Resources professionals, which means we have spent a good portion of our careers dedicated to providing the highest level of thoroughness, integrity, fairness, and communication to the recruitment and selection process. For most of our searches, we team a former K-12 Chief Human Resources Officer with a K-12 Superintendent. For your Walla Walla team, you'll have a former superintendent and a former chief human resources officer who are both deeply rooted in the Pacific Northwest with strong national connections.

Why does HR leadership combined with Superintendent leadership matter in a superintendent search? No superintendent search is boilerplate. Every search has its unique characteristics, and occasional unexpected dynamics. When complexities arise, you are best served by a team of experienced K-12 leaders who are also experienced K-12 search consultants and who have collectively engaged in over 100 searches. There are key aspects of a superintendent search which are HR-specific, and when a search fails it is often because a key HR ingredient was missed.

Our searches, and our superintendents, with a 100% success rate, don't fail.

We see ourselves as true partners to the Board, with high investment in the outcome – ever mindful that the hiring decision rests squarely on the shoulders of the elected school board. Our commitment is paralleled by our comprehensive understanding of Washington state -- and a vast national network. We do our work with exceptional quality, and that is why we believe we are one of the most highly recommended Superintendent Search firms in the nation. It is also why districts as large as Evergreen, Richland, and Portland Public and as small as Chimacum, Sequim, and Prosser look to us as their trusted partner in leadership searches. And we aim to bring that caliber of service to Walla Walla.

Experience and Qualifications

For the Walla Walla team, we are thrilled to introduce you to Hank Harris and Christy Perry who will serve as partners for you.

Hank Harris, Hank is well-versed in this work, and has built a strong nationwide reputation for professionalism and expertise in public school district leadership searches. Hank spent 20 years as a practitioner in public education, starting his career as a high school teacher and later serving as an administrator in various roles in Oregon, Washington, and California. Hank concluded his career as a public servant by serving as Executive Director of Human Resources in Bellingham. He founded and has led HCE for over twelve years.

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

Christy Perry holds a BS and MS in Education from Western Oregon University and served nine years as Superintendent of Schools for Salem-Keizer, which is the second largest school district in Oregon. Prior to that she was an educator in several Willamette Valley districts including Perrydale, Newberg, Woodburn, and Dallas, Oregon. She moved into administration as a Principal, Director of Human Resources, and Superintendent in Dallas School District, before finishing her career with Salem-Keizer.

In 2021, Ms. Perry was honored to be named Oregon's State Superintendent of the Year – and then honored nationally as one of the four finalists for AASA National Superintendent of the Year. With an HR background and a powerful understanding of the role of the Superintendent in both small and large districts, Ms. Perry brings a unique skillset in supporting a superintendent search by quickly understanding the needs and opportunities of a district so she can communicate those to potential candidates. Ms. Perry joined our team earlier this year and played an integral role in our recent Portland Public Schools superintendent search.

Superintendent Longevity:

Our record of helping boards place leaders of outstanding talent and commitment is unmatched in the industry. HCE is honored to be able to report that of the 29 superintendents hired by our partner school districts over the past seven years, 26 either still hold the position or served in that role at least five years. Only three of the 29 superintendents served fewer than five years. Our 90% longevity rate, as measured by candidates who serve either a minimum of five years or are still in their current role, is a metric that speaks to our success recruiting top-drawer candidates who stay.



We are very proud of the reputation that we have for excellence, but please do not take our word for it. Our valued Board partners below would be happy to discuss our work with you. Moreover, we invite you to contact any of our board partners, whether on this list or not, to inquire about the quality of our work and the lasting impact it has had on their school district.

District Name	Board Liaison	Email	Phone
Port Townsend School District	Jennifer James Wilson	jenniferjameswilson@gmail.com	360.390.8078
Richland School District	Rick Jansons Heather Cleary	rick.jansons@rsd.edu cleary.home@charter.net	509.528.3488 509.430.7400
Ashland School District	Rebecca Dyson Jill Franko	rebecca.dyson@ashland.k12.or.us jill.franko@ashland.k12.or.us	503.261.1610 707.495.0896
Chimacum School District	Kristina Mayer	kristina_mayer@csd49.org	360.643.1051
Bellevue School District	Art Jarvis (<i>former interim Supt</i>)	aandsjarvis@comcast.net	253.569.7189
Sequim School District	Pat Johnston	pjohnston@sequimschools.org	206.850.3276
Medford School District	Cynthia Wright	Cynthia.Wright@medford.k12.or.us	541.778.6599
Central Kitsap School District	Jeanne Schulze	Please use phone	360.908.5001

The Walla Walla Search Process



Photo courtesy of siskroad

WE PLAN WITH YOU

WE ENGAGE WITH YOU

WE RECRUIT FOR YOU

YOU SELECT

OUR LEADERS TRANSITION

Approach and Methodology

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

PLANNING

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

As your partners in this search, we shoulder the responsibility for managing the search – which means your central office staff can rest assured that, but for a small number of events in the process, they will not be required to add to their already full plates. We will describe this in more detail on p. 9.

ENGAGING

Community engagement is a hallmark of our work – as is learning about the dreams and aspirations of the Board Members we serve. We will meet individually with each Board member, and our team will also get to know the community by engaging with key stakeholders and conducting focus groups in both English and Spanish. There is high value in engaging as much of the community as possible, and to do this, an online survey in Spanish and English is created

so that all stakeholders can offer input. The survey can also be adapted for other languages as well.

Most community members will engage with the process through the survey, and while this is typically received by community members and submitted back to us electronically, it need not be exclusively digital. We have come to understand that there are important voices in any school community that will not be captured by an electronic survey sent out via email, and so we will work with Walla Walla’s community outreach team to identify processes by which to capture more of those voices than we would if we limited our outreach to digital feedback exclusively. We also have a bilingual/bicultural sitting superintendent consultant who can engage deeply with Spanish-speaking communities if that is desirable to the Board.

In this era of high-stakes superintendent transitions, our team is well-positioned to support Walla Walla in its search for a long-term successful leader. We are delighted to share that our six Washington superintendents through a Human Capital Enterprises search are each successfully leading their districts over several years:

- Erin Prince, *Central Kitsap* (hired 2019)
- Shelly Redlinger, *Richland* (hired 2020)
- Linda Rosenbury, *Port Townsend* (hired 2021)
- Scott Mauk, *Chimacum School District* (hired 2021)
- Regan Nickels, *Sequim* (hired 2022)
- Kim Casey, *Prosser* (hired 2023)

Focus groups allow us to understand the Walla Walla story at both the micro- and macro- level. Most of our focus group participants are those individuals who spend a significant amount of their time in Walla Walla’s schools: namely the students, staff, and parent leaders in your District. Sometimes we also meet with key leaders such as elected officials; and sometimes we meet with individual parents selected by lottery who have individual stories to tell us which help build our understanding of both the larger system as well as the personal stories within the Walla Walla context. The Board, or a subcommittee of the Board which could include key staff, will delineate the breakdown of the focus groups.

Following this high-level engagement, HCE will return to meet with the Board in Open Session to present a document we call *Walla Walla Public Schools’ Next Superintendent Criteria* for the Board to consider. From that draft, the Board will establish criteria for what this next superintendent should bring to the table. There are literally hundreds of desirable qualities and experiences that a leader could bring. Deeply engaging in a variety of ways with the Walla Walla education community – the people who know the district best – during the engagement period will help identify the *specific qualities and experiences* that your next extraordinary leader should embody.

RECRUITING

In hiring a search firm, school boards not only want a trusted partner who can run a process, but who can also find exceptional talent – and in Walla Walla’s case, to entice great leaders who match your criteria to consider this remarkable opportunity. The ability to attract candidates who may not be actively searching for a leadership role is a key hallmark of the HCE approach. Our direct email announcements are widely known by virtually every school leader in Washington, as well as leaders across all fifty states – in fact they reach an audience of over 40,000 educational stakeholders across the country.

In addition to that, using the *Walla Walla Public Schools’ Next Superintendent Criteria*, HCE reaches out directly to talented individuals who reflect the district’s profile of the ideal superintendent candidate, and in so doing we share it with individuals who might not otherwise know about the vacancy. Similarly, there are candidates who might know of the vacancy but who may not recognize that it is an ideal opportunity for them to consider. By enlisting not only our own network but our “network of networks,” we are able to reach a very wide array of educational leaders from across the region and across the country. And because they typically know our name and reputation, they will be receptive to hearing about Walla Walla.

When superintendent searches are thoughtfully executed, the hired superintendents will stay the course. We are committed to a search that goes well beyond what other firms can offer, and as a result we believe that we have a higher track record of superintendent longevity than any other firm in the country.

SELECTION

The team will engage in multiple conversations with top prospects including a preliminary interview and preliminary reference check. In order to reduce the risk of unintended bias, all of our top-tier candidates will interact with both members of our team, and sometimes we’ll bring in a third teammate during the selection phase. At the conclusion of the recruitment window, Board Members will receive a confidential link in which they can view all applications and all candidate materials. HCE will then engage with the Board in a *Slate Meeting* in executive session where we will offer recommendations, including articulating a rationale regarding each recommended and non-recommended candidate. As the decision-making entity, the Board will collectively engage to determine whom to interview from any of the candidates who have applied.

Unlike most other search firms, our searches typically include four levels of interview in order to fully vet candidates:

- Preliminary Interview with Consultants
- First-Round Interview with School Board
- Confidential Community Stakeholder Panel Interview
- Final Interview with School Board

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

TRANSITION

The Transition phase is multi-faceted and requires execution on multiple fronts involving legal counsel, communications leadership, and Dr. Smith. It’s critical to get this stage right, and we will guide the Board through the finalization process, which includes various components such as the public announcement and contract development. This begins with contract negotiations, followed by an open session Board Meeting where a motion is made to appoint the new superintendent. We remain in close contact with the Board Chair, the incoming superintendent, and Dr. Smith over the ensuing weeks to ensure an appropriate transition, and we are happy to serve as a thought partner during this process at no extra cost.

Timeline

Below is a proposed timeline for our Walla Walla Superintendent Search. Exact structure and dates would be determined at our initial *Planning Meeting* with the full board.

Activity	Proposed Date(s)
Board Planning Meeting <i>in Open Session</i> and 1:1 Board conversations/ “Pre-Announcement Blast”	January
Focus Group Meetings and Online Survey Window	February
Recruitment Window including additional e-Blast and other Advertising	February/March
Presentation of Walla Walla’s Next Superintendent Criteria <i>in Open Session</i>	March
Preliminary Interviews virtual <i>with consultants</i>	March
Presentation of Slate <i>in Closed Session</i>	April
Board initial interviews (first round) <i>in Closed Session</i>	April
Finalist (second round) interviews <i>in Closed Session</i>	April
Boards meets to identify preferred candidates <i>in Closed Session</i>	April
Selection and Announcement	May
Superintendent assumes responsibilities	July 1, 2025

Commitment to the respecting of staff time

One of the key differentiators with a Human Capital Enterprises search is our commitment to your staff – and in particular a commitment that we do not ask District staff to shoulder multiple aspects of running the search. We want the impact on staff to be minimal, because we recognize that Walla Walla Public Schools staff are already working as hard as they can with a very full plate of responsibilities. That said, there are a few responsibilities that we do require assistance with – and our commitment to you is that this list is finite and delineated below, followed by the list of Board responsibilities.

STAFF

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

- A. A senior staff person/executive assistant will serve as liaison and will:
 - a. be involved in the scheduling and organization of focus groups.
 - b. provide on-site support to the consultant and Board during interviews if they are in-person.
 - c. serve as a point-person throughout the search for information flow.
- B. A communications point-person will
 - a. routinely update the district's website to provide information to community and staff.
 - b. inform the public and employees about opportunities to participate.
 - c. prepare a press release about a hire or pending hire and may be asked to work in conjunction with counterpart in other school districts. *We are also able to provide support in this area as delineated on p. 13.*
- C. During the engagement phase, a community engagement leader(s) will oversee the outreach to communities, particularly those communities who have historically been farthest away from educational justice.

BOARD OF DIRECTORS

Collectively, the Board is the "Hiring Manager" for the new superintendent. The Board's work involves setting the framework for the search and engaging in a highly focused way in the selection processes. During our initial *Planning Meeting*, an official timeline will be finalized in alignment with individual Board members' schedules such that all Board members are able to commit to all individual and collective responsibilities, specifically:

- A. 1:1 interview by each Board member with HCE consultants. *Scheduled at the convenience of each Board member.*
- B. A subcommittee of the Board (which may also include 1-2 senior staff members) will convene to identify the Focus Groups.
- C. Walla Walla's Next Superintendent Criteria meeting. *Held in Public Session; oftentimes there are two public meetings associated with this work.*

- D. Document Review. *In preparation for item (E) below, Board members should individually set aside approximately 6-9 hours to review application materials in the days leading up to the Slate Meeting.*
- E. Slate meeting, during which semifinalists are selected. *Held in Executive Session.*
- F. First Round Interviews. *One full extended day of interviews, typically starting around breakfast time and ending after dinner.*
- G. Telephone Reference Checks on finalists. *We find it to be of high value for Board Members to be involved in the telephone reference checks on finalists. Any Board Member may opt out of this if they choose.*
- H. Second Round Interviews. *Typically held on multiple consecutive afternoons, approximately 3-5 hours in duration.*
- I. Deliberation Session. *Typically held the day after the conclusion of interviews for approximately 2-3 hours.*

A Recruitment Process that is Equitable and Accessible

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

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

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

2. A second approach we take is to do our utmost to ensure that top candidates have an opportunity to engage with our team *prior* to an initial interview. Many candidates are not aware that it is acceptable (and in fact wise) to reach out to a recruiter to learn more about the organization – and those who are already aware of this are often the very candidates who already bring privilege into the system. Knowing this, we preemptively invite top candidates to engage in a call with us in order for them to have the opportunity to ask us questions about the role *prior* to their initial interview. We are typically thanked

by such candidates who say they've never had a recruiter attend to them before in this way.

Recent Successfully Completed Searches

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

- Ashland, OR – *Superintendent*
- Beaverton, OR – *Superintendent*
- Bellevue, WA – *Superintendent*
- Bethel, OR – *Superintendent*
- Central Point, WA – *Superintendent**
- Chimacum, WA – *Superintendent*
- Dallas, OR – *Superintendent*
- Eugene, OR -- *Superintendent* – in process
- Evergreen, WA – *Interim Superintendent*
- Evergreen, WA – *Superintendent* – in process
- Forest Grove, OR – *Superintendent*
- Fulton County, GA – *Chief Communications Officer*
- High Desert ESD – *Superintendent*
- McMinnville, OR – *Superintendent*
- Medford, OR – *Superintendent*
- Mount Mansfield, VT - *Superintendent*
- Oregon Department of Education – *Assistant Superintendent (2)*
- Port Townsend, WA – *Superintendent*
- Portland Public –*Superintendent 2017;* Superintendent 2024*
- Prosser, WA – *Superintendent*
- Redmond, OR – *Superintendent*
- Richland, WA – *Superintendent**
- Riverdale, OR – *Superintendent*
- Salem-Keizer, OR – *Superintendent*
- Sequim, WA – *Superintendent*
- South Coast ESD – *Superintendent*
- Tillamook, OR – *Superintendent*
- Willamette ESD – *Superintendent*

**Prior to summer of 2020, all HCE searches were co-branded under the aegis of HYA. HCE has been fully independent since the summer of 2020.*

Cost Proposal

Base Fee for Comprehensive Superintendent Search Package:

\$27,700

A. Included in the Base Fee

- a. Board Planning Meeting in Open Session.
- b. 1:1 engagement interviews with all Board Members.
- c. Twelve 40-minute focus group engagements with small groups of constituents, held in either English or Spanish.
- d. Coordination of community surveys in both Spanish and English. We will work with the Board to add additional languages if so desired.
- e. Authoring draft of *Walla Walla Public Schools' Next Superintendent Criteria*.
- f. *Next Superintendent Criteria* Meeting with Board in Open Session.
- g. Coordinating the advertising of the vacancy.
- h. Engaging with staff on communications and logistics.
- i. High-level recruitment involving multiple points of contact with prospects
 - i. Researching
 - ii. Sourcing
 - iii. Attracting
 - iv. Pre-Screening
- j. Preliminary interviews with approximately 8-10 top contenders.
- k. Single preliminary phone reference checks on 8-10 top contenders.
- l. Preparation of materials for Board review in advance of Slate meeting.
- m. Slate Meeting in Executive Session
- n. Preparation of First Round Interviews.
- o. Coordination of First-Round Interviews including debrief and facilitation.
- p. Preparation of Feedback from Board after First-Round Interviews
- q. Facilitation of Board decision-making after each round of interviews
- r. Preparation of Second-Round Interviews
- s. Preparation and facilitation of Community Stakeholder panel
- t. Preparation of feedback from Community Stakeholder panel
- u. Engagement with Board and Staff around logistics of Second-Round Interviews
- v. Coordination of Second Round (Finalist) Interviews
- w. Coordination of Board-approved background-checks
- x. Coordination of multi-point phone reference checks on all finalists.
- y. Engagement with district counsel on final processes
- z. High-level communication with candidates throughout the process
- aa. Engagement with press if desired
- bb. Counsel to Board Lead throughout the process including evenings and weekends.

