

RAYMOND CENTRAL PUBLIC SCHOOLS - DISTRICT #55-0161
BOARD OF EDUCATION SPECIAL MEETING, TUESDAY, MAY 25, 2021 - 8:30 AM
JR/SR HIGH SCHOOL MUSTANG CLASSROOM
1800 WEST AGNEW ROAD
RAYMOND, NE 68428-9783

AGENDA

1. Call to Order and Pledge of Allegiance
2. Motion to Excuse Board Member's Absence
3. Open Meeting Law
4. Discussion Items
 - 4.1. Resignation of Board Member - Discuss, consider, and take all necessary action to accept the resignation from the Board of Education of Board member Lori Springer, and adopt a procedure for the appointment of a new member to the Board of Education to fill the vacancy thereon created by the resignation of Lori Springer
 - 4.2. Interview Search Firms - Selection of Search Firm
 - 4.2.1. 9:00 AM - Grundmeyer Leader Services
 - 4.2.2. 9:30 AM - NRCSA
 - 4.2.3. 10:00 AM - McPherson and Jacobson
 - 4.2.4. 10:30 AM - NASB
5. Adjournment



Derrick Joel <djoel@rcentral.org>

School Board

1 message

Lori Springer <lrspringer2000@icloud.com>
To: Derrick Joel <djoel@rcentral.org>

Mon, May 24, 2021 at 12:03 PM

I am resigning from school board.

Prepared For:

Raymond Central Community School District



Superintendent Search Proposal

Presented By:

Grundmeyer Leader Search

Transforming Education One Leader at a Time

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Introduction

Dear Raymond Central Community School District Board of Directors,

Grundmeyer Leader Services (GLS) is ready to go to work for you in recruiting and hiring the next superintendent and for the Raymond Central Community School District. GLS is confident you will be pleased with the services our search firm can provide from recruiting a quality candidate pool to landing your top candidate. We can assist in hiring an interim superintendent this year and then help conduct the long-term hiring process early next year. As a firm, we will work hard to customize the search process to fit your unique needs, recruit a diverse candidate pool, and ensure you are able to hire your top candidate.

The firm has grown significantly over the years because of quality service to districts at a fair price. Our quality service includes 21st Century recruiting measures, advanced screening tools, and a clear process that leads to candidates who are truly the best fit for the district. To learn more about some of the beneficial tools and processes, see a video overview at:

<https://www.grundmeyerleadersearch.com/search-process.html>

GLS has conducted leader searches for Council Bluffs, Woodbine, Sioux City, Lewis Central among others. For a full list of successful hires visit the search firm website at www.grundmeyerleadersearch.com. We put our name behind the leaders we help hire.

GLS strives to make the selection process professional, efficient, and successful to assure your complete satisfaction. Not only will I personally work hard for you but I will also have another consultant working the search with me to ensure your expectations and timelines are always met. Lynn Johnson would be the other consultant working with me if we earn your business. In the last five years, 97% of superintendents hired are currently still employed with the district they were originally hired. This is a testament to the process we will help you lead to ensure a great fit for the district and successful candidate.

As a firm, we understand that you know your school district and community best. We understand how to lead a successful search process. As partners, we can facilitate a thorough and effective superintendent and search to ensure the best leader is hired to take your districts to the next level and add to your communities.

Your Partner in Education,

Trent Grundmeyer
Grundmeyer Leader Services LLC
tgrundmeyer@gmail.com
@GrundmeyerLeadS
515-205-9987





February 2016

School Leaders:

One of the most important decisions you will ever make is choosing a leader qualified to lead your district with the proven ability and skill set with the right fit for your district's strengths and challenges and your students' needs. This decision is even more challenging as you do not get many opportunities to practice the interviewing and hiring process. It is important to your staff and students that you get it right the first time.

We are grateful that Dr. Trent Grundmeyer has dedicated his passion and leadership experience, at both the principal and instructional academic levels, to assisting in the leader-search world. We encourage you to give the Grundmeyer Leader Search package your every consideration. The search is so much more than choosing from a stable of candidates. It involves a deep conversation with you, at the district and board level, to determine exactly what skills and passions will fit with the staff, students, and community you serve. Followed by a deep understanding of candidates to be interviewed, with reliable, objective information back to you to help you choose wisely.

In addition, Dr. Grundmeyer's commitment to ongoing support with entry plan execution is an asset not to be overlooked or undervalued. Getting off to a good start and charting the right course is a necessary first step to success. ISFIS is pleased to be coordinating with Dr. Grundmeyer to ensure you're getting accurate and current information to minimize missteps and maximize your new leader's understanding of the financial condition of your district. Providing your new leader with access to expert coaching and goal setting, as well as guidance in the areas of identified need, will ensure a productive first year foundation upon which to build.

Thank you for the work you do every day to educate Iowa students. They are counting on you. We believe you will be well served if you connect with Grundmeyer Leader Search to assist.

A handwritten signature in black ink, appearing to read "Margaret Buckton".

A handwritten signature in black ink, appearing to read "Larry Sigel".

Margaret Buckton and Larry Sigel

Iowa School Finance Information Services

HIGHLY QUALIFIED CONSULTANTS

Dr. Trent Grundmeyer

Trent is the founder of Grundmeyer Leader Search LLC. . He started Grundmeyer Leader Search in 2014 which transitioned to Grundmeyer Leader Services in 2017 offering a broader range of support for education organizations and leaders themselves. The firm conducts 20-30 leadership searches each year. He has many connections around the country, which provides advantages to the organizations he serves through the recruiting and hiring process. He is a model of innovative leadership and truly understands how to hire the best leaders. Grundmeyer Leader Services continues to grow based on Trent's integrity in the search process ensuring that the leader who gets hired is truly the best fit for the position, organization and larger community.

Trent currently serves as an Associate Professor of Educational Leadership at Drake University in Des Moines, IA. Prior to his tenure at Drake, he served as a high school principal at Hampton-Dumont and Indianola High School. Trent was recognized as 2013 Secondary Principal of the Year by the School Administrators of Nebraska organization. He earned his doctorate degree in educational leadership at Nebraska State University in 2013 and focuses much of his current research around technology integration and leadership. He has also led international travel experiences to Toronto and Finland on multiple occasions.

Lynn Johnson

Lynn most recently served for two years as the Harlan Community School District Interim Superintendent for two years. Prior to that she served as the Arlington, NE District Superintendent for 10 years after serving the district as the Secondary Principal. Some of her notable accomplishments include oversight of an \$8 million dollar addition/renovation project and \$3 million dollar HVAC project. She also successfully helped pass a bond issue for the district. Instructionally, she implemented Professional Learning Communities (PLC's) and expanded course offerings for students.

Lynn earned a Specialist Degree in Educational Administration in 2007 from Wayne State College. Her Masters in Secondary Administration was issued from University of Nebraska-Omaha in 1991. She also has a Bachelor of Science in Math Education Degree from Fort Hays State University and Associate of Arts Degree from McCook Junior College.



THE GLS TEAM

Dr. Trent Grundmeyer (Huxley, IA)
Brian Mitchell (Monroe, IA)
Roger Wilcox (Waverly, IA)
Dr. Kevin Fiene (Truro, IA)
Lynn Johnson (Harlan, IA)

Terry Welker (Clive, IA)
Jim Verlengia (Johnston, IA)
Jeff Corkery (Dubuque, IA)
Mike Mathews (Tulsa, OK)
Shane Ehrman (Grinnell, IA)

Note: Visit the Grundmeyer Leader Search website at <https://www.grundmeyerleadersearch.com/consultants.html> for more information about the GLS team and full resumes for each consultant.