B. Travel Expenses

- a. Consultant Travel

At our Board Planning meeting we will determine which meetings are to be in-person and which are to be virtual. Consultant travel expenses will be billed as supplemental invoices within thirty days of completed travel. Our Walla Walla consultants are West-Coast based, with one in Oregon, and one in California. We also have Washington state support if necessary.

b. Candidate Travel

If there are travel expenses incurred by semi-finalists and finalist candidates, they will be reimbursed by HCE and invoiced to the District at the conclusion of each set of interviews. (Note that HCE recommends that semi-finalist interviews are held virtually, which would therefore eliminate the need to reimburse for candidate travel at the semi-finalist stage).

C. Optional Other Expenses

- a. Advertising agreed upon by the Board will be invoiced at cost by HCE. There is no charge for the Listserv Announcement that reaches over 40,000 subscribers.
- b. Comprehensive Background Check with a third-party entity in the amount of \$1800 per finalist.
- c. Additional Focus Group Engagements available at \$195/session.
- d. Immersive outreach to Spanish-speaking communities: TBD.
- e. Implicit Bias Training: TBD.
- f. A 12-member community stakeholder interview panel is included in the base fee. Additional community stakeholder panel: \$2100.
- g. Other activities not covered by this contract are billed at the hourly rate of \$195/consultant and might include the following such activities: additional board meetings not listed above; planning for public finalist events; managing public finalist events.
- h. Although many school boards choose to handle the superintendent search communications in-house, an add-on package is available. This includes managing the publicity and community engagement regarding the search and can include both one-way and two-way communication packages. Packages are based on district needs and are billed hourly at \$165/hr.

Guarantees

- A. The superintendent appointed with HCE's assistance will not be actively recruited to another Board as a candidate if it would result in the Superintendent leaving the District within four years of employment, unless the Board provides written authorization to HCE that it may do so.
- B. This search process continues under the parameters articulated in this service agreement up until the time a contract is signed between the District and a new superintendent, or through June 30, 2025, whichever is earlier. If by June 30, 2025, no suitable superintendent has been identified by the Board, HCE will continue to provide

services toward the hiring of a superintendent, permanent or otherwise, at no additional Base Fee to the district through January 1, 2026.

- C. If the newly hired Superintendent departs from the position within eighteen months of signing an employment agreement, and if a majority of the Board by vote is still in place, HCE will recruit new candidates and coordinate the selection process at no additional Base Fee.
- D. Throughout the search process HCE will be available to counsel with identified District staff about the search.

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



*Hank Harris
President, Human Capital Enterprises*



Walla Walla Public Schools

SUPERINTENDENT SEARCH PROPOSAL

December 27, 2024



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INTRODUCTION

Hazard, Young, Attea & Associates, (HYA) proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Walla Walla Public Schools.

We look forward to sharing how our Firm and our experienced Washington State Associates will meet your needs.

This document serves to clearly outline the specific services, deliverables, and costs proposed for the Walla Walla Public Schools, including all submission requirements in the district's request for qualifications.

FIRM INFORMATION

HYA has more experience in identifying quality education executives than any other firm in the industry. The fact that the firm has assisted Boards with successful selections in more than 1,600 searches with student enrollment ranging from less than 500 students to upwards of 640,000 is no accident. HYA began working with rural, urban and suburban school Boards 36 years ago in an effort to assist them in recruiting highly qualified candidates and finding a leader that is the right fit for the district. HYA's success is about people: our Associates, their extensive contacts, and the Boards we assist. We build relationships with each new search, expanding our reach and our record of success.

The large quantity of searches our firm conducts per year puts us at a competitive advantage. The search volume places our firm and its Associates in more frequent contact with potential candidates, many of whom may not be actively seeking employment but are then known to the Associates and can thus be recruited when or if an appropriate position arises. In addition to your local HYA team, clients have a network of 130+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough, and quality assistance to school Boards in need of identifying and recruiting highly qualified executives for superintendentcies and other administrative positions.

HYA has been committed to engaging a diverse cadre of associates and candidates ever since it was established in 1987. Currently, 33% of our associates identify other than white and 46% of our associates are women.

Many HYA associates have served and/or currently serve as members of and Board of Directors of ALAS (Association of Latino Administrators and Superintendents), NABSE (National Alliance of Black School Educators) and other associations across the country. HYA is proud of the diversity of candidates hired with its assistance, including individuals of varied gender, race, ethnicity, culture, and religious background. HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts.

Unlike most other search firms, HYA does not allow Associates to serve if they are actively employed as school or district administrators. This policy helps to ensure there are no potential conflicts of interest and provides you with the assurance that your search is the most important professional priority in terms of associate time and attention.

SCOPE OF SERVICES



Engage Phase

HYA takes great pride in its commitment to community engagement and thoroughness of the processes used to gather input. The firm has a strong reputation for deep and meaningful engagement through its stakeholder forums, community interest group meetings and individual interviews. HYA also employs a research-based survey tool that is customizable and available in world languages. There is a lot of science involved in crafting an effective and reliable survey; the resulting survey report is presented with disaggregated data by stakeholder group and identifies the goals, needs and priorities of the school system along with the desired characteristics of its next leader. The Community and Leadership Profile Report is sophisticated and immediately publishable for your community.

The Engage Phase is a disciplined and inclusive approach that seeks first to understand what students, staff, parents, Board and community members need and desire from their school district and Superintendent. HYA engages both internal and external stakeholders using virtual or face to face interviews, focus groups, forums, and surveys. The goal is to gather information from all stakeholders to identify the strengths of the district/community and current and foreseeable district/community challenges within a research-based framework to match the right leader with your school district.

Depending on the Board's selections for the Engage Phase, some of the most important deliverables include the following:

- Summary of the planning meeting with the Board that details the timeline and steps of the search process and decisions made by the Board;
- HYA Community and Leadership Profile Survey and Survey Report (optional);
- Leadership Profile Report and Desired Characteristics based on the data from the survey, interviews, focus groups, meetings with the Board and other material made available to the associates.



Recruit Phase

HYA uses a myriad of recruiting techniques to ensure all potential candidates are reached. Without spending a dollar on advertising, HYA clients know that they are getting immediate exposure through the HYA Active Searches page with over 25,000 page views per month. In addition, HYA provides analytics on your job postings including how many views your job has received during a specific period of time, the average amount of time your posting was viewed, etc. No other firm has the infrastructure to provide this data to their clients.

HYA offers optional national and regional advertising packages. Given the volume of searches HYA conducts each year and our preferred pricing, our options provide our client districts national advertising packages at rates below what they could purchase in the marketplace. The costs are detailed in the advertising services schedule in the Appendix.

In addition to national and regional advertising, HYA utilizes the firm's extensive national network of Associates. HYA Associates throughout the country are aware of outstanding Superintendents and aspiring Superintendents in their state and region and maintain close professional relationships with many educators and school district leaders who might be interested in making a job change or career move. HYA Associates have ongoing relationships with state and national superintendent organizations including AASA (The School Superintendent's Organization), ALAS (Association of Latino Administrators and Superintendents) and NABSE (National Alliance of Black School Educators).

Associates are kept informed of the searches the firm is conducting and we seek recommendations from them regarding candidates who fit the profile being sought for that district. The proof of our recruiting network and efforts is the fact that approximately two thirds of the candidates ultimately selected by Boards with whom we work were recruited for the position rather than applied or self-nominated. The deliverables during the recruitment phase include:

- Prepare and place advertisements as selected;
- Recruit and contact candidates utilizing national networks;
- Correspond with candidates regarding the search process, timeline, Leadership Profile Report and Desired Characteristics;
- Interview candidates;
- Conduct reference checks;
- Identify best qualified candidates;
- Prepare application materials of selected slate of candidates for Board consideration.

Reference checking is one of the most important tasks in the search process. We begin with the informal references of referrals for potential candidates. Once an individual moves to the level of a potential candidate through the application process or through recommendations and recruitment efforts, we begin our vetting process. This includes contacting the listed references on the application or provided by the candidate. While this step is necessary it is not sufficient as most candidates will provide references that will provide only highly favorable comments.

We continue the vetting process by conducting comprehensive internet searches to review any public information regarding the candidates. HYA Associates conduct confidential reference calls to obtain deep insight on any candidate that would be recommended to the Board for consideration. Given our network of Associates and many professional relationships, it is likely that we know someone who either knows the candidate directly or knows someone who knows the candidate. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether to recommend the candidate to the Board.



Select Phase

Associates will present a slate of candidates to the Board to include all applicants for the position along with a summary of screening information gathered during the prescreening process. HYA believes that Associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process because the Board should be focused on assessing the candidates, not managing logistics. The Associates will work closely with designated district and school staff to plan for interviews and will be the point of contact with candidates throughout the process. The Associate will be available throughout the interview process and will facilitate a debriefing session after interviews to discuss what the Board learned about the candidates. It is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision.

Some of the specific deliverables during this phase include:

- Conduct the Interview Workshop and provide materials and protocols to ensure informative effective board interviews;
- Present all candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide optional third party, independent investigative background check(s) of candidates, as selected and paid for by the Board.
- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent;
- Assist the Board in announcing the appointment of the new superintendent;

In preparation for the Interview Workshop the Associates will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board's initial round of interviews with the candidates. The feedback is used to develop an interview "script," which will be reviewed and revised during the Interview Workshop and later used by the Board for the first round of interviews. It should be noted that second round interviews are generally unscripted and designed to follow-up on topics and questions identified during the first-round interviews. The Interview Workshop that takes place prior to the slate presentation, or in a separate advance session, is designed to prepare the Board for candidate interviews. It will include written guidelines and protocols to ensure informative and comprehensive interviews. The workshop is approximately one to two hours in length and will also cover the steps in the final stages of the search.

The Associates will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board. HYA does not provide counsel relative to the Board's process for interviewing candidates. The Board will seek the advice from its attorney regarding the Board's process for interviewing candidates to comply with open meeting laws in their state.

An additional step recommended toward the end of the Select Phase is an executive due diligence background check. Executive due diligence involves an investigative background check(s) that may be conducted on the three (number TBD) candidates that the Board brings back for second interviews or the preferred candidate. The investigative background check(s) is conducted by an independent third-party entity and includes a review of criminal and civil court records, driving records, college degrees and university accreditations. The comprehensive package includes print and social media reviews.



Transition Phase

From placing over 1,600 leaders, HYA knows how critical the transition phase is for success and longevity. Our transition phase includes an infrastructure, the Transition Dashboard, for the new superintendent to:

- transparently communicate what they have learned throughout the search process
- document specific actions they will take during the transition period
- align communication and define school quality based on the priorities of the Board and community stakeholders
- provide benchmarks to measure progress

The transition dashboard is provided at no additional charge through the transition period and includes consulting support for the plan. The transition period is July 1, 2025 through October 31, 2025. Should the Board and Superintendent want continued support, that is available per the optional fee section of this proposal.

At the conclusion of the transition phase, HYA offers the following optional services to be considered by the Board and if desired, paid for by the Board. Descriptions of Optional Services are included in the Appendix. These services include:

- Strategic Dashboard for tracking progress and communicating success
- Executive Coaching
 - Two one-hour virtual sessions per month
 - Behavior assessment
 - Alignment to Transition Dashboard (if selected)
 - Emergency support 24/7
- Board Governance Training
- Superintendent Evaluation Facilitation
- Strategic Planning

WALLA WALLA PUBLIC SCHOOLS

Tentative Search Timeline ***Flexible** and Subject to Board Approval*

TIMELINE	ACTIVITY
December 27, 2024	Proposal and PowerPoint submitted
ASAP	Planning Meeting – HYA Team and the Board meet to finalize the process & timeline
ASAP	Individual Interviews with Board Members
January/February	Stakeholder Interviews/Focus Groups/Forums/Survey (As determined by the Board)
ASAP	Post the Position on HYA website; WASA; WSSDA; other
Immediate/On -Going	Accepting Applications and Recruiting Network with other HYA Associates to seek qualified candidates/good match Advertising and Marketing
On-Going	Reference Checks; Background Checks; Vetting
Late February	Leadership Profile Report presented to the Board
Early March	Position Closes
Mid-March	Presentation of Candidates to the Board & Interview Workshop
Late March	Interviews: Semi-Finalists & Finalists
Early April	Contract Offer & Acceptance
April - June	Transition Activities – visit schools; community events; meeting constituents
July 1, 2025	Superintendent Contract Begins

THE SEARCH TEAM

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Board, HYA proposes the following local, Washington Search Team:



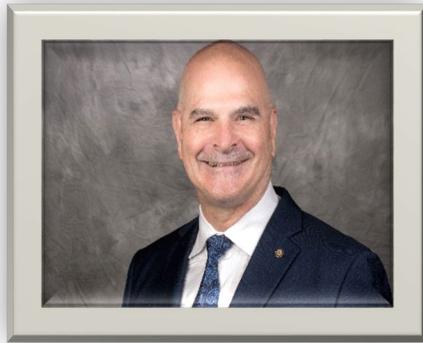
**Dr. Kristine McDuffy, Lead
Senior Associate**

43 years - experience in public education
17 years - experience as a superintendent
26 years - experience in higher education preparing/mentoring superintendents
4 years - experience with superintendent searches



**Mr. John Bash
Senior Associate**

35 years – experience as an educator in Washington State
20 years - experience in district level leadership, including serving as superintendent
Executive Board Member for the Washington Association of School Administrators
4 years – experience with superintendent searches



Dr. Anthony Smith
Associate

42 years - experience in Public Education
 9 years – experience as a superintendent
 24 years – district level leader
 Extensive Communications and Public Relations experience

HYA Associate	Cell Phone	Email
Dr. Kristine McDuffy Marysville, WA	360-391-4934	kristinemcduffy@hyasearch.com
Mr. John Bash Puyallup, WA/Tucson, AZ	360-269-8224	johnbash@hyasearch.com
Dr. Anthony Smith Carnation, WA	206-491-9511	anthonymsmith@hyasearch.com

(Full Resumes included in Appendix)

FEES

In consideration for Services, the District will pay to Hazard, Young, Attea & Associates:

- Consulting Fee for the search in the amount of **\$18,500**. This fee is due in two installments:
 - 50% will be invoiced upon execution of the contract/letter of agreement
 - 50% will be invoiced upon presentation of the slate

- Associate Expenses for travel will be reimbursed by the Board. Mileage reimbursement is based on current IRS guidelines. HYA does not ask for reimbursement of meals.

Service:	Included in Fee:	Optional Enhancements:
On-site Associate Days	Four associate days in the District	Additional on-site associate days are billed at \$1,500/day/associate, as selected and paid for by the Board.
Community Engagement	Interviews, Focus Groups, Forums, as decided by the Board. Survey (Google) and report of findings. Effective Superintendents White Paper.	Research-Based Survey, in English and Spanish, with Community and Leadership Profile Survey Report for \$2,000. Add customized questions up to 3 open-ended and 10 forced choice questions for \$1,000. Professionally translated (not Google Translate) survey in world languages for \$415 per language.
Advertising	WASA & WSSDA & HYA Advertising on HYA’s Active Searches page (over 25,000 pageviews per month), K12JobSpot, and HYA’s social media pages.	Additional sites available - See Advertising Services in the Appendix.
Background Check	HYA Associates screen and conduct reference checks and initial media/social media checks on candidates.	HYA highly recommends executive due diligence by an independent, third-party on the finalist(s). The cost is \$1,100 or \$1,950 per candidate. See Due Diligence Services in the Appendix.

Other Considerations:

If the Board chooses to reimburse candidates for travel for interviews, candidates will submit the expenses directly to the District for reimbursement.

HYA is a green corporation and provides all search materials online. If the Board requests hard copies of the materials, the district will be invoiced to cover the costs of any printing, binding and shipping of materials.

Recruitment for other positions; if the Board employs an HYA recruited candidate within one year of the close of the superintendent search, in addition to the position of Superintendent, 10% of the base salary will be due to HYA for the recruitment of said candidate.

REFERENCES

We have included in the Appendix a full history of HYA searches for the past five years (with contact information for references).

In addition, we wanted to include the following list of recent successful searches in Washington State as references:

WASHINGTON STATE SCHOOL BOARD REFERENCES

District Name / (Student FTE)	Reference Name	Contact Information
Coupeville School District (1,031)	Morgan White Board President	mwhite@coupeville.k12.wa.us
Tahoma School District (9,256)	Michael Wiggins Board President	mwiggins@tahomasd.us
Longview School District (6,442)	Don Wiitala Board President	dwiitala@longviewschools.org
Monroe School District (6,200)	Jennifer Bumpus Board President	bumpusj@monroe.wednet.edu
Eatonville School District (1,900)	Paulette Gilliard Board President	p.gilliardi@eatonville.wednet.edu
North Beach School District (745)	Jeff Albertson Board President	jalbertson@northbeachschools.org
Hood Canal School District (313)	Edie Reclusado Board President	ereclusado@hoodcanalschool.org
Manson School District (600)	Robin Bloch Board President	Robin_b@frontier.com
Highline School District (18,600)	Joe Van Board President	joe.van@highlineschools.org
Riverview School District (3,100)	Lori Oviatt Board President	oviattl@rsd407.org
Onalaska School District (850)	Heidi Howard Board President	hhoward@onysd.wednet.edu
Pioneer School District (700)	Dr. Susan Day Board President	sday@psd402.org
Taholah School District (200)	Jacob James Board President	jjames@taholah.org

GUARANTEES

Fixed Price

Throughout the search process the Associates will be available to counsel with the Board about the search. The Associates will assist the Board until the Board determines it has found the appropriate candidate for the position.

Client-Satisfaction

If the Superintendent departs from the position during the first year and a majority of the Board by vote is still in place, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses. This applies to HYA slated candidates.

Price Match

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

Thank You!

It would be an honor to facilitate the selection of the new Superintendent for the Walla Walla Public Schools. Please contact us with any questions you may have or requests for additional information. We would welcome an opportunity to meet with you!

Dr. Kristine McDuffy

360-391-4934

kristinemcduffy@hyasearch.com

Mr. John Bash

360-269-8224

johnbash@hyasearch.com

Dr. Anthony Smith

206-491-9511

anthonymsmith@hyasearch.com

Wishing you the very best,

~Kris, John & Anthony

HYA Corporation

909 W. Euclid Ave #926
Arlington Heights, IL 60006
hya@hyasearch.com
847-250-7261

APPENDIX

Comprehensive Survey - Optional

Executive Due Diligence Background Checks – Optional

Advertising Services - Optional

Transition Services Available - Optional

History of Searches (5 years) – HYA

Overview/Flowchart of Process

Associate Resumes:

Dr. Kristine McDuffy

Mr. John Bash

Dr. Anthony Smith



Superintendent Search

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WALLA WALLA PUBLIC SCHOOLS



THANK YOU FOR THE OPPORTUNITY TO SHARE:

Our Firm

Our Process

Our Commitments & Guarantees

Why HYA?

Q & A

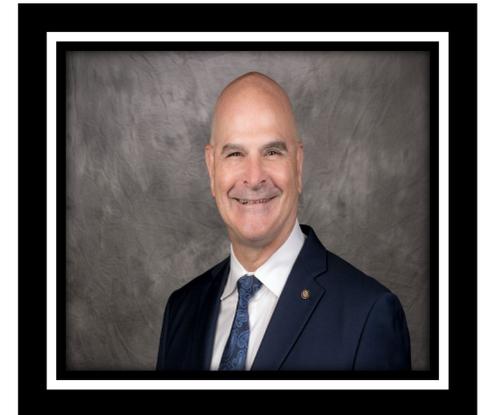
YOUR SEARCH TEAM

Working for you and with you to ensure your students, staff, and community have a leader who shares your core values and is the perfect fit for your district's current needs and future aspirations!

Dr. Kristine McDuffy, Senior Associate/Lead

Mr. John Bash, Senior Associate

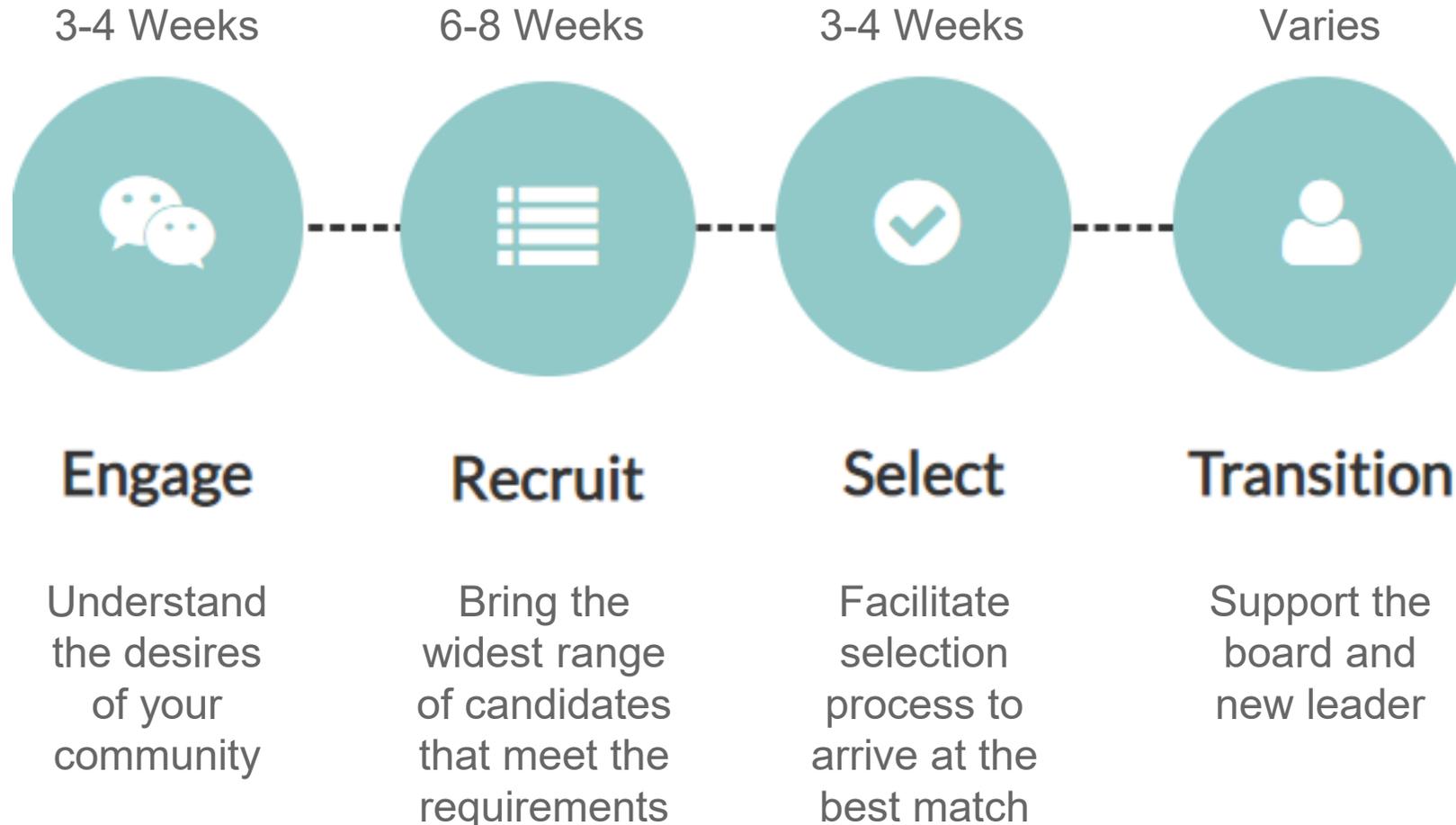
Dr. Anthony Smith, Associate



ABOUT HYA:

- ★ 36 years of Superintendent/Executive Searches
- ★ 1,600+ Searches
- ★ Commitment to Equity & Recruiting Diverse Candidates
- ★ 130+ Nationwide Associates/Network
- ★ Local Team – WA State Experience & Success
- ★ Comprehensive Community Engagement
- ★ Research & Analytics
- ★ Full-time back-office and IT staff
- ★ Responsive, Regular Communication

HYA'S SIGNATURE SEARCH PROCESS



ENGAGEMENT

BOARD PLANNING MEETING

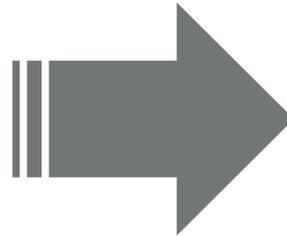
BOARD INTERVIEWS

INDIVIDUAL INTERVIEWS

FOCUS GROUPS

COMMUNITY FORUMS

STAKEHOLDER SURVEY



- Leadership Profile Report
- Selection criteria and characteristics which determines candidate qualities that match the Walla Walla Public Schools needs.

HYA's research-based approach helps you best understand the desires of your stakeholders.

HOW WE
FACILITATE
YOUR FOCUS
GROUPS

Versatile Meeting Formats

- Face to face
- Zoom
- Various locations
- Email feedback

Flexible Meeting Times

- Morning/Afternoon/Evening
- Weekday/Weekend

Potential Focus Groups

- Students
- Parents/Guardians
- Certified staff/Classified staff
- Administrators
- Business partners/other businesses
- Civic groups
- Booster clubs/PTO's
- Others as recommended by the Board

Diverse & Inclusive

- Seek to reach ALL community members and stakeholders
- Coordinated for various languages





RECRUIT PHASE

- *Advertise/Post Position Announcement
WASA; WSSDA; HYA; Other (such as
NABSE & ALAS)
- *Actively recruit candidates – National Network
- *Guide candidates throughout the process
- *Pre-Screen & Reference Checking
- *Initial Background Checking
- *Summarize all completed applications
- *Assist Board in identifying best qualified candidates





SELECT PHASE

- *Conduct first round interviews (Semi-Finalists)
- *Narrow slate to finalists
- *Conduct finalist/second round interviews
- *Complete 3rd party background checks
- *Select your superintendent!
- *Contract negotiations



TENTATIVE/SUGGESTED TIMELINE – Walla Walla Public Schools

FLEXIBLE TO MEET YOUR NEEDS!



TIMELINE	ACTIVITY
ASAP	Planning Meeting with the Board of Directors Individual Interviews with Board Members
January/February	Engagement – Stakeholder interviews; focus groups; forums; survey
ASAP	Post Position; Advertise/Market/Recruit; Accepting Applications; Vetting Candidates
Late February	Leadership Profile Report Presented
Mid-March	Presentation of Candidates to the Board Interview Workshop
Late March	Interviews (Semi-Finalists & Finalists)
Early April	Selection of New Superintendent
April - June	Transition Activities July 1 – Contract Begins



TRANSITION PHASE

- ★ Meet with New Superintendent and Board – Transition Workshop
- ★ Additional Support as Requested (TBD)
 - Leadership Mentoring and Coaching
 - Board Governance Workshops
 - Superintendent Goal Setting and Evaluation
 - Strategic Planning



FEE STRUCTURE - Overview

Fee for search service \$18,500

Plus Associate Travel - No meal costs will be included

INCLUDED	OPTIONAL
Four on-site associate days	Additional days as needed
Interviews; focus groups; community forums Survey (basic version)	Research-based survey – <i>multiple languages</i>
Advertising – HYA; WASA; WSSDA	Additional sites that have a fee (as requested)
Reference Checks; First level background check	Executive Due Diligence Report – thorough, independent 3 rd party

WHY HYA?

- Unparalleled customization & support
- Transparency throughout the process
- Strong engagement (students; staff; families; and community)
- All voices heard/honored!
- State & National Networks
- Responsive, regular communication
- Password protected Board Portal





BOARD PORTAL

Board members will have access to a personalized and private portal which will serve as a hub for all information, links, and documents related to the HYA search, organized by phase.

Home	Propose	Engage
<ul style="list-style-type: none"> • Search Team Members • Board Updates • Zoom Links • Board Planning Summary • Summary Notes • Search Timeline 	<ul style="list-style-type: none"> • RFP • Proposal • Presentation • Signed Letter of Agreement 	<ul style="list-style-type: none"> • Summary Survey • Open Ended Survey Questions • District Leadership Profile Report • Profile Report Presentation • Focus Group Schedule
Recruit	Select	Transition Services Available
<ul style="list-style-type: none"> • Job Postings • All Candidate Application Materials and Resume / CV • Slate Presentation 	<ul style="list-style-type: none"> • Interview Schedule • Day in the District Schedule • Tier 1 - 2 - 3 Document • Interview Questions • Google Forms (Day in the District Feedback) • Feedback Responses Document • Candidate Presentations • Delphi Technique • Screening Tool • Interview Rubrics 	<ul style="list-style-type: none"> • Comprehensive First Year Support • Executive Coaching • Board Governance • Board Goal Setting • Superintendent Evaluation • Strategic Planning • Community Engagement • Transition Dashboard

Guarantees:

- ★ Client Satisfaction!
- ★ Fixed Price
- ★ Price Match
- ★ Non-solicitation of Candidate



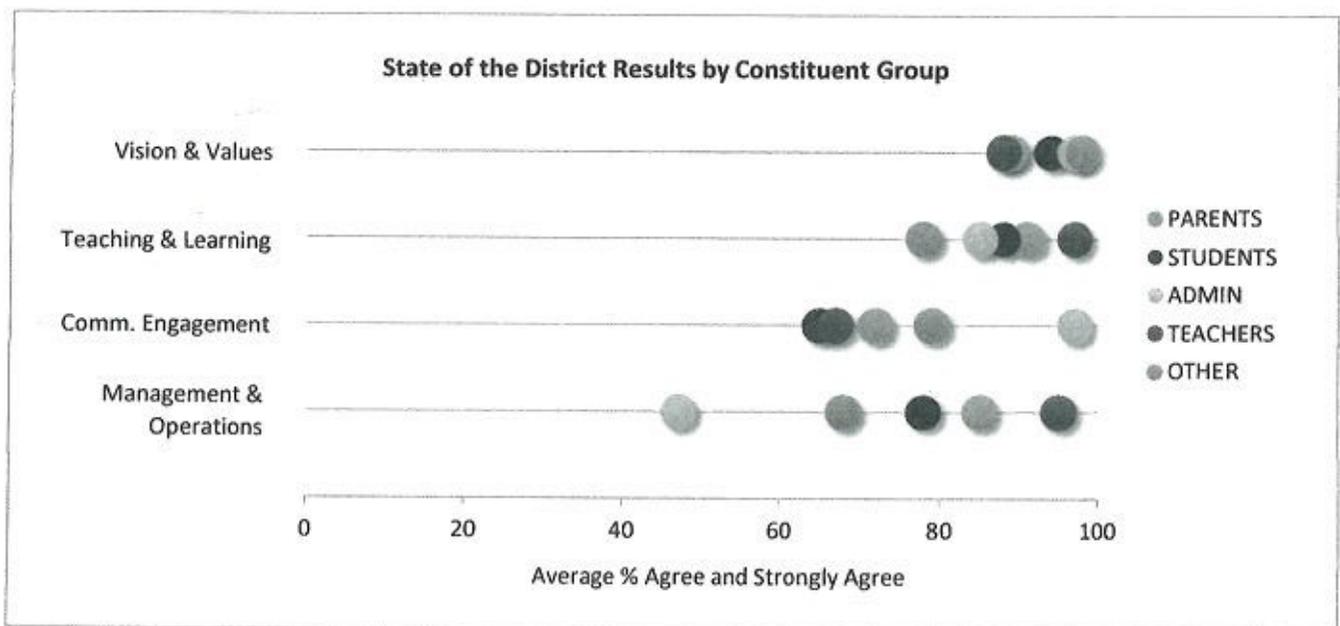
Questions?



***Wishing you the very best!
Kris, John & Anthony***

Community and Leadership Profile Survey

HYA's online survey employs a research-based approach to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership. There is a lot of science involved in crafting a good survey questionnaire. HYA uses a multi-stage process to design, measure change over time, and report survey findings. The Community and Leadership Profile Report is a sophisticated executive report to publish for your community. Survey responses are summarized by area, constituent group, and disaggregated at the question level.



Pricing: \$2000

\$415 per language

\$1000 for customization - up to 3 open-ended questions and up to 10 forced-choice questions

Executive Due Diligence

HYA offers executive due diligence as part of the search process that are completed by independent third-party investigators. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents will produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for criminal record history. Each background search requires 7-10 working days to complete.

Two packages are offered. The Comprehensive Package includes a news and social media analysis. The news media investigation provides a better understanding of a candidate's leadership style, public relations skills and priorities. The news media investigation draws upon over 28,000 specialized publications and 900 newswires in 200 countries and includes 30 years of credible archived information. Special focus is given to publications in communities where the candidate has lived or worked. The social media review includes a review of text and images on sites such as Twitter, LinkedIn, personal blogs and industry websites. The analysis provides a summary of candidate generated activity with highlights of negative alerts.

The Basic package was designed in response to requests for a simpler cabinet or principal position background check; it does not include the news and social media analysis.

	Comprehensive \$1950	Basic \$1100
Personal Profile Summary	x	x
Social Security Trace	x	x
County Criminal Record History	x	x
Federal Criminal Record History	x	x
County Civil Record History	x	x
Department of Motor Vehicles License Information	x	x
Education (Degree) Verification	x	x
Credit Report	x	x
Investigation of all Aliases Identified within Past 7 Years	x	x
Investigation of all Jurisdictions of Residence, Education, and Employment within Past 7 Years	x	x
University and Academic Program Accreditation	x	x
National Criminal Record History	x	x
National Sex Offender Search	x	x
News Media Review	x	
Social Media Review	x	

Advertising Services

HYA Associates work with their clients to consider the many approaches to advertising vacant position(s). The HYA staff creates and coordinates all advertisements at the Board's direction. HYA advertising packages ensure exposure in the most frequently read print, e-publication journals, and job boards of education leaders across the country. In addition, HYA offers more focused advertisement packages for the Board to consider as add-ons to the National packages, including state and region-specific options.

All HYA search clients are advertised on the HYA Active Searches webpage and social media accounts - Facebook, LinkedIn and Twitter. The HYA Active Searches webpage averages 25,000 views per month and is a clickable list that leads its viewers to a separate page fully dedicated to your search.