REFERENCES

It was a pleasure to work with Grundmeyer Leader Services in the selection of our interim Superintendent for Harlan Community Schools. Over my nearly 15 years on the School Board this is the third time I have been involved in the search process. Your firm offered quality "Cadillac" service. I would recommend your company for any institution looking for education leadership recruiting. (Al Hazelton, Harlan School Board Member)

Utilizing the services of Grundmeyer Leader Search the right choice for our district. We could not have had as successful of a process or outcome without the guidance they provided. Our board would not hesitate to work with them if the need arose again in the future. (Ron Faldness, Decorah Board President)

Trent supported -- but did not control -- our search for a new superintendent. He provided connections, top-notch resources, and best practices for our process and did the background work to make everything run smoothly...yet it was clear that this was OUR process, not his. The end result was an excellent new hire and buy-in from the entire school community. (Jane Hoyman, Emmetsburg Board President)

If you want a consulting firm that continually puts your school district best interests first, this is the firm to work with. You treated us as we were your only client and was always available whenever any questions arose. Their research and guidance proved invaluable. A must hire! (Amy Garber, Treynor Board President)

Trent has the personality, determination, enthusiasm and leadership qualities that draw leaders in the field of education to him. It is his knowledge of current trends and his passion for education that will not allow him to settle for anything less than the best in searching for qualities leaders in the profession. (Todd Lettow, Hampton-Dumont CSD Superintendent)

We could not be happier with our new principal. He hit the ground running, thanks to Dr. Grundmeyer's assistance. I recommend Grundmeyer Leader Search to any school district for any administrative position. (Jay Mathis, Eldora-New Providence CSD Superintendent)