Package 1 - \$2,150

One listing in the HYA group ad in Ed Week's print publication

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

Package 2 - \$3,400

Two HYA group ads in Ed Week's print publication

Online listing on EdWeek's TopSchoolJobs for 30 days & Showcased on the homepages for EdWeek and TopSchoolJobs for 7 days

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

Package 3 - \$6,650

Listing in the HYA group ads in Ed Week's print publication for the length of the search

Dedicated District specific ad in Ed Week's print publication

Online listing on EdWeek's TopSchoolJobs for 30 days & Showcased on the homepages for EdWeek and TopSchoolJobs for 7 days

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades



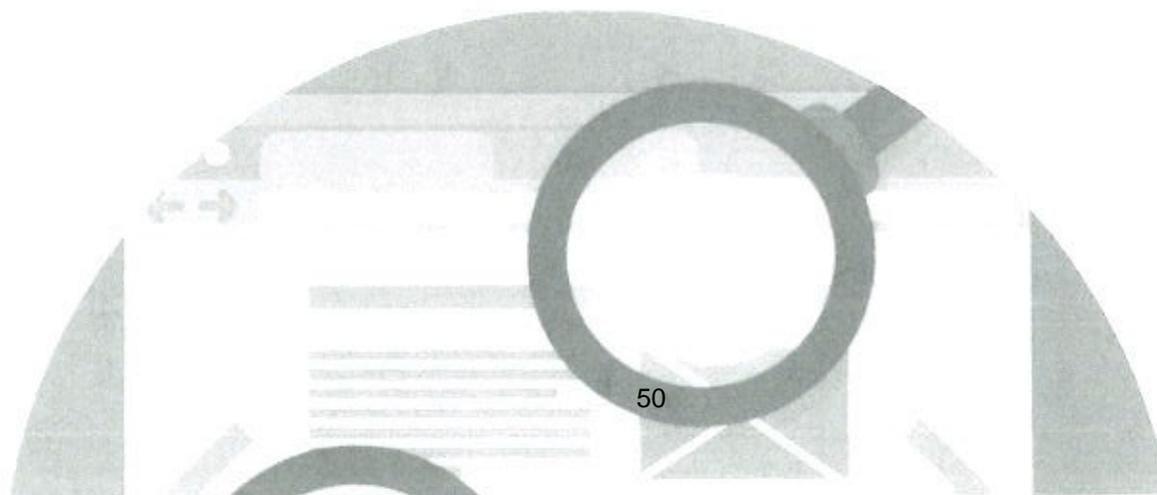
Options to Complement the Advertising Packages (Choose as many as desired.)

Group Ad - \$620	ALAS & NABSE - \$520	Custom
Single listing in HYA's monthly group ad in Education Week (print publication).	Association of Latino Administrators and Superintendents (ALAS) for 6 weeks online, push on ALAS apps	Quoted price is based on number of Associations and frequency of ads to place
	National Alliance of Black School Educators (NABSE) for 30 days	

Regional Packages

(Regional packages give your vacancy additional exposure in a specific geographic region. National Advertising, as detailed in packages 1, 2, and 3, should still be considered.)

California - \$1,050	Northeast - \$1,050
2 advertisements in the ACSA (Association of California School Administrators) EdCal CareerConnect print and 7 days online	NJASA (New Jersey Association of School Administrators)
CALS (California Association of Latino Superintendents and Administrators) online advertisement for 30 days	NYSCOSS (New York State Council of School Superintendents) online and newsletter
	CAPSS (Connecticut Association of Public School Superintendents)



HYA Transition Services

HYA offers optional transition services that would benefit the Board and Superintendent. Our website contains even more information, including white papers, brochures and videos about HYA's Transition services.

Visit: <https://hyasearch.com/executive-search/transition/>

Board Governance Workshop

The Board Governance Workshop requires a half day and provides the Board the opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement, and systematic change. Developing and maintaining effective Board-Superintendent relations, the need for long and short range planning, consensus decision-making, and other components of successful Board service are also discussed at this workshop.

\$2,500, includes all preparation and material.

Board Goal Setting & Superintendent Evaluation

To develop and maintain effective Board-Superintendent relations and provide the Board with an opportunity to determine what it desires to have the Superintendent achieve during in the position, goals and the evaluation process must be codified and understood with great clarity. The evaluation process should reinforce the concept of continuous improvement and should monitor the achievement of the Board's goals. Processes and instruments for performance evaluation will be provided.

\$5,000 (2 sessions: 1. Goal setting for superintendent, 2. Facilitation/review of superintendent evaluation).

Executive Coaching

Creating and sustaining powerful Superintendent-Board partnerships is a key component of HYA's Signature Superintendent Coaching program. HYA Associates understand first-hand the demands of the position and are able to come alongside Superintendents as experiences through partners to explore leadership challenges and generate strategies to overcome obstacles before problems arise. The HYA program includes:

- Customized, confidential Executive Coaching sessions offered twice monthly
- Interviews and assessments designed to foster understanding of Superintendent's strengths, areas of growth, successes, and challenges, including:
 - » Strengths Inventories
 - » Emotional Intelligence (EQi2.0) Assessment
- Additional assessment options and 360 survey instruments available for Superintendent use
- Integration of additional HYA Associates with content-specific expertise available as needed throughout coaching experience
- 24/7 On-demand access for emergency situations

\$10,000/yearly subscription

Transition Dashboard

Performance during the transition period in a new district is critical; it is an opportunity for the Superintendent to build relationships, analyze student achievement and financial status, understand community expectations and values, and arrive at a set of performance indicators to measure district success. Actions by the leader during the transition period form the foundation upon which all future rests. A solid foundation promotes future accomplishments. The Transition Dashboard provides a framework for the Superintendent to align communication and define school quality based on the priorities of the Board and community stakeholders.

The Transition Dashboard includes:

- An online, dynamic, and transparent infrastructure for the new Superintendent to communicate what they learned throughout the search process
- Key performance indicators that represent the values and priorities of the school district
- Specific actions the superintendent will do during the transition period

\$10,000/year hosting fee

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2023-2024

0 – 2,500 students	2,501 – 5,000 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,001+ students	
<p>Cedar Grove Belgium Area Schools (WI) 910 students, PK-12 Chad Hoopman, Board President (414) 336-5571 choopman@cabrockets.com</p> <p>Clarke County Public Schools (VA) 1,900 students, PK-12 Monica Singh-Smith, Board Chair singhsmithm@clarke.k12.va.us</p> <p>Coupeville School District (WA) 1,055 students, PK-12 Morgan White, Board President mwhite@coupeville.k12.wa.us 360-632-2429</p> <p>Elgin Math & Science Academy (IL) 361 students, K-6 Ron Manderschied 312.636-7471</p> <p>Irvington Union Free School District 1,700 students, KG-12 Brian Friedman (Pres.) brian.friedman@irvingtonschools.org 917-439-8746</p> <p>Mosinee School District (WI) 2,000 students, PK-12 Diane Gorman, Board President dgorman@mosineeschools.org 715-570-1176</p>	<p>Odyssey School of Denver (CO) Keri Melmed, Board President kerimelmed@gmail.com 720-272-8147</p> <p>Ramapo Indian Hills HSD (NJ) 2,000 students, PK-12 Kim Ansh kansh@rih.org 917-679-6208</p> <p>Tomorrow River School District (WI) 1,700 students, PK-12 Mark Kryshak, President mkryshak@amherst.k12.wi.us</p>	<p>Ames Community School District (IA) 4,600 students, PK-12 Kelly Winfrey, Board President 785-979-0200</p> <p>Barrington Public Schools (RI) 3,400 students, PK-12 Patrick McCrann, School Committee Chair mccrannp@barringtonschools.org</p> <p>Katonah-Lewisboro Union Free School District (NY) 2,800 students, PK-12 Julia Hadlock, Board President jhadlock@klschools.org 914-393-5551</p> <p>Monona Grove School District (WI) 3,500 students, PK-12 Elizabeth Cook, Board President 586-215-7958 elizabeth.cook@mgschools.net</p> <p>North Monterey CUSD (CA) 4,400 students, KG-12 Martha Chavarria chavarria_martha@nmcusd.org</p> <p>Oxford Area Community Schools (MI) 5,600 students, PK-12 Dr. Erin Reis, President erin.reis@oxfordschools.org 734.755.3904</p>	<p>Port Washington-Saukville School District (WI) 2,510 students, PK-12 Brenda Fritsch, Former President 262-483-4048 Karen Krainz, Vice President karen.krainz@pwssd.k12.wi.us 708-601-0171</p> <p>South Sioux City Community Schools 3,800 students, PK-12 Chris Krueger 712-223-0698 chris.krueger@ssccards.org</p>	<p>Longview Public Schools (WA) 6,300 students, PK-12 Jennifer Leach jenniferleach1890@gmail.com 360-430-0607</p> <p>Midland Public Schools (MI) 7,400 students, PK-12 Phillip Rausch, Board President 989-430-1612 phil.rausch@hscpoly.com</p> <p>South Orange-Maplewood School District (NJ) 6,800 students Qawi Telesford, Board President qtelesfo@somsd.k12.nj.us</p> <p>Tahoma School District (WA) 9,000 students Michael Wiggins mwiggins@tahasd.us</p> <p>Township High School District 214 12,000 students, 9-12 Alva Kreutzer alva.kreutzer@d214.org</p> <p>Yorkville CUSD 115 6,900 students, PK - 12 Darren Crawford, Board President 630.927.1701 dcrawford@y115.org</p>	<p>Maryland State Department of Education Joshua Micheal, PhD. joshua.michael1@maryland.gov</p> <p>Phoenix Union HSD (AZ) 27,900 students, 9-12 Naketa Ross 480.435.5262 nross@phoenixunion.org</p> <p>Pueblo School District 60 (CO) 15,000 students Sue Pannunzio, President susan.pannunzioboe@pueblo60.org 719-821-0272</p> <p>Virginia Beach City PS 65,456 students, PK-12 Kimberly A. Melnyk, Board Chair 757.619.3811 kimberly.melnyk@vbcpsboard.com</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2022-2023

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students	
<p>Colby SD (WI) 960 students, PK-12 Kristen Seifert 715.223.2301 kseifert@colby.k12.wi.us Bill Tesmer 715.316.2569 wtmesmer@colby.k12.wi.us Steve Kolden 715.223.2301 skolden@colby.k12.wi.us</p> <p>CCSD 89 (IL) 2,300 students, PK-8 Haydee Núñez 708.558.5009 hnunez@ccsd89.org</p> <p>Hayden SD (CO) 435 students, PK-12 Tammie Delaney 970.846.1404 tdelaney@haydenschools.org</p> <p>Hood Canal SD (WA) 315 students, PK-8 Eddie Reclusado 206.612.2011 ereclusado@hoodcanalschool.org</p> <p>Hudson City (NY) 1,600 students, PK-12 Willette Jones, joneswm@hudsoncsd.org Cheryl Rabinowitz rabinowitzc@hudsoncsd.org</p> <p>Manson SD (WA) 600 students, PK-12 Robin Bloch robin_b@frontier.com</p>	<p>North Salem CSD (NY) 1,200 students, K-12 Andrew Brown brownboe@northsalemschools.org Deb D. dagostinoboe@northsalemschools.org</p> <p>Roseland SD (CA) 1,500 students, K-12 Patricia Kreuger pkreuger@roselandsd.org</p>	<p>Oak Park-River Forest SD 200 (IL) 3,400 students, 9-12 Greg Johnson 217.369.0827 gjohnson@oprfs.org</p> <p>PS of the Tarrytowns (NY) 2,400 students, PK-12 John Paine 914.407.2099 jpaine@tufsd.org</p> <p>SD of Menomonee Falls (WI) 4,000 students, PK-12 Nina Christensen 262.893.4396 nchristensen@sdmfschools.org</p> <p>South Sioux City CS (NE) 3,700 students, PK-12 Chris Kreuger 712.223.0698 chris.krueger@ssccards.org</p>	<p>Highland Park ISD (TX) 6,700 students, PK-12 Maryjane Bonfield BonfieM@hpsid.org</p> <p>Mamaroneck UFSD (NY) 5,400 students, PK-12 Ariana Cohen 917.626.0707 arcohen@mamschools.org</p> <p>Neenah Joint School District (WI) 6,500 students, PK-12 Brian Epley, Board President 920-277-0949 brian.epley@neenah.k12.wi.us</p> <p>Upper Arlington Schools (OH) 6,300 students, PK -12 Jenny McKenna 614.620.0400 (cell) jcmckenna@uaschools.org</p> <p>Washington Township SD (NJ) 7,200 students, PK-12 Connie Baker 609.922.6760 connie_baker@verizon.net</p>	<p>Bellflower SD (CA) 10,200 students, K-12 Renita Armstrong renitaarmstrong@busd.k12.ca.us</p> <p>Littleton SD (CO) 13,700 students, PL-12 Angela Christensen 720.341.2197 achristensenboe@lps.k12.co.us</p> <p>Newton Public Schools (MA) 12,000 students, PK-12 Tamika Olszewski, 443.255.2891 olszewskit@newton.k12.ma.us Emily Prenner, 443.255.2891 prennere@newton.k12.ma.us</p> <p>Township HSD 214 (IL) 12,000 students, 9-12 Bill Dussling 630.248.0162 bill.dussling@d214.org</p> <p>Westerville City SD (OH) 14,500 students, PK-12 Tracy Davidson 614.797.5700 davidson@westerville.k12.oh.us</p>	<p>Aurora Public Schools (CO) 38,000 students, Pk-12 Debra Gerkin 303.364.3794 degerkin@aurorak12.org</p> <p>Frederick County PS (MD) 45,000 students, PK-12 Brad Young 240.674.0516</p> <p>Prince George's County PS (MD) 130,000, PK-12 Erica Berry Wilson 240.620.9386 ebwilson1@co.pg.md.us</p> <p>Rochester Public SD (MN) 18,000 students PK-12 Jean Marvin 507.282.3427 jemarvin@rochesterschools.org</p> <p>Syracuse City SD (NY) 19,000 students, PK-12 Tamica Barnett 315.200.3979 tbarnett@scsd.us</p> <p>U-46 (IL) 36,000 students, PK-12 Susan Kerr susankerr@u-46.org</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2021-2022

0 – 5,000 students	5,001 – 25,000 students	25,000+ students
<p>Bedford Central SD (NY) 4,100 students, K-12 John Boucher 914.584.3321 Ed Reader 914.334.1448</p> <p>Cedarburg SD (WI) 3,100 students, PK-12 Rick Leach 262.894.4284</p> <p>Chester Community Charter School (PA) 4,500 students, K-8 Jake Der Hagopian jderhagopian@csmillc.com</p> <p>Dobbs Ferry SD (NY) 1,500 students, K-12</p> <p>Edgemont SD (NY) 2,029 students, K-12 Monica Sganga 914.450.0135</p> <p>Faribault PSD (MN) 3,500 students, K-12 Chad Wolff 612.716.1757 Jerry Robicheau 507.330.4524</p> <p>Gibraltar Area SD (WI) 517 students, PK-12 Stephen Seyfer 920.421.5101 sseyfer@gibraltar.k12.wi.us</p> <p>Holmdel PS (NJ) 3,000 students, PK-12 Vicky Flynn 201-486-2718 vflynn@holmdelschools.org</p> <p>Johnson Creek SD (WI) 570 students, PK-12 Richard Wrensch 920.988.4878</p> <p>Los Gatos-Saratoga JUHSD (CA) 3,500 students, grades 9-12 Katherine Tseng ktseng@lgsuhdsd.org</p> <p>Middlesex County Vocational and Technical Schools (NJ) 2,100 students, grades 8-12 Keith Jones kjdevonsrenaissance@gmail.com Michael Affrunti maffrunti@connellfoley.com</p>	<p>SD of Monroe (WI) 2,230 students, PK-12 Ron Olson 608.293.0320</p> <p>SD of New Richmond (WI) 3,450 students, PK-12 Holly Butler 715.243.7443</p> <p>Niles Township HSD 219 (IL) 4,650 students, grades 9-12 Naema Abraham 773.953.6870 naebr@d219.org</p> <p>Pioneer SD (WA) 660 students, PK-8 Dr. Susan Day 360.878.3952</p> <p>Pittsville SD (WI) 550 students, PK-12 Mandy Hoogesteger 715.213.9277</p> <p>Riverview SD (WA) 3,100 students, PK-12 Lori Oviatt 425.785.7971</p> <p>Rosholt SD (WI) 500 students, PK-12 Karla Schoofs 715.572.1591</p> <p>Scarsdale PS (NY) 4,650 students, K-12</p> <p>Verona PS (NJ) 2,300 students, PK-12 Lisa Freschi 862-202-5134 lfreschi@veronaschools.org</p> <p>Voorhees PS (NJ) 3,000 students, PK-8 Rachel VanAken 856-631-3454 vanakenr@voorhees.k12.nj.us</p> <p>Watertown Unified SD (WI) 3,300 students, K-12 Margaret Brady 920.262.1460 bradym@watertown.k12.wi.us</p>	<p>Ames Community SD (IA) 5,001 students, PK-12 Sabrina Shields-Cook 515.451.8306</p> <p>Highline PS (WA) 17,500 students, K-12 Angelica Alvarez angelica.alvarez@highlineschools.org</p> <p>Hillsborough Township PS (NJ) 7,300 students, PK-12 Paul Marini pmarini@htps.us</p> <p>Monroe SD (WA) 6,000 students, PK-12 Jennifer Bumpus 425.232.5479 bumpusj@monroe.wednet.edu</p> <p>Newburgh Enlarged City SD (NY) 12,000 students, PK-12 Carol Mineo cmineo@necsd.net</p> <p>SD of Janesville (WI) 9,575 students, PK-12 Greg Ardrey 608.757.1677 gardrey@janesville.k12.wi.us</p> <p>North Penn SD (PA) 12,600 students, K-12 Tina Stoll 215.783.1817 stolli@npenn.org</p> <p>Oak Park Elementary SD 97 (IL) 5,700 students, PK-8 Jung Kim 847.331.7797 jkim@op97.org</p> <p>Roaring Fork SD (CO) 5,600 students, PK-12 Kathryn Kuhlenberg 970.379.4725 kkuhlenberg@rfschools.com</p> <p>Starkville Oktibbeha SD (MS) 5,001 students, PK-12 Wes Gordon 662.418.7783 wgordon@starkvillesd.com</p> <p>St. Charles CUSD 303 (IL) 12,500 students, PK-12 Jillian Barker 630.613.0694 jillian.barker@d303.org</p> <p>West Des Moines CSD (IA) 9,300 students, PK-12 Lonnie Dafney 515.225.7033 Ldafney@msn.com</p> <p>Anne Arundel County PS (MD) 85,000 students, K-12 Dr. Joanna Tobin 410-570-0366 jtobin@aacps.org</p> <p>Frederick County SD (MD) 43,250 students, PK-12</p> <p>Fort Worth ISD (TX) 75,000 students, K-12 Tobi Jackson tobi.jackson@fortworthsparc.org</p> <p>Lincoln PS (NE) 42,000 students, K-12 Connie Duncan 402.419.0070</p> <p>Los Angeles USD (CA) 640,000 students, K-12 Monica Garcia 213.505.6122 Kelly Gonez kelly.gonez@lausd.net</p> <p>Montgomery County PS (MD) 165,000 students, K-12 Brenda Wolff 240.740.3030</p> <p>San Francisco USD (CA) 50,000 students, K-12 Jenny Lam 415.699.5349 jennylam@sfusd.edu</p> <p>Seattle PS (WA) 50,000 students, K-12 Brandon Hersey brandon.hersey@seattleschools.org</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2020-2021

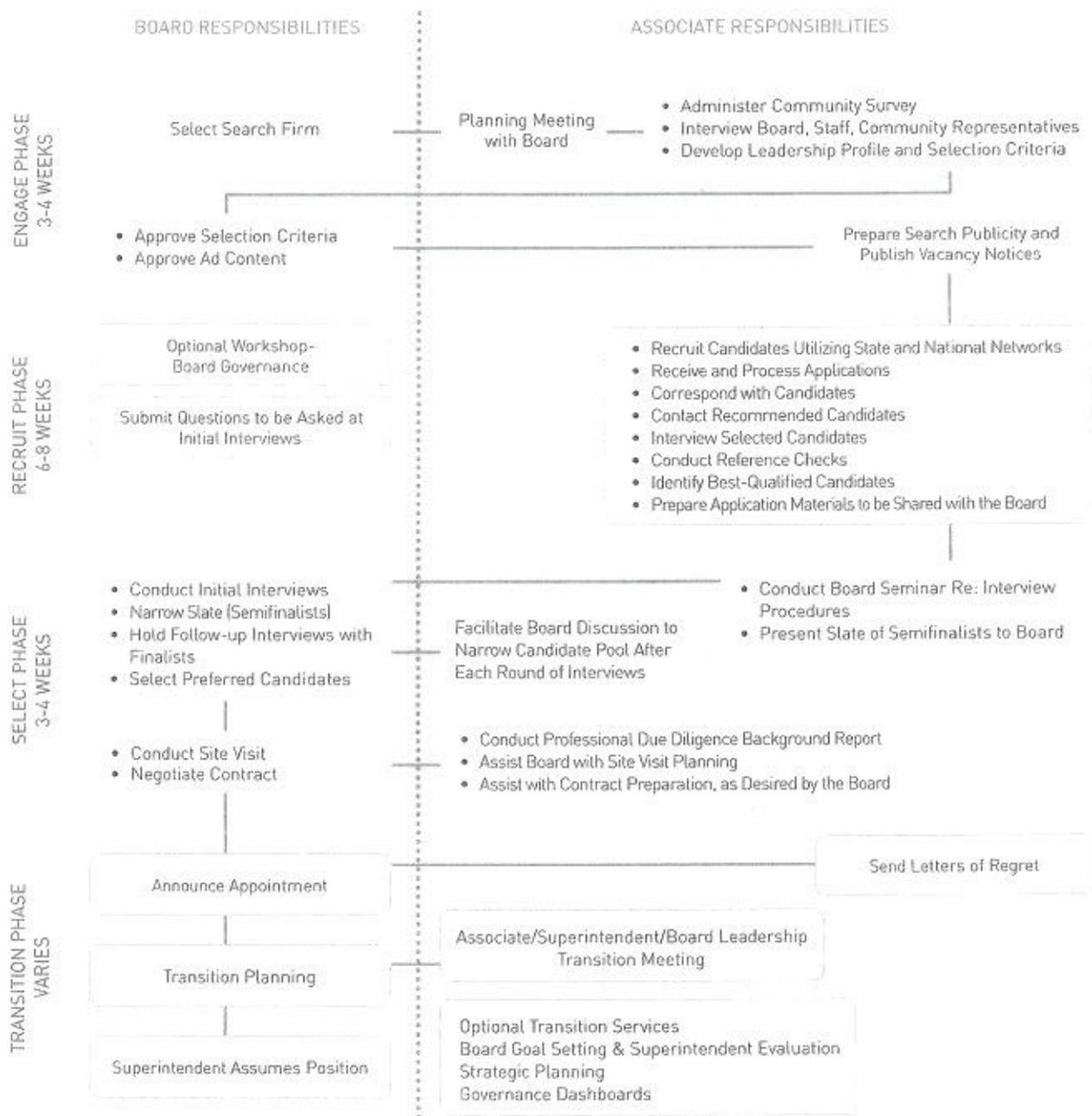
0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 – 15,000 students	15,000+ students
<p>Lake Forest Elementary SD 67 (IL) 1,600 students, grades K-8 Suzanne Sands 847.878.6764, ssands@lfschools.net</p> <p>Lake Forest Community High SD 115 (IL) 1,500 students 9-12 Jenny Zinser 847.778.6174; jzinsers@lfschools.net</p> <p>Northbrook SD 27 (IL) 1,330 students, PK-8 Helen Melnick 847-275-7946</p> <p>Ramapo Indian Hills RHSD (NJ) 2,300 students, grades 9-12 Filomena Forgia 201.264.1576</p> <p>School District of Cambridge (WI) 930 students, PK-12 Tracy Smithback-Travis 608-423-4345</p> <p>Bensenville School District (IL) 2,000 students, PK-8 Dr. Chris McCullough 312.608.8406 c1mccullough@bsd2.org</p>	<p>Charlottesville City Schools (VA) 4,300 students, K-12 Lisa Larson-Torres torresl1@charlottesvilleschools.org</p> <p>Cheltenham SD (PA) 4,500 students, PK-12 Pam Henry 215.446.5253</p> <p>Niles Township HSD 219 (IL) 4,500 students, grades 9-12 Naema Abraham 773.953.6870 naeabr@d219.org Joe Nowik 847.800.6726 joenow@d219.org</p> <p>Orinda Union ESD (CA) 2,529 students, K-8</p> <p>Roseland SD (CA) 2,800 students, PK-12 Laurie Biggers 707.545.0102 ext 4218 lbiggers@roselandsd.org</p>		<p>Ankeny Community SD (IA) 12,500 students, PK-12 Aaron Jonson 515.556.4277</p> <p>Bedford County PS (VA) 9,500 students, K-12 Susan Mele 540.797.4423 susan.mele@bedford.k12.va.us</p> <p>Coeur d'Alene PS (ID) 11,000 students, PK-12 Jennifer Brumley 208.661.4208 jbrumley@cdaschools.org</p> <p>Lower Merion SD (PA) 8,000 students, K-12 Lucy Klain 215.680.3055</p>	<p>Albuquerque Public Schools (NM) 84,000 students, PK-12 David Peercy 505.362.6834 peercy_d@aps.edu</p> <p>Allentown School District (PA) 16,500 students, K-12 Nancy Wilt 484.707.6496</p> <p>Jefferson County PS (CO) 80,000 students, PK-12 David Bell 303.881.7497 david.bell2@jeffco.k12.co.us</p> <p>Loudoun County PS (VA) 81,000 students, PK-12 Brenda Sheridan 571-233-0307 Brenda.Sheridan@lcps.org</p> <p>Poudre School District (CO) 30,000 students K-12 Christophe Febvre 970.227.0282 Rob Petterson 970.218.7722 rpetterson@psdschools.org</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2019-2020

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
<p>Aspen School District (CO) 1,700 students, PK-12 Susan Marolt 970.379.8732 smarolt@aspenk12.net</p> <p>Blaine County SD (ID) 3,300 students, PK-12 Lara Stone 208.720.2649 Keith Roark keithroark@blaineschools.org</p> <p>Collingswood PS (NJ) 2,300 students, PK-12 Regan Kalden 917.549.2738</p> <p>Hopkinton SD (NH) 1,000 students, PK-12 Seth Aframe 603.856.3534</p> <p>Maple Dale-Indian Hill SD (WI) 490 students, K-8 Ryan Jenness 414.322.7983</p> <p>Maplewood-Richmond Heights SD (MO) 1,700 students, PK-12 Katie Kaufmann 314.313.5670 Maria Langston 314.520.5666</p> <p>Oyster Bay-East Norwich CSD (NY) 1533 students, PK-12 Laurie Kowalsky laurie.kowalsky@aol.com</p> <p>San Bruno Park SD (CA) 2,500 students, PK-8 Teri Chavez tchavez@sbpsd.k12.ca.us</p> <p>Whitewater Unified SD (WI) 1,923 students, PK-12 Casey Judd 920.723.3035 cejudd@idcnet.com</p>	<p>Homewood City SD (AL) 4,200 students, K-12 Charlie Douthit 205.368.7925</p> <p>Lyons Township HSD 204 (IL) 4,000 students, grades 9-12 Thomas Cushing twcushings@sbcglobal.net</p> <p>Summit Public Schools (NJ) 4,100 students, K-12 Donna Miller donnamiller@summit.k12.nj.us</p>	<p>Capital School District (DE) 6,000 students, PK-12 Chanda Jackson-Short 302-465-1151</p> <p>Fond du Lac SD (WI) 7,000 students, K-12 Dr. Susan Jones 920-979-1364</p> <p>Pemberton Township Schools (NJ) 5,000 students, PK-12 Tom Bauer 609.410.8399 Jeff Wilson 609.760.0477</p> <p>Verona Area SD (WI) 5,800 students, K-12 Meredith Christensen 608.848.6637 christem@verona.k12.wi.us</p>	<p>Norwalk Public Schools (CT) 11,500 students, PK-12 Sarah LeMieux 203.988.4294 lemieuxs@norwalkps.org</p> <p>Richland SD 400 (WA) 13,600 students, PK-12 Rick Jansons 509.528.3488 rick.jansons@rsd.edu</p> <p>Salinas City Elementary SD (CA) 9,000 students, PK-6 Amy Ish.831.262.6860 aish@salinascity.k12.ca.us</p> <p>Traverse City Area PS (MI) 10,000 students, PK-12 Sue Kelly 231.218.9800</p>	<p>Atlanta Public Schools (GA) 52,000 students, PK-12 Jason Esteves 404.421.6215 jesteves@atlantapublicschools.us</p> <p>Bend-La Pine Schools (OR) 18,000 students, K-12 Melissa Barnes Dholakia Melissa.barnesdholakia@schoolboard.bend.k12.or.us</p> <p>Clear Creek Independent SD (TX) 44,000 students, K-12 Laura DuPont laura-dupont@ccisd.net</p> <p>Fort Wayne Community Schools (IN) 29,600 students, PK-12 Julie Hollingsworth 260.750.0274</p> <p>Green Bay Area School District (WI) 20,300 students, PK-12 Eric Vanden Heuvel 920.655.8993</p> <p>Sioux Falls School District (SD) 24,000 students, PK-12 Cynthia Mickelson 605.376.1329 cynthia@mickco.com</p>

HYA Signature Search Process



E. Kristine McDuffy, Ed.D.

P.O. Box 1739, Marysville, WA 98270 | Kristinemcduffy3@gmail.com | 360-391-4934

KEY LEADERSHIP SKILLS

- *Executive Searches
- *Strategic Planning
- *Working with School Boards
- *Leadership Coaching & Development
- *Equity focused Systems
- *High Performing Teams
- *Community Engagement
- *Collaboration & Communication

EXPERIENCE SUMMARY

LEADERSHIP

Superintendent/Executive Search Consultant Hazard, Young, Attea & Associates GR Recruiting	Current 2020 - 2022
Superintendent, Edmonds School District Lynnwood, Washington	2016 – 2020
Superintendent, Arlington School District Arlington, Washington	2008 – 2016
Director, Educational Administration Programs Western Washington University	2003 – 2008
Superintendent, Lakewood School District Lakewood, Washington	1998 – 2003
Principal – High School & Middle School, Lakewood SD Lakewood, Washington	1989 – 1998

TEACHING

Western Washington University Superintendent & Principal Certification Courses	1994 – 2020
Seattle Pacific University Superintendent Certification	2016 – 2018
Washington State Leadership Academy Instructor & Coach	2011 – 2013
Shorecrest High School	1983 – 1989
Kellogg Middle School Shoreline School District	

BUSINESS

Office Management; Bookkeeping; Retail Sales	1977 – 1983
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EDUCATION/CERTIFICATION

Doctor of Education – Educational Leadership Seattle University	1994
Master of Education – School Administration Western Washington University	1988
Bachelor of Arts in Education – Business Western Washington University	1983
Superintendent Certification	1995

EDUCATION/CERTIFICATION - Continued

Principal Certification	1988
Teacher Certification – Business	1983
Vocational Education Certification	1983

COMMUNITY INVOLVEMENT/LEADERSHIP

Economic Alliance of Snohomish County – Board of Trustees
 Washington Alliance for Better Schools – Chair
 Foundation for Edmonds Schools
 WSU Everett Advisory Council
 Workforce Development Council of Snohomish County
 Boys & Girls Clubs of Snohomish County
 Junior Achievement
 WIAA Superintendent Advisory Board
 School Information Research Services Board
 Rotary Clubs – Arlington & Lynnwood

PROFESSIONAL ORGANIZATIONS

National Superintendents Roundtable
 Horace Mann League
 American Association of School Administrators (AASA)
 Washington Association of School Administrators (WASA)

AWARDS & HONORS

Women in Leadership – AASA
 Superintendent of the Year Award 2019 – Washington Library Association
 Student Achievement Leadership Award 2017 – WASA
 Award of Merit – WASA
 Exemplary Service Award – Chamber of Commerce
 Distinguished Principal Award – AWSP
 Mentorship Award
 Most Outstanding Business Education Graduate – WWU

PRESENTATIONS – (Selected)

BOARD/SUPERINTENDENT RELATIONS – University of Washington, L4L
SOCIAL JUSTICE & EQUITY ACROSS OUR SYSTEM - Snohomish County Equity Summit
EQUITY LEADERSHIP – FROM POLICY ADOPTION TO SYSTEMIC CHANGE – AASA National Conference
LEAD IN, LEAD OUT: MOVING EQUITY THEORY INTO PRACTICE – NSPRA National Conference
BUILDING SYSTEM COHERENCE – LEVERAGING YOUR LEADERSHIP – AASA National Conference
ETHICAL LEADERSHIP – Western Washington University
CREATING A CULTURE TO MOTIVATE & INNOVATE – WSPRA State Conference
THE SUPERINTENDENT/PRINCIPAL RELATIONSHIP – AWSP State Conference
SCHOOL & DISTRICT IMPROVEMENT PLANNING – Seattle University
BUILDING & SUSTAINING HIGH PERFORMING TEAMS – AASA National Conference
EMPLOYEE RELATIONS – THE HEAD AND THE HEART – AASPA National Conference

JOHN D. BASH

2320 23rd. Avenue SW; Puyallup, WA 98371 & 1860 W. Serenade St.; Tucson, AZ 85737
Phone: (360) 269-8224 * email: johnbash@hyasearch.com

Education and Certifications

Superintendent Certification Program
Washington State University – 2008

MA Education (Ed. Leadership)
University of Washington - 1993

BA Elementary Education; Minor: Music Education
Central Washington University - 1987

Professional Certificates

Superintendent Certificate: AZ & WA
P-12 Principal: AZ & WA
Teacher; K-8 Elementary: AZ & WA
Teacher; K-12 Music: WA

Professional Experience

EXECUTIVE SEARCH CONSULTANT

Hazard, Young, Attea & Associates – West Coast
Bash Consulting Services; Puyallup, WA

2021-Present
2019-2021

Led successful superintendent search processes for the following school districts:

- Phoenix Union High School District, AZ (2024)
- Longview Public Schools, WA (2024)
- Aldo Leopold Charter School, Silver City, NM (2023)
- Onalaska School District, Onalaska, WA (2023)
- Monroe School District, Monroe, WA (2023)
- Pioneer School District; Shelton, WA (2022)
- Cobre Consolidated Schools; Bayard, NM (2022)
- Riverview School District; Duvall, WA (2022)
- Highline Public Schools; Burien, WA (2022)
- Tenino School District; Tenino, WA (2021)
- Southside School District; Shelton, WA (2021)
- Tumwater School District; Tumwater, WA (2019)

ASSISTANT SUPERINTENDENT

Tenino School District; Tenino, WA

July 2019 – June 2021

Leadership Responsibilities: Superintendent Search Lead 2020-21, Special Education Director, State & Federal Grants/Programs, Competitive Grants, Professional Development, School Improvement, Bilingual Ed., Gifted Ed., Homeless/Foster Care services, Assessment, Instructional & Behavioral Intervention Systems (MTSS), Leadership Coaching/Mentoring, Remote/Hybrid Learning Systems and Logistics, Staff Wellness

**Professional
Experience
(Continued)**

SUPERINTENDENT

Tumwater School District; Tumwater, WA

July 2015 – June 2019

Executive leadership for this suburban school district serving over 6,000 students in 10 schools, a regional vocational skills center, and a program housed in the county juvenile justice center. 2018-19 Total Operating Budget of \$114,000,000.