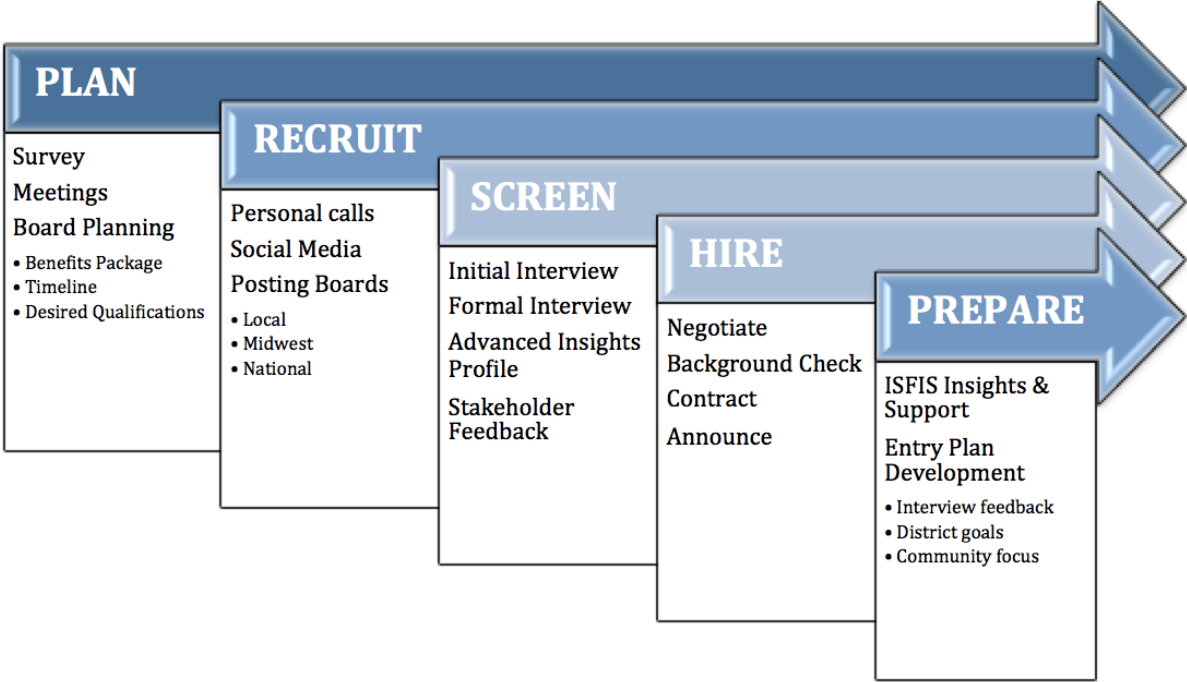
BENEFITS OF A SEARCH FIRM

- Recruiting candidates**-A search firm can help recruit candidates both locally and nationally through personal connections, established networks and marketing outlets that your district most likely does not have. This traditionally increases your candidate pool.
- Time dedicated to the hiring process**-The search process is time intensive in getting stakeholder feedback, recruiting candidates, marketing reference calls on each candidate and preparing for the actual interviews.
- Objectivity in hiring process**-If hired, the search consultant will have a vested interest in your search process but is not invested in your district and community like you are as a board member. Thus, the consultant can guide the process and ensure objectivity.
- Tools to screen candidates**-Making sure the best candidates surface is the science to the hiring process. Having the right screening tools is paramount to screening candidates and promoting those who are truly the best fit for your district. The search firm has screening tools school districts do not have.
- Support with entry plan**-The search firm can work with your successful candidate to tailor an entry plan so that they get off to a good start in your district. Advice from stakeholders from the survey, district financial and student achievement information and data from the interview process should all be considered in tailoring the entry plan and getting the new hire off to a successful start.
- Validation to school board**-Even if there is a strong internal candidate, a thorough and objective search process validates the successful candidate who surfaces to the school board, district stakeholders and larger community base.

THE GRUNDMEYER LEADER SERVICES DIFFERENCE

- A personalized & professional approach to the search with the belief that the firm works for the board.
- Recruitment & marketing strategies all aimed at the right fit rather than a pool of predetermined candidates.
- A front-loaded search process that aligns a leader's professional skills and qualifications to the needs of the district.
- Search support can be tailored to reduce cost & support is personalized to meet the needs of the board.
- Guidance through the hiring process is based on research, experience and current best practices.
- Applicants apply through the Frontline Teach Nebraska system, eliminating extra paperwork.
- Using feedback from the search process, a detailed entry plan is drafted with the successful hire to set the candidate up for success in their new role.

OVERVIEW OF THE SUCCESSFUL HIRING PROCESS



PLANNING THE SEARCH

Grundmeyer Leader Services (GLS) makes data-driven decisions to establish criteria, specific to your district, that is used throughout the search process to ensure a good fit and a successful candidate.

To develop an understanding of the core qualities and skills desired in your next shared superintendent, GLS will facilitate a community stakeholder survey (digital) to obtain direct feedback from district stakeholders; the search firm may also conduct constituent meetings if requested by the board. At the conclusion of the survey, GLS presents the results to the board and assists the board in identifying themes which will be the basis for identifying desired qualifications for the position. These desired qualifications are then used throughout the search process, including recruiting and screening, to help ensure districts truly find the right fit. All of this data will also be used as a guide to creating an entry plan for the successful candidate, ensuring a smooth transition of leadership.

DEVELOPING COMPENSATION PARAMETERS

Establishing a salary and benefit range prior to hiring will help in recruiting candidates and negotiating the successful candidate’s contract.

GLS provides comparative data based on school size, location, region, and other factors. Benefits are compared to recent hires of the same position type. GLS also provides actual sample contract



language to help the school board establish a fair but enticing salary and benefits package. GLS is positioned to act as a liaison between the successful candidate and the school board.

RECRUITING QUALIFIED CANDIDATES

It is recommended that candidates can confidentially apply through Grundmeyer Leader Services and are only made public when finalists are announced for the position. The application process for candidates can be confidential. This confidential process ensures candidates can apply without losing credibility in their current district, which traditionally increases the overall quality of the candidate pool.



The position is marketed on Indeed, K12 Job Spot, Social Media, Indeed, Applitrack, Handshake, through university preparation programs, and the GLS website. The position will also be posted on the American Association of Superintendents (AASA) website. GLS is well networked in Nebraska, Iowa and around the Midwest to recruit a diverse candidate pool. Personal phone calls and emails are the best way to recruit the highest qualified candidates. Any names of potential candidates shared with the GLS are contacted.