Leadership Responsibilities: Superintendent Search Process 2018-19, School Board Training/Teamwork, Strategic Planning, Leadership Supervision/Evaluation, Community Relations/Partnership Development, Financial Leadership/Management, Legislative

Stewardship/Advocacy, Oversight of Facilities Planning/Bond Project Implementation, Levy Planning Information Campaign/Citizens Committee Leadership, Operational Management.

RESULTS

- * **Academic Success:** Refined school improvement planning systems resulting in improved student attendance, reduced achievement gaps, growth in student achievement, state recognition, and 4-year graduation rates exceeding 90% at two comprehensive high schools.
- * **Expanded Student and Family Supports:** Implementation of Tumwater Community Schools support system addressing non-academic barriers to student success through expanded community partnerships. This effort resulted in new campus-based mental health services, family resource centers in schools, after school programming, free health services (immunizations/physicals), affordable housing for homeless students, and case management support for students and families needing intensive support.
- * **Financial Success:** Successful passage of a 4-year educational programs levy (2016); Balanced budgets planned & approved by the School Board; Successful annual state audit results.
- * **Expanded Community Partnerships:** Developed annual community summit and joint Board/Council meeting with City of Tumwater, New Partnership Groups: TOGETHER!; Thurston Co. Housing Authority, Tumwater Kiwanis

DEPUTY SUPERINTENDENT

North Thurston Public Schools; Lacey, WA

July 2010 – June 2015

(Title Changed in 2012 from "Chief Operations Officer"; Same Role / Responsibilities)

Leadership Responsibilities: Executive Oversight – All Operations: Finance, Construction, Facilities, Human Resources, Health Services, Food & Nutrition, Transportation, Property Acquisitions, School Safety, Superintendent Designee. Special Projects: TPEP Pilot Project, 2014 Bond Initiative (\$175 million)

ASSISTANT SUPERINTENDENT

Centralia School District; Centralia, WA

July 2007 - June 2010

Leadership Responsibilities: Responsible for human resources, facilities, transportation, principal supervision/coaching, K-12 counseling, nursing, and fine arts.

DIRECTOR OF TEACHING, LEARNING AND SPECIAL PROGRAMS

Centralia School District; Centralia, WA

July 2001 - June 2007

Leadership Responsibilities: Responsible for curriculum, instructional support, assessment, technology, school improvement, professional development, state and federal program management, program audits,

John D. Bash

360-269-8224 * Email: johnbash@hyasearch.com

special programs budget development, K-12 summer school, community relations support.

ELEMENTARY PRINCIPAL

Washington Elementary School; Centralia S.D.; Centralia, WA

July 1997 - June 2001

Facilitated and led school improvement processes and reforms leading to student achievement gains over four years: Reading +25.7%; Math +18.9%; Writing +14.9%. Increased parent involvement and created a robust volunteer program to support this diverse school with a 70% poverty rate.

MIDDLE SCHOOL ASST. PRINCIPAL / ATHLETIC DIRECTOR

Centralia Middle School (Grades 7-8), Centralia S.D.; Centralia, WA

July 1995 - June 1997

EDUCATION SPECIALIST – Special Education

Olympia School District: Special Services Division; Olympia, WA

July 1994 – June 1995

EDUCATION SPECIALIST – Assessment

Olympia School District: Assessment Division; Olympia, WA

July 1992 – June 1993

CLASSROOM TEACHER - Elementary & Secondary

Grades 1 - 3 & 6; Olympia School District (Olympia, WA)

1988-1992; 1993-1994

Grade 2; Shelton School District (Shelton, WA)

1987-1988

***Professional
Affiliations***

Washington Association of School Administrators (Board Member: 2018-2021)

American Association of School Administrators

Employee Relations and Negotiations Network

ESD#113 Human Resource Administrators

Association of Washington School Principals

Lewis County Central Office Administrators

ESD#113 True North Student Assistance Program Executive Board

WASA Region #113 Instructional Administrators Chair

***Professional
Awards &
Honors***

City of Tumwater Partnership Award - 2019

Thurston County TOGETHER! Appreciation Award - 2019

ESD#113 Spirit of Leadership Award – 2012

North Thurston PS Leadership Award - 2012

City of Centralia Community Service Award – 2009

Elected Vice President of Public Schools Personnel Cooperative ESD#113 - 2009

Centralia School District Helping Hands Award - 2008

WASA Region #113 Student Achievement Leadership Award – 2007

Centralia College Hispanic Educational Leadership Project Award - 2006

Community Service Award: Twin Cities Rotary – 2002

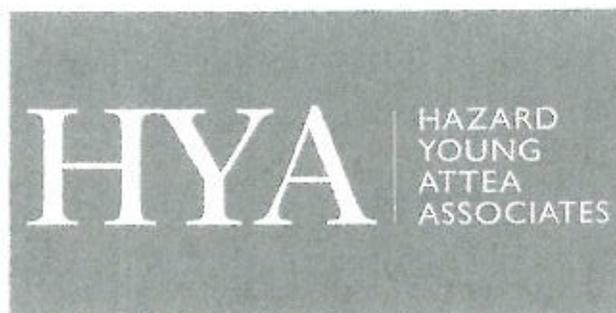
John D. Bash

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***Community
Involvement***

- **Tumwater Citizens for Better Education**
- **Tumwater Rotary (Tumwater Club)**
- **North Thurston Citizens for Schools**
- **North Thurston Education Foundation**
- **Boys and Girls Clubs of Thurston County**
- **Citizens for Centralia Schools**
- **City of Centralia Stream Team**
- **Lewis County Concerts Board**
- **Centralia Youth Soccer – Coach/Volunteer**
- **Hispanic Leadership Project (Centralia College)**
- **Twin Cities Rotary (Centralia/Chehalis Club)**

References Available Upon Request



John D. Bash

360-269-8224 * Email: johnbash@hyasearch.com

Résumé
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206.491.9511 (Cellphone)
Keynote1@msn.com (E-mail)
Linkedin: Anthony L. Smith, Ed.D.
Twitter: @DrAnthonyLSmith

EDUCATION AND CERTIFICATION

Education

- Doctorate in Educational Leadership, Seattle University, Seattle, WA (2003).
- Master of Arts in Education, Seattle University, Seattle, WA (1993).
- Bachelor of Arts in Music Education, Western Washington University, Bellingham, WA (1983).
- Bachelor of Arts in Music Performance, Western Washington University, Bellingham, WA (1983).

Certificate Endorsements

- Superintendent (P-12), Principal (K-12), Counseling (K-12), Special Education (K-12), Music (K-12), Psychology (4-12), Elementary Education (K-8).

ADMINISTRATIVE LEADERSHIP EXPERIENCE

Keynote1 Consulting (2022-Present), Aldo Leopold (public) Charter School Interim Director (2023), Riverview Superintendent (2013-2022), Riverview School District Assistant Superintendent for Teaching and Learning/Human Resources (2003-2013), Riverview Learning Center Principal (2011-2012), Riverview Director of Curriculum (2001-2003)

- **Superintendent:** Served as the Chief Executive Officer for a high performing and innovative school district of 3,000 students. Regional and state leadership positions include King County Superintendent's Advisory Chair for Puget Sound Educational Service District. Washington Association of School Administrators Board Member and Professional Development Presenter. One of four Superintendents in the State of Washington elected to serve as a Governmental Relations Liaison to Washington DC for American Association of School Administrators. Consistent presenter at State and National Conferences.
- **Principal:** Riverview Learning Center: Served 200 students and 12 staff for the district's three successful alternative programs: PARADE K-12, CLIP 11-12, and CHOICE 9-10. Opened building, evaluated all staff, developed structures and accountability systems, led Site Based Council (SBC) and all other major program efforts.
- **Strategic Plan:** Managed the highly successful Riverview School District Strategic Plan. This is the eleventh year of the plan. Accountable plan is "statused" with the School Board monthly, includes an inclusive community forum and is transparent to the public online.
- **Business and Finance:** Consistent record of clean state audits. Implemented budget processes through Director of Business and Operations, leading to outstanding ending fund balances of between 5-15%. AA bond rating, highest achievable for size of district. Chaired district Budget Advisory Committee to successful outcome and balanced budget process including parameters for contingency funds. Managed major portions of the district budget, including grants and categorical and title funds. Worked with school board and Superintendent's Cabinet on most aspects of business and operations planning around budget issues.

- **Capital Projects/Bond and Levy Campaigns:** Member of successful Superintendent's Cabinet with 100% levy passage while assistant superintendent and superintendent. Passed \$56,600,000 Capital Projects Bond in 2007. Planning Principal for \$5,200,000 new Riverview Learning Center alternative education building project.
- **Human Resources:** Directed all aspects of District Human Resources Program including budget, recruitment, hiring, retention, discipline, employee orientation, labor management, negotiations, policy/procedure/guideline writing, and employee recognition. Designed professional development model for district harassment, intimidation and bullying training. District Title IX and Harassment Officer.
- **Teaching and Learning:** Supervised and set the strategic vision for the entire teaching and learning program. Facilitated and completed district-wide adoption process in Mathematics, Social Studies, Science, Language Arts, Career and Technical Education, Foreign Language, Health/Fitness, and The Arts. Designed District Summer Institute for Teachers.
- **Professional Development:** Managed the District Professional Development Program. Initiated Summer Teacher Institute. Facilitate P-12 district Professional Development Plan for Administrators, Teachers, Specialists, and Classified Employees. Facilitated training of the entire teaching staff on Student Learning Protocols. Implemented Professional Learning Communities district wide. Manage all aspects of Employee Orientation and Induction. Lead the district mentoring program.
- **Assessment:** Oversaw all aspects of the District Assessment Program including WASL, MSP, HSPE, End of Course, MAP, AP, SAT, ACT, Vocational, Alternative, and District-Wide Summative and Formative Assessments. Designed District Writing Initiative which resulted in K-10 district-wide writing assessments. Implemented K-5 standards-based report card. Facilitated District Classroom-Based Assessments.
- **School Improvement Plans:** Facilitated district-wide process. Includes contracting with the Center for Educational Effectiveness for services and implementing SMART goals format throughout district.
- **National, Regional, and Local Presentations:** National School Board Association (2), American Association of School Administrators (2), National School Public Relations Association (3), Washington State School Directors Association (2), Seattle University (18), Washington Educational Research Association (2), PTSA (20), Rotary (15), Riverview Education Foundation (5).
- **Evaluation/Supervision:** Evaluated administrators, teachers, specialists, and classified employees.
- **Discipline:** Served as hearing board officer for discipline appeals.
- **Policy Development:** Worked on policy and procedure development at the district, state, and national level.
- **Professional Certification:** Co-Designed Professional Certification Model for 5-district consortium which included Tahoma, Mercer Island, Snoqualmie, Issaquah, and Riverview. Hired all teaching staff. Co-designed a highly successful consortium online book study program.
- **Professional Development:** Co-Designed innovative online book study structure for 5-district consortium.
- **School Reform:** Fourth district in the state to partner with the Center for Educational Effectiveness. One of eight districts to receive the OSPI School Improvement Plan Grant. Writing initiative successful with 10th graders at over 95% meeting standard. Early implementation for all state reform efforts. Chosen for first partnership pilot by Center for Educational Effectiveness and Leadership Innovations Team.
- **Honors/AP:** Oversaw secondary Honors/AP programs.

- **Alternative Programs:** Developed three high school alternative programs (CLIP, CHOICE, CLEAR). Researched and implemented district cyber learning program.
- **Committees:** Reopening, Outcomes and Indicators, Safety and Security, K-12 Adoption, K-12 Honors, K-12 Literacy, K-12 Thinking Skills, Elementary Report Card, Calendar, Collaborative Planning Time, Strategic Planning, Civility, Secondary Alternative, Senior Project, Communications, Assessment, Budget Advisory, Elementary Science Camp, High School E-folio, and numerous others.

PUBLIC RELATIONS EXPERIENCE

Riverview School District: Manage District Communication Program (2003-2012).

- **Television and Radio Interviews:** Interviewed on KPCQ, KIRO, KING, and KOMO on various topics including school safety, substance prevention, school closures due to weather, and school programs.
- **Print Media Articles:** Completed hundreds of articles for print media on various topics including student learning, calendar items, programmatic information, assessment reports, student and teacher recognition, district finance, special interest stories, feature articles, e-articles, and newsletter updates.
- **School Profiles:** Designed and implemented professional school profiles, both in print and online formats.
- **District Website:** Worked with team to redesign and reconfigure district website twice.
- **Branding/Marketing:** Committee leader to change district logo and re-brand the district.
- **Numerous Board Presentations:** Topics include school improvement, safe and drug free schools/communities, curriculum adoption, assessment, student presentations, vocational, college preparatory, counseling programs, budget advisory progress, strategic plan, and human resources progress.
- **Community Group Presentations:** Rotary, Riverview Education Foundation, Chamber of Commerce, Lions, Scholarship Donors, Parent Groups, PTSA Meetings, Parent and Student Orientations, Town Meetings, Focus Groups, and Community Network Meetings.
- **Partnership Formation and Participation:** Included district and school-based decision teams, service clubs, scholarship committees, local education foundation, and consistent involvement with public and private donors including facilitating Riverview Education Foundation strategic plan twice.
- **School Information Services:** Work closely with building administrators and staff on all levels P-12 to communicate information, successful outcomes and seamless transition programs.

COUNSELING EXPERIENCE

Cedarcrest High School (1994-2001), Tolt Middle School (1994-1995), Head District Counselor (1994-1999).

- **Coordination:** Administrated the development of K-12 comprehensive counseling and guidance program including monthly meetings, scheduling of adjunct agency professionals' attendance at Interagency Staffing Team meetings, organized the yearly board report, responsible for counselor hiring process.
- **Counseling Plan:** Coordinated all phases toward completion of a K-12 Comprehensive Counseling and Guidance Plan with district counseling team.
- **Riverview Safe and Drug Free Schools and Communities Coordinator:** Provided leadership and facilitated group toward yearly outcomes.
- **Individual and Group Counseling:** Experience included minority, vocational, college-bound, academically talented, and at-risk students.

- **Career Guidance and Post High School Planning:** Program that assisted all students each year through comprehensive curriculum using a classroom guidance model through advisory period and academic classes.
- **Advisory Program:** Wrote curriculum and participated in all phases of the advisory program including classroom guidance presentations.
- **Scholarship Foundations:** Seven years as president and 18-year member of the United Snoqualmie Valley Scholarship Foundation, consistently increasing scholarship funds for students.
- **Alternative Programs:** Completed research, proposal and school board presentation leading to the implementation of the first high school alternative program in district history.
- **Senior Project:** Completed comprehensive formative evaluation of the Cedarcrest Senior Project.
- **Peer Mediation:** Initiated current successful peer mediation program. In addition to facilitating over 40 mediations each year, our student mediators trained schools in other districts including Bellevue and Steilacoom.
- **Teens as Teachers:** Taught high school students about tobacco prevention curriculum. Students then delivered lessons to all fifth and seventh grade classrooms, district-wide.
- **Student Intervention Team Chair:** Organized student intervention team that met each week to provide multi-system assessment and assistance to at-risk students.
- **Crisis Team Chair:** Wrote original crisis plan for school and trained response team.
- **Testing:** Organized process, facilitated training and/or served as proctor or assistant for standardized tests including the WASL, ITED, ASVAB, PSAT, SAT, CFAS and WSHYS.
- **Parent Information Seminars:** Topics included career planning, financial aide, orientation, registration, curriculum, and mediation techniques/parenting skills.

TEACHING EXPERIENCE

South Whidbey High School (1983-1994), Langley Middle School (1984-1990).

- **Teaching Experience:** Band (11 years), Psychology (3 years), Physical Education (3 years), Choir (3 years), Mathematics (2 years)
- **Band Accomplishments:** Organized eight band tours including a six-day Hawaii tour during the 1991-92 school year. Conducted four musical productions. Jazz and Wind Ensembles consistently garnered superior ratings at festivals and performances. The Jazz Ensemble finished in the top three at the Bellevue Jazz Festival six times, winning the festival in 1994. Wind Ensemble always one of the top three groups in the Sno-King Region. Student excellence at Regional and State Solo Contests with nine students reaching the State Finals.
- **Coaching Experience:** AAU Boys Basketball Coach (three years), Middle and High School Boys/Girls Cross Country Coach (eight years), High School Girls Softball Coach (two years), Middle School Boys Basketball Coach (two years).
- **Committee Work:** Restructuring Committee (1993-1994), District Strategic Planning Curriculum Committee (1993-1994), Scheduling Committee (1992-93), Visioning Committee (1991-1992), Instructional Cabinet Chair (1990-1992), School Accreditation (1985-1986), and Arts Department Chair (1983-1989).