GLS recruits candidates who are believed to be a good fit for the district based on the desired skills and qualifications established by the district stakeholder survey. District stakeholders are also asked to assist in recruitment by supplying the names of potential candidates to GLS. The District is also asked what candidates may surface that are not a good fit for the District. Recruitment entails solicitation of current superintendents in Nebraska districts as well as other superintendents in the Midwest that are deemed a good fit for the position. Although other firms may promote being able to recruit from a national pool or have consultants around the United States, the truth is that each firm posts to similar national Boards.

Grundmeyer Leader Services has hired multiple candidates from out of state. Many of these candidates were contacted personally to apply for a position they were identified as a good fit. Other candidates inquired about the position on Teach Nebraska and reached out to the firm directly. Regardless of how the best candidates hear about the position, Grundmeyer Leader Services will recruit the best candidates both locally and nationally and facilitate a hiring process that ensures the best candidate for your district is hired.

SEARCH MATERIALS

GLS accepts full responsibility for the cost associated with advertising for the District's superintendent opening. As previously stated, the position will be marketed on K12 Job Spot, Social Media, AASA job bulletin, university preparation programs, Handshake, and the GLS website. GLS assumes the cost associated with posting the position on these sites. The district would assume the costs on any other marketing outlets.

CANDIDATE SCREENING

A search firm's role is to objectively rate candidates based on their skills and experiences in relation to a district's desired qualifications. While each hiring process is unique and tailored to the individual district, GLS ensures that all legal standards are met, key dates are clearly shared, and input from all stakeholders involved is gathered throughout the process. Stakeholder survey, screening protocols, interview questions, reference calls, and candidate comparisons are all aligned to the desired qualifications the district wants in the successful hire.

The GLS List of Screening Tools and Resources

- Applications through Frontline Teach Nebraska Technologies online
- Stakeholder survey with detailed summary reports
- Education Simulations available for use during finalist interviews
- Background check on courts online websites
- Utilize social media & popular search engines to conduct online background checks
- Leadership Style, Motivators, & Attributes Inventory
- Interview feedback forms aligned to desired qualifications
- Candidate comparison document which aids in objectively reviewing finalists

STRUCTURED INTERVIEW PROCESS

A district's location, hiring timeline, benefits package, and other factors contribute to the total number of applicants, however districts can traditionally expect around 20-30 applicants for superintendent positions. Each Monday during the application period, the district will receive digital copies of applicant cover letters and resumes; board members will have the opportunity to observe applications throughout the process. Once the application period has closed, GLS will screen all candidates based on the desired qualifications developed earlier from the stakeholder survey. GLS will present a one-page Candidate Rating Table on every candidate to present to the board; board members will receive materials from any and all applicants for the position. GLS will rate the candidates objectively and present that information to the board; however it is the board's responsibility to select semifinalists to interview. Again using the desired qualifications and data provided by GLS, the board will typically select 5-8 semifinalists. GLS schedules 30 minute Zoom interviews with all semifinalists. Following semifinalist interviews and another review of all data, the board will select 2-3 finalist candidates for formal interviews.

Formal interviews, conducted on the District's campus, normally include interviews with one or more mixed interview teams consisting of multiple stakeholder groups, an interview with the board, and a community and district tour. Stakeholder interviews may include representatives from the following groups: administrative team, classified and certified staff, students, and community members. It is the responsibility of the district to be purposeful in selection of interview team members as districts know its constituents at a much deeper level than GLS. During the actual interviews, a GLS consultant will be present to guide the process, but will not participate in the actual interviewing of candidates. This includes talking with each interview team before the interview begins, introducing the candidates to the interview team, escorting the candidate between interview groups and ensuring illegal interview questions are not asked throughout the process.

Interview questions for each stakeholder team are provided by GLS after input is garnered from interview team members. Traditionally, 2-3 minutes should be allotted for each interview question.

At the conclusion of the formal interview, stakeholder teams provide feedback and identify strengths/concerns regarding each candidate. Each individual on the interview team provides their individual feedback and group discussions are not allowed until all feedback forms are gathered to ensure everyone has an equal and unbiased voice in the process. Stakeholder groups will NOT rank candidates, as it is the board's responsibility to review data and make the decision on the next superintendent for the Raymond Central Community School District. To make this important decision, the board can expect a comprehensive report (Candidate Comparison Chart) from the search firm consultants with accurate data collected from all interview team members and groups. GLS consultants will also share any factors for consideration with the finalists that may contribute to, or take away from, the candidate's capacity to lead and be successful in the position.



GLS provides support and guidance throughout the entire process, while keeping objectivity as much as possible. Just as it should be, it is the board's responsibility to actually decide semifinalists, finalists, and ultimately the next superintendent for the Raymond Central Community School District. Finally, GLS will prepare multiple press releases for the district throughout the process; these are sent to the district for approval and dissemination as wanted.

DUE DILIGENCE

Throughout the search and hiring process, GLS conducts informal background checks of candidates. These informal checks include Courts online, the Nebraska Board of Educational Examiners, social media sites, and popular online search engines. Once top candidates are identified, GLS contacts their current and previous employers. Any concerns will be brought to the attention of the board president and/or board secretary.

The school district will facilitate a formal background check through the Division of Criminal Investigation prior to hiring an employee.

CANDIDATE COMPARISON CHART

The search consultant provides the school board a succinct candidate comparison document with themes from each interview team, key considerations, and final interview team ratings. This succinct data helps the board objectively review the finalists and make the best decision for their district.

Desired Qualifications:

- Experience with school finance
- School improvement experience
- Visible in community
- Effective communicator
- Collaborative leadership style
- Community relations experience

JEFF HANSON	KELLY JONES
<p>Feedback from Stakeholders: the teacher group rated Mr. Hanson highest.</p>	<p>Feedback from Stakeholders: every stakeholder group except the teachers rated Mrs. Jones highest.</p>
<p>Experience with school finance-Jeff has 14 years experience as an Iowa superintendent. References (including school board members) convey that this is a strength area for Jeff.</p>	<p>Experience with school finance-Kelly has 11 years experience as an Iowa superintendent. She has been responsible for passing 2 bond issues.</p>
<p>School improvement experience-Jeff has past experience as AEA school improvement consultant. Values district leadership team to guide professional development initiatives.</p>	<p>School improvement experience-Clear experience using data to guide decision-making in current district. Values collaboration and leverages union to guide change initiatives.</p>
<p>Visible in community-Jeff is active in multiple community groups and serves as the president of his church council. He also sits on the local chamber of commerce board.</p>	<p>Visible in community-Kelly attends church and belongs to local Kiwanis group. Is active with fine arts boosters and has grandchildren in the district.</p>
<p>Effective communicator-References report that Mr. Hanson effectively communicates with staff, students, and community members. Evidence includes emails, newspaper articles, radio announcements and board presentations.</p>	<p>Effective communicator-This is a strength area for Mrs. Jones. She frequently communicates district progress with community groups and parents by phone, email, website, and media outlet. She also keeps a presence on social media for</p>
<p>Considerations: Jeff currently makes \$170,000 with full family insurance and other benefits. His wife is a teacher who would also be looking for employment. Jeff indicated he meets the rule of 88 in 3 years.</p>	<p>Considerations: Kelly currently makes \$185,000 with full family insurance and other benefits. Her husband is a farmer and she would not relocate into the district. Kelly applied for the superintendent position 6 years ago and was a finalist.</p>

Category	Jeff Hanson	Kelly Jones
Finance	5	2
Improvement	3	4
Visibility	3	4
Communication	4	3
Collaborative	4	4
Community	2	5

Group	Jeff Hanson	Kelly Jones
Students	23	28
Community	29	32
Teachers	30	30
Board/Admin	26	27
Average	27	29

Objective ways to identify the candidate who is the best fit (if needed):

1. Consider cumulative feedback from stakeholders (interview, references, letters, other)
2. Prioritize desired qualifications to candidates strengths
3. Consider candidate weaknesses that might defray from districts needs
4. Consider which candidate could have the greatest potential impact on the community and/or administrative team
5. Prioritize interview questions and evaluate candidates answers in comparison to those most important questions