HONORS/AWARDS

- **Honorary Life Membership Award:** Riverview PTSA (2022).
- **Lifetime Achievement Award:** Inspire Youth Network (2022).
- **Washington Superintendent of the Year Nomination:** Riverview School Board (2021).
- **Curriculum Leadership Award:** Riverview School District (2021).

- **Rotarian of the Year Award:** Rotary Club of Duvall (2021).
- **Crystal Apple Award:** Washington School Public Relations Association (2020).
- **Outstanding Educator Award:** Riverview PTSA (2020).
- **Human Resources District Award:** Washington Schools Risk Management Pool (2011).
- **Curriculum Leadership Award:** Riverview School District (2004).
- **Bridge Builder Award for Excellence in Education:** Riverview School District (2003).
- **Christa McAuliffe Award for Excellence in Education:** State of Washington (1997).
- **Snoqualmie Valley's Ten Most Inspirational People Award:** Valley Reporter (1997).
- **State Model Prevention Program Award:** Teens as Teachers, ESD 101 (1996).
- **National Blue-Ribbon Schools Award:** Cedarcrest High School (1995).
- **Excellence in Arts Community Contribution Award:** Island Arts Council (1994).
- **District Teacher of the Year Finalist:** South Whidbey Rotary (1992).

PRESENTATIONS

- **AASA National Conference Presenter:** Entry Planning, Strategic Planning (2018, 2022).
- **NSBA National Conference Presenter:** Student Voice (2019).
- **NSPRA National Conference Presenter:** Dissertation, Conflict Resolution, Strategic Planning (2003, 2006, 2011).
- **WASA/AWSP State Conference:** Entry Planning, School Board Relations (2015-2021).
- **WASA New Superintendents Workshop:** Superintendent Entry Planning (2014-2021).
- **WSSDA State Conference:** Successful Arts, Small Districts, New Board Member Bootcamp, Student Voice (2003, 2009, 2017, 2019)
- **Washington Community College Presidents:** Leading for Racial Equity (2018).
- **WERA State Conference:** Assessment, Communication Evaluation (2001, 2004).
- **Puget Sound Transformational Collaborative:** Equity Best Practices (2022)
- **Seattle University Class:** Applying and Interviewing for Counseling Positions (1994-2015).
- **Friends of Youth Fundraiser Lunch:** Keynote Speaker (2017).

NATIONAL/STATE/REGIONAL LEADERSHIP

- **AASA Governing Board:** Elected State Representative to AASA (2017-2020).
- **WASA Board Member:** State Leadership Position (2015-2019).
- **WASA 110 Component Chair:** Leadership Position in State's Largest ESD (2016).
- **WASA Metro Regional Ethics Chair:** State Ethics Violations Committee (2008-2012).
- **OSPI AP Grant Selection Committee:** Evaluated AP Grants, Statewide (2002).
- **Rotary Board Member:** Served on Duvall Rotary Board (2015-2020).

PUBLISHED WORK

- **Chapter contribution in Releasing Leadership Brilliance: Breaking Sound Barriers in Education,** Bailey & Reilly, Corwin (2017).
- **Feature Article on Public Relations Evaluation,** National School Public Relations Association (2004).
- **Article on Servant Leadership,** Seattle University Magazine (2006).
- **Dissertation: Evaluation of Public School Communication Programs,** Seattle University (2003).
- **Best Practice in Prevention of Hate Crimes and Harassment, Intimidation, and Bullying,** OSPI (1998).
- **Chapter in Action Research on Block Scheduling,** Marshak, Eye on Education (1996).

Superintendent

Search Services Proposal for

Walla Walla Public Schools Walla Walla, Washington

December 2024



Phone: 888-375-4814
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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December 30, 2024

Board of Directors
Walla Walla Public Schools
364 S. Park Street
Walla Walla, Washington 99362

Thank you for (the opportunity to respond to your RFP. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide **Walla Walla Public Schools** in ensuring your superintendent search secures quality leadership for the district.

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

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

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

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

Sincerely,

Dr. Norm Ridder

Owner, McPherson & Jacobson L.L.C.

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12/24

Executive Summary

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

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

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

About McPherson & Jacobson

The McPherson & Jacobson Difference

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

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

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

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

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

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

- **Leading National Search Firm**

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

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

- **Nationwide Network of Experienced Consultants**

McPherson & Jacobson has **over 130 consultants** across the nation. **One-third** 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. **Almost seventy percent** have a doctorate degree. Their diversity and expertise ensure your search results in quality leadership for education excellence.

- **Sustainability in Leadership**

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

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

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

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

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

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

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

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

Applicant Diversity

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

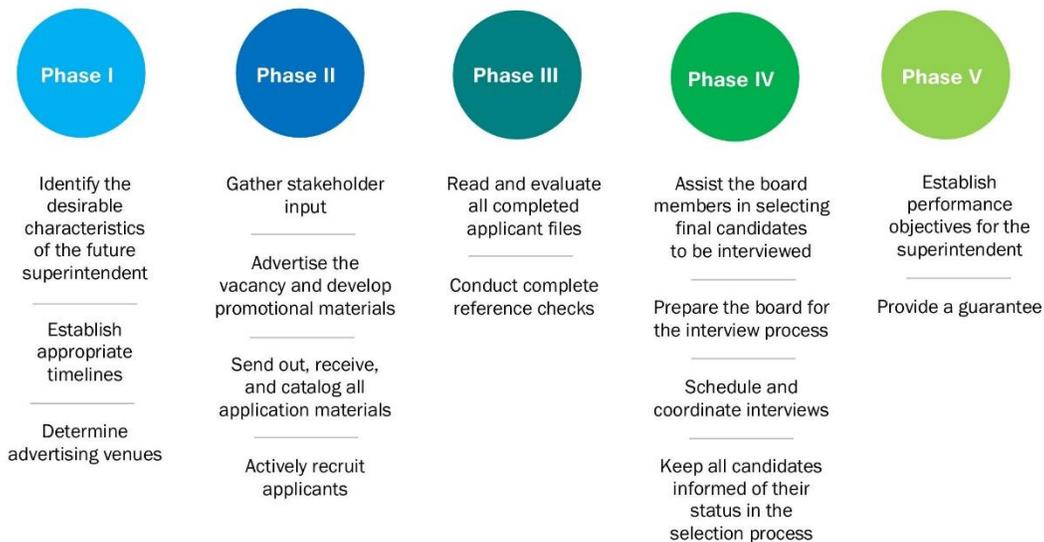
We use our nationwide consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

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

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

Search Process

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

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

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

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

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

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

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

- **Identify appropriate stakeholder groups.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Confidentiality of Applicants**

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

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

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

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

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

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

Phase III—Applicant Screening

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

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

- **Conduct reference checks.**

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

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

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

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

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

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

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

Phase IV—Reviewing Candidates with the Board, Interviews

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

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

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

- **Conduct background checks.**

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

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

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

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

- **Coordinate interview and visitation procedures.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Phase V—Transition with Success

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

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

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

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

- **Provide a guarantee.**

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

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

Timeline

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

Search sequence:

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

Responsibilities of Walla Walla 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 (optional) 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 (optional); 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 (add-on item) <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 (if district chooses to have a brochure created)
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 (if chosen) <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 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"> o Interview questions o Length of contract, moving and interview expenses o Spouse/significant other's involvement in interview process o District Interview Schedule o 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"/> Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed <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"/> 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 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

Initial stakeholder input sessions

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

Meeting the candidates

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

Process for Obtaining Staff Input

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

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

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

Process for Obtaining Parent and Community Input

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

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

Process for Including Ethnically Diverse Communities

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

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

K12 Insight

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

Consultants for Search

Dr. Douglas M. Nelson
The Dalles, Oregon 97058
Email: d_nelson@macnjake.com
Phone: 541-410-8292

Educational Background

Ed. D.	1986	Seattle University, Seattle, Washington
Masters	1974	University of Puget Sound, Tacoma, Washington
BA	1970	Whitman College, Walla Walla, Washington

Professional Experience

Dates	Title	District	Location
2019 to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE
2013 to 2022	Practicum Supervisor and Instructor	University of Oregon	Eugene, OR
2009 to 2011	District Improvement Facilitator	Clarkston Washington	Clarkton, WA
2008 to 2011	Consultant	Leadership Innovations Team	WA
2000 to 2008	Superintendent	Bend-La Pine Schools	Bend, OR
1990 to 2000	Adjunct Professor	Washington State University	Pullman, WA
1989 to 2000	Superintendent	Pullman School District	Pullman, WA
1985 to 1989	Assistant Superintendent	Franklin Pierce School District	Tacoma, WA
1980 to 1985	Principal—Meridian Junior High School	Kent School District	Kent, WA
1978 to 1980	Principal—Highland Middle School	Kennewick School District	Kennewick, WA

1975	to	1978	Assist. Principal— Pioneer Junior High School	Walla Walla School District	Walla Walla, WA
1970	to	1975	Social Studies Teacher, Head Swim Coach and Community School Director—Auburn Senior High School	Auburn School District	Auburn, WA

Professional Organization Memberships

Name of Organization	Dates		Offices Held
Columbia Gorge Educational Service District School Board	2021	to Present	Vice Chair
Oregon School Boards Association	2013	to 2017	President
High Desert Educational Service District School Board	2012	to 2019	Vice Chair
Confederation of Oregon School Administrators	2000	to Present	
Washington Association of School Administrators	1995	to Present	Regional President

Professional Recognition/Awards

Date	Name of Award	Awarding Organization, Committee, etc.	State
2008	Excellence in Education	Greater Bend Rotary Pullman Chamber of Commerce	OR WA
1999	Member of the Year		WA
1997	Excellence in Educational Leadership Award	The University Council for Educational Leadership	
1994	Outstanding Superintendent	Christa McAuliffe Award	WA
1988	Community Growth Award	Parkland-Spanaway Chamber of Commerce	WA
1985	Outstanding Administrator Award	Washington State PTA Service Area 9	WA

1985	Scholarship Award	Seattle University Chapter of Phi Delta Kappa	WA
1984	Outstanding Educator Service Award	WSASCD	WA

Community/Service/Fraternal Organizations

Name of Organization	Dates		
Medical Reserve Corp, North Central Public Health District	2021	to	2021
City of The Dalles, Urban Renewal Budget Committee	2019	to	Present
Rotary Club	1990	to	Present

Heidi Sipe

120 Rio Senda Street, Umatilla, Oregon 97882
heidisipe@gmail.com

Professional Experience

SUPERINTENDENT- UMATILLA SCHOOL DISTRICT

2007-PRESENT (*LEAVE OF ABSENCE 9/2012-3/2013*)

- Supervise all operations of school district including: finances, personnel, curriculum, instruction, professional development, capital projects, student services, assessment and maintenance.
- Key achievements: improved graduation rates, developed dual credit programs for high school students, increased college attendance rates for alumni, supported native language literacy supports at elementary levels, utilize early warning system to design interventions for students in three areas- attendance, behavior and academics, maintain ACEs and trauma informed support systems for students K-12, implemented nationally recognized after-school programming and passed two capital improvement bonds.

ASSISTANT SUPERINTENDENT- OREGON DEPARTMENT OF EDUCATION

9/2012-3/2013

- Coordinated efforts to implement OEIB strategic investments with OEIB and ODE staff.
- Supervised implementation of key state initiatives including: Common Core State Standards, Educator Effectiveness (SB290) and Proficiency Reporting (HB 2220), and support for low-performing schools.
- Managed Federal program responsibilities (Titles IA, IIA, III, IC, ID, VB, IIB, VIB, IVB, VII, X, Carl Perkins, STEP Funding, Focus/Priority School Support, ESEA Flexibility Waiver in Coordination with OEIB and Governor's Office).
- Oversaw Division 22 compliance for Oregon Schools.
- Supervised college and career readiness efforts (Oregon Diploma, CTE, STEM, Charter Schools, Online Schools, Private Career Schools, Talented and Gifted, AP/IB/Dual Credit/Expanded Options and Oregon Skills Assessments).
- Helped develop vision and mission statements and reorganization of Oregon Department of Education

DIRECTOR OF TITLE PROGRAMS/ASSISTANT SUPERINTENDENT- UMATILLA SCHOOL DISTRICT

2002-2007

- Managed all Federal programs and all grant funded staff and operations
- Coordinated professional development for district
- Supervised curriculum alignment, development and implementation K-12
- Managed Federal Funds and ESL budgets for all schools in district
- Assisted in all areas of state assessment and data collection

ADJUNCT FACULTY- UNIVERSITY OF OREGON- COSA ADMINISTRATOR PROGRAM

2023-present

Serve students in the Preliminary Educational Administration program through the Coalition of Oregon School Administrators program.

ADJUNCT FACULTY- LEWIS AND CLARK COLLEGE

2007-PRESENT

Serve students in the Preliminary and Professional Educational Administration programs. Have designed course materials and provided instruction. Courses offerings provided include:

- Working with Diverse Populations
- Leading and Managing for Teaching and Learning
- School Finance and District Budgeting
- Administrative Foundations for Diverse Schools

ADJUNCT FACULTY- CONCORDIA CHICAGO- COSA ADMINISTRATOR PROGRAM

2020-2023

Serve students in the Preliminary Educational Administration program through the Coalition of Oregon School Administrators program.

NEW SUPERINTENDENT MENTOR- Coalition of Oregon School Administrators

2022-present

Serve as a resource and support for first and second year superintendents throughout Oregon.

ASPIRING FEMALE SUPERINTENDENT COHORT MENTOR- AASA

2022-present

Serve as a resource and support for aspiring female leaders throughout the nation.

7TH/8TH GRADE TEACHER- CLARA BROWNELL MIDDLE SCHOOL 2000-2002

- Social Studies teacher
- Talented and Gifted Program Coordinator
- School Reading Coordinator
- National Junior Honor Society Advisor
- Girls Basketball Coach

Education

LEWIS AND CLARK COLLEGE- Portland, Oregon

Educational Specialist, Continuing and Initial Administrator Programs

GRAND CANYON UNIVERSITY- Phoenix, Arizona

Masters of Arts in Teaching

EASTERN WASHINGTON UNIVERSITY- Cheney, Washington

Bachelor of Arts in Education, Reading Major, Learning Resources Minor, Cum Laude

Professional Organizations, Appointments, and Experiences

- Appointed by Governor Brown to Governor's Healthy Schools Reopening Council (2020)
- Appointed to AASA National COVID-19 Taskforce

- Teacher Standards and Practices Commissioner (2012-2018)
 - Appointed by Governor Kitzhaber, Reappointed by Governor Brown
 - Serve as Chair of Commission (2013-2018)
- Appointed by Governor Kotek to Fair Dismissal Appeals Board (2024-present)
- Confederation of Oregon School Administrators (COSA)
- Elected President of Oregon Association of School Executives (OASE/COSA) (2014-2015)
- Appointed to COSA Funding Coalition Steering Committee (2010-2017)
- Elected President of Oregon Association of School Executives (2013-2014)
- Appointed by Governor Kitzhaber to School Funding Taskforce- HB 2506 (2013-2014)
- Appointed Superintendent Advisor to Oregon State Board of Education (2020-2022)
- Oregon appointed representative on national AASA Governance Board (2017-2023)
- Elected AASA Executive Committee Member (2023-present)
- Oregon School Activities Association Executive Board Member (2017-2023)
 - Elected President of OSAA Executive Board (2020)
- FIRST Robotics International Executive Advisory Board Member (2017-present)
 - Co-Chair 2020-present
- ORTOP Board Member (2017-present), Executive Board Member (2019-2023)
- Oregon Health Education Collaborative (OHEC) Founding Board Member (2019-present)
- Northwest Women in Educational Administration (NWEA) Board Member (2009-2011)
- Educational Enterprise Steering Committee (EESC) Appointed member (2008-2012)
- Represented Oregon at ESEA Waiver meeting in Washington D.C. (2011)
- Chaired Next Generation Accountability Systems (ESEA Waiver) Workgroup
 - Reward, Focus and Priority Schools, (2011-2012)

Community Activities/Awards

- Doug Flatt Memorial Leadership Award (2017)
- Oregon Superintendent of the Year (2016)
- Umatilla Police Department, “Chief’s Award” for Spirit of Community recipient (2013)
- FIRST WA Robotics Outstanding Volunteer Award (2024)
- Operation Library Core Funding Committee Member (2006-2009)
- Kiwanis Member (2009-2014)
- Umatilla Chamber of Commerce “Outstanding Citizen” recipient (2008)
- FIRST Robotics Volunteer Coach (2011-present)
- Small Business Owner: Evangeline Gift Shop, Loyal Restoration and Mingo Mountain Retreat (2010-present)
- City of Umatilla Planning Commissioner (2001-2023)
- Umatilla Chamber of Commerce Board Member (2021-present)

Selected References

Wenatchee School District

235 Sunset Ave.
Wenatchee WA 98801
School Phone: 509-663-8161
School District Contact: Kim White 509-663-8161
Board Contact: Martin Barron 509-669-2500
Search Year: 2022/23
Enrollment: 6,900

Camas School District

841 NE 22nd Ave.
Camas WA 98607
School Phone: 360-335-3000
School District Contact:
Board Contact: Tracey Malone 360-772-1377
Search Year: 2020/21
Enrollment: 7,000

Canby School District

1130 S. Ivy Street
Canby OR 97013
School Phone: 503-266-7861
School District Contact: Kamela Davis 503-266-0004
Board Contact: Sara Magenheimer 503-307-3879
Search Year: 2023/24
Enrollment: 4,200

Cost Proposal for Walla Walla Public Schools

Investment for the Search

The fee for conducting the superintendent search is \$14,500 for Phases I-V.

Estimated Expenses \$5,950

- **Advertising**
 - Thirty (30) days on AASA (American Association of School Administrators)
 - Thirty (30) days on TopSchoolJobs (Ed Week online)
 - Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
 - Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
 - One posting on the Washington State School Directors Association website
 - One posting on the Washington Association of School Administrators website
 - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
- **Stakeholder Meetings**
 - One (1) day of in-person stakeholder meetings
 - Online stakeholder input surveys using K12 Insight
 - Final report delivered to the board by email and one hard copy per board member, if requested
 - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
 - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
- **Candidate Reviews/Information**
 - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
 - Criminal/financial/degree verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
 - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
- **Consultant Travel**
 - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
 - *Consultant travel expenses can be reduced if the district requests online meetings.*
- **Office Expenses**

The total not to exceed amount including expenses is \$20,450.

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

Additional Services Available

- **Attending Candidate Interviews**

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

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$500 for a two-page brochure and \$750 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

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

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

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

- **Assistance in Hiring the Selected Candidate**

The fee will be based on an hourly negotiated rate.

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

- **Searches for Other Leadership Positions**

The fee will be based upon services selected.

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

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

- **Leadership Team Resources**

The fee will be based upon services selected.

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

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

- **Strategic Planning**

The fee will be based upon services selected.

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

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

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

McPherson & Jacobson Guarantees

Client Satisfaction

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

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

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

Price Match

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

Recruiting the Selected Candidate

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

Additional Information

McPherson & Jacobson Consultants

Following is a list of our consultants located in Washington and Oregon:

Washington Consultants

Dr. Ivan Duran, Superintendent, Highline School District

Dr. Mary Alice Heuschel, Educational Consultant, Liberty Lake

Dr. Steven Lowder, Retired Superintendent, Vancouver

Dr. Michelle Price, Superintendent, North Central Educational Service District, Wenatchee

Oregon Consultants

Dr. Gustavo Balderas, Superintendent, Beaverton

Mr. Michael Scott, Retired Superintendent, Hillsboro

Dr. Douglas Nelson, Retired Superintendent, The Dalles

Mrs. Heidi Sipe, Superintendent, Umatilla

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

Washington Searches Conducted by McPherson & Jacobson, L.L.C.

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

Year	District	City	Enrollment
2021/22	Aberdeen School District	Aberdeen	3300
2009/10	Aberdeen School District	Aberdeen	3313
2007/08	Arlington School District	Arlington	4950
2013/14	Battle Ground School District	Battle Ground	13000
2011/12	Bellevue School District	Bellevue	18000
2018/19	Blaine School District	Blaine	2200
2020/21	Camas School District	Camas	7000
2013/14	Centralia School District	Centralia	3400
2009/10	Chehalis School District	Chehalis	2679
2017/18	Chewelah School District	Chewelah	815
2009/10	Chewelah School District	Chewelah	948
2014/15	Chief Leschi Schools	Puyallup	900
2014/15	Chimacum School District	Chimacum	1100
2018/19	Clover Park School District	Lakewood	12885
2007/08	Clover Park School District	Lakewood	11879
2017/18	Coupeville School District	Coupeville	980
2012/13	Coupeville School District	Coupeville	1080
2015/16	Crescent School District	Joyce	250
2011/12	Crescent School District	Joyce	230
2007/08	East Valley School District	Spokane	4000
2009/10	Eatonville School District	Eatonville	2096
2012/13	Eatonville School District	Eatonville	1800
2017/18	Ellensburg School District #401	Ellensburg	3300
2009/10	Federal Way Public Schools	Federal Way	21782
2024/25	Garfield-Palouse Schools	Palouse	300
2021/22	Issaquah School District 411	Issaquah	19000
2021/22	Kalama Schools—Elementary Principal	Kalama	1000
2022/23	Kalama School District	Kalama	1035

Year	District	City	Enrollment
2014/15	Kalama School District	Kalama	990
2013/14	Kelso School District	Kelso	4500
2010/11	Kelso School District	Kelso	5074
2021/22	Kent School District	Kent	25000
2016/17	Kittitas School District	Kittitas	600
2014/15	Kittitas School District	Kittitas	600
2007/08	Kittitas School District	Kittitas	748
2014/15	Longview School District	Longview	6600
2009/10	Lynden School District	Lynden	2793
2017/18	Mabton School District	Mabton	1000
2013/14	Mary M Knight School District #311	Elma	195
2017/18	McCleary School District	McCleary	325
2014/15	McCleary School District	McCleary	280
2012/13	McCleary School District	McCleary	327
2013/14	Morton School District No. 214	Morton	310
2015/16	Mossyrock School District	Mossyrock	530
2011/12	Mount Baker School District	Deming	2000
2011/12	North Kitsap School District	Poulsbo	6500
2019/20	North River School District	Cosmopolis	67
2008/09	North Thurston Public Schools	Lacey	13500
2009/10	Northport School District No. 211	Northport	162
2016/17	Ocosta School District	Westport	623
2010/11	Ocosta School District	Westport	675
2017/18	Okanogan School District	Okanogan	1100
2011/12	Olympia School District	Olympia	9000
2013/14	Orcas Island School District	Eastsound	800
2008/09	Orting School District	Orting	2100
2015/16	Othello School District No. 147	Othello	4000
2015/16	Port Townsend School District	Port Townsend	1214
2011/12	Port Townsend School District	Port Townsend	1214
2017/18	Quilcene School District	Quilcene	650
2009/10	Rainier School District	Rainier	940

Year	District	City	Enrollment
2012/13	Richland Public Schools	Richland	11700
2013/14	Ridgefield School District	Ridgefield	2200
2014/15	San Juan Island School District	Friday Harbor	750
2014/15	Sequim School District No. 323	Sequim	2953
2011/12	Sequim School District No. 323	Sequim	2800
2008/09	Shaw Island School District	Shaw Island	10
2020/21	Shelton School District	Shelton	4200
2014/15	Shelton School District	Shelton	4115
2010/11	Shelton School District	Shelton	4195
2021/22	Skykomish School District	Skykomish	35
2015/16	Skykomish School District	Skykomish	40
2013/14	Skykomish School District	Skykomish	40
2011/12	Skykomish School District	Skykomish	45
2017/18	Soap Lake School District	Soap Lake	490
2010/11	South Whidbey School District	Langley	1550
2009/10	Steilacoom Historical School District No. 1	Steilacoom	5727
2017/17	Tahoma School District No. 409	Maple Valley	8200
2013/14	Tenino School District	Tenino	1180
2007/08	Tenino School District	Tenino	1435
2017/18	Thorp School District	Thorp	120
2014/15	Tonasket School District	Tonasket	1200
2021/22	Toutle Lake School District	Toutle	700
2018/19	Tukwila School District	Tukwila	2934
2007/08	Tukwila School District	Tukwila	2558
2014/15	Tumwater School District	Tumwater	6700
2009/10	Tumwater School District	Tumwater	6036
2020/21	Vancouver Public Schools	Vancouver	23400
2022/23	Wenatchee School District	Wenatchee	6900
2010/11	West Valley School District	Yakima	4900
2014/15	Wishkah Valley School District	Aberdeen	140

What Board Members Say About the Services of McPherson & Jacobson, L.L.C.

September 29, 2021

The Vancouver Public Schools Board of Directors had an extremely positive experience working with McPherson and Jacobsen for our 2020-2021 superintendent successor search. The firm and the consultant we were paired with were 100% responsive to our needs and provided exceptional communication.

As one of the largest districts in SW Washington, we knew we wanted to cast a wide net for our search. We therefore wanted to work with a national search firm in order to benefit from the resources, marketing and large network. However, we also wanted a firm that would adapt to some of the unique challenges of our search and provide flexibility in the search and interview process. MacPherson and Jacobsen provided both the large-scale resources, while also offering a truly customized experience.

A few of the unique dynamics impacting our search: Vancouver Public School had a full board turnover between 2017-2020. Our board was all very new and we had no Directors with experience participating in a superintendent search. Secondly, due to the timing of our search we of course were faced with the COVID-19 pandemic and limited to a search process primarily conducted over zoom. Lastly, there were some unexpected administrative changes mid-way through the search process that intensified the workload for the board. With all of these challenges, MacPherson and Jacobsen provided support, excellent communication and situational flexibility.

Our consultant, Steve Lowder was a key factor in our positive experience and the successful outcome of our search. Dr. Lowder and his associate made themselves very available to our entire board. The open and available communication built board confidence in the process. Further, through the personal connection Dr. Lowder established with board members, he demonstrated a sense of personal investment in the outcome. His support through the administrative changes were essential to keeping our successor search on track. I would (and have) recommend Dr. Lowder and MacPherson and Jacobsen to any board engaging in a superintendent search.

The ultimate measure of a successful superintendent search, of course, is finding and hiring a superintendent. We enthusiastically welcomed a new superintendent who is a near-perfect match to the criteria established in our search process.

With appreciation,



Kyle Sproul

Board President

Vancouver Public Schools

July 1, 2021

To Whom It May Concern,

It is with great pleasure that I write this letter of recommendation for Steve Lowder of McPherson and Jacobson. His knowledge, professionalism and willingness to listen to our school board created an atmosphere that helped our community choose an exceptional new superintendent.

I currently serve as one of five Directors on the Vancouver Public Schools Board of Directors in Vancouver, Washington. Our former superintendent announced his intent to retire in July 2020. We are a young board, with the most experienced director just now completing her fourth year. Three of us, myself included, were sworn in on December 10, 2019. Additionally, the fifth position has experienced two turn-overs in the last year.

Mr. Lowder took great pains to inform and guide us through the most important job a school board will ever have. He met with each of us individually, asked us thought-provoking questions, and helped us to form a unified view of what we as a board were looking for in a superintendent. He accomplished this without inserting himself into the decision itself. He heard what we wanted and assisted us in achieving our goals.

Our board prioritizes community input, particularly in regards to major decisions such as this. COVID-19 created barriers to in-person forums. Mr. Lowder and his associate not only managed a variety of on-line community forums—students, teachers, classified, community leaders, etc.—before we began the actual search but also conducted question and answer meetings with these communities and our four finalists, provided opportunities for input via an on-line survey, and offered sessions for our Spanish and Russian speaking populations. To this day, I have community members stop me, expressing their gratitude for the opportunity to be involved in the search.

When Mr. Lowder stepped into his role of finding our school district a superintendent, many obstacles presented themselves: the inexperience of the board, the global pandemic, and a broken relationship between the board and the then superintendent. His years of experience in the field allowed for the success of our nationwide search. He easily utilized his contacts throughout the country to bring us multiple highly qualified candidates.

Steve Lowder proved to be an exceptional search consultant. I would be glad to discuss in further detail his skills and talents. Please feel free to contact me using the below information.

Sincerely,
Kathy Decker
Director
Vancouver Public Schools Board of Directors
Kathy.Decker@Vansd.org
360-921-6145



September 27, 2022

BOARD OF DIRECTORS

Leslie Hamada
President

Joseph Bento
Vice President

Awale Farah
Legislative Representative

Meghin Margel
Director

Tim Clark
Director

Israel Vela
Superintendent

MISSION
Successfully Preparing All
Students for Their Futures

**Office of the
Superintendent**
12033 SE 256th Street
A-200
Kent, Washington
98030-6503
Ph: 253-373-7711
www.kent.k12.wa.us



To Whom It May Concern:

In the summer of 2021, the Kent School District Board learned that their current superintendent would be leaving July 1, and the Board was given little notice. We sought a search firm to help us with an interim quickly and do a national search for a permanent superintendent.

The board hired McPherson and Jacobson after interviewing other firms. This allowed the Board to quickly be ready with an interim superintendent going into the fall schedule and then gave us time to do a detailed search to have a permanent superintendent.

As board president, I had the pleasure to work closely with the firm and their designated representative for our area, Dr. Steven Lowder. It took a while to get the ball rolling but when it was posted we were pleased that they brought us quite a few applicants. They narrowed it down to seven highly qualified applicants for the board to look at and get the right fit we wanted as a district.

They used our surveys to see what our community was looking for and had several listening sessions for public input online. The price we paid for their services was competitive. Their representative met several times with me and Vice President Bento to oversee that our needs were being met. We were able to come to a final narrowing of candidates of three highly qualified candidates. Dr. Stephen Lowder made himself available for questions and help.

Without hesitation, I would recommend McPherson and Jacobson search firm if you are in need of their services. Please do not hesitate to call or e-mail if I could be of any further help in choosing and hiring them in your present needs.

Regards,

Leslie Kae Hamada/President Kent School District
She/her/hers
253-263-0090



5150 220th AVE SE, Issaquah, WA 98029
(425) 837-7000
www.isd411.org

Heather Tow-Yick, Superintendent

November 15, 2022

To whom it may concern,

The Issaquah School Board worked with Dr. Steven Lowder of McPherson & Jacobson during our superintendent search in 2022.

Overall, we were very pleased with the process. Dr. Lowder started by working with the entire Board to understand our expectations for the search as well as to share the expected timeline. Dr. Lowder then worked with board leadership to develop a district brochure and to establish an appropriate salary range for our new superintendent. Dr. Lowder and his team led multiple stakeholder meetings and conducted a district-wide survey monkey which generated valuable community input. He shared the input with the Board through an Executive Summary and led a valuable board discussion. This gave us a clear picture of the qualities, characteristics, qualifications and traits that our community was looking for in our new Superintendent.

The search process generated a generous number of applicants from all across the country. Dr. Lowder and his team effectively vetted those applicants to come up with a short list of candidates who met the pre-established board criteria. The Board then selected its three finalists. Dr. Lowder also worked with the Board to suggest and develop interview questions for the candidates. We were particularly pleased with the parallel community interview team that Dr. Lowder proposed because it generated another source of community feedback.

We scheduled a full day of interviews and community meetings with each of our finalist candidates, and had little trouble determining a clear favorite. Our new Superintendent started her position July 1st and has quickly become a valuable member of our community.

Dr. Lowder was always readily available throughout the process and he worked diligently to help us find the very best candidate for our school district.

Sincerely,

A handwritten signature in blue ink that reads "Anne Moore".

Anne Moore
Board President

Board of Directors

Harlan Gallinger • Marnie Maraldo • Anne Moore • Sydne Mullings • Suzanne Weaver

July 24, 2020
McPherson & Jacobson, L.L.C.
11725 Arbor Street, Suite 220
Omaha, Nebraska 68144

Dear Dr. Jacobson,

I am the Board Chair of a very small K-12 rural school district in Western Washington. This spring we engaged McPherson & Jacobson to provide hiring assistance and consultation for a new Administrator. We were paired with consultant Steve Lowder.

Overall, and even with the challenges that the COVID-19 pandemic presented, our hiring process was excellent. Our School District's previous Administrator had served for 17 years, and only one of our current board members has participated in an Administrator selection process. Although we intellectually understood many of the pieces that are important to selecting a qualified candidate, such as identifying our core values and characteristics we want to see in a new Administrator, Steve provided a framework that guided us through each step so that we were efficient and effective in our process. Having a clear structure allowed each of us board members to be fully engaged and contribute to the process in a meaningful way, and also ensured that the same was true for other stakeholders like District employees, parents, students and community members.

In addition to the structure that he provided, Steve brought a wealth of skill and expertise to the process. Steve possesses strong emotional intelligence and communication skills, a commitment to curiosity and understanding, and a passion for public education and service to students. These skills and characteristics were incredibly helpful. Steve's process, communication and engagement with the Board and stakeholders demonstrated his dedication to our school community. It was clear that he was working to find the 'best fit possible,' not just highly qualified candidates.

One of the primary reasons our Board selected McPherson & Jacobson's services was because of the opportunity for support from our consultant in the new Administrator's first year (ie. assistance developing shared goals, etc.). I am grateful that Steve is our consultant, and that he will continue to provide that technical assistance for our Board and new Administrator in the year to come. Steve has invested great time and energy into developing a trusting relationship with stakeholders in our District, and I believe he knows our school community well. I have no doubt that he will continue to provide us with wise advice as we navigate the changes on the horizon.

It has been a great pleasure to get to know, and work with, Steve. He is gracious, possesses both depth and breadth of key applicable skills, and has a strong moral compass (ie. in his commitment to youth education), which makes him highly effective in his role as a consultant. Personally, I enjoy his sense of humor, and deeply appreciate his kind wisdom. His commitment to the process and our District's best interests is incredibly heartening, and I look forward to continuing to work with him over this next year.

Sincerely,



Beth Mizushima