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ADVANCED INSIGHTS PROFILE (FINALISTS)

The ADVanced Insights Profile provides a depth of understanding of candidates that is unmatched. There are three different, yet intricately connected profiles: DISC (focuses on HOW a person responds to problems, people, pace of work, and procedures/precedents); Values Index (focuses on WHY a person does what they do and what are their motivators); and Attributes Index (in WHAT order a person thinks and processes). This combination of profiles is a powerful tool in understanding candidates prior to actually hiring them. The ADVanced Insights Profile has been used in the business world very successfully and is also being used at several schools in Nebraska (Interstate 35 CSD and North Polk), as well as at Drake University.

The tool is EEOC compliant and researched-based. The Results Group out of West Des Moines, IA helps to administer the inventory and interpret the candidate's results. See more at: <http://resultsgroupllc.com/services/selection-and-assessment/advanced-insights-assessment/>


Community School District

Desired Qualifications:

- Proven leadership skills
- Experience with school finance
- Vision to promote student opportunities

- Ability to foster positive culture
- Engagement in community
- Ability to foster community and school partnerships

KYLE SMITH

SARA WILLIAMS

Profile highlights: Kyle's DISC profile indicates he is responsible when addressing problems, and convincing in how he prefers to interact with others. He prefers a stable and consistent pace and prefers careful or systematic procedures. His values index shows he has a thirst for learning new things and is a team player. His lower values in Individualistic indicate he can support the team and does not value being in the limelight. Kyle's Dimensional Values indicate high levels of Practical Thinking, which means he can generate solutions to problems easily. His Systems Judgment is balanced which means he accurately considers the ramifications of his decisions. His Empathy is his lower External Dimension but still relatively high, which relates to higher levels of emotional intelligence.

Profile highlights: Sara's DISC profile indicates she is mild in addressing problems and more poised in how she prefers to interact with others. Her high S indicates she prefers a slower predictable pace and is adapting up for a more active pace. Her higher C indicates Sara prefers to follow procedures carefully and analytically. Sara's Values Index shows she really likes to learn new things and values leadership opportunities. She has the attitude that the buck stops with her and is able to accept blame or criticism. Her lower Economic value conveys that she is not motivated by rewards. Sara's External Dimensions are high in both Practical Thinking and Systems Judgment, which means that she is able to develop solutions and consider their long-term implications.

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DEVELOPING A SUCCESSFUL ENTRY PLAN (Ensuring a Smooth Transition)

When a candidate is hired with GLS the process is not over. GLS works with the new hire to establish an entry plan that ensures the candidate is well informed to be successful in their new role. The entry plan includes key meetings, tasks, and people to meet with.

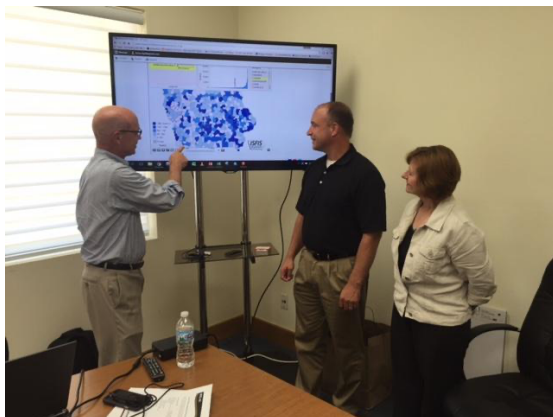
Advice for the new superintendent and from the stakeholder survey will also be shared with the district leader. This full information paired with information gleaned throughout the hiring process helps your new superintendent and draft a customized entry plan to get off to a great start in your district.

The new district leader will also go over their ADVanced Insights Profile with GLS Consultants. This briefing will help them better understanding of their natural talents, leadership motivators and potential blind spots. This data, too, will be used to create an effective entry plan and first year goals.

FOLLOW UP SUPPORT

GLS takes great pride in making sure that new hires are indeed a good fit for the district. GLS follows up with the board routinely after the new leader starts the job and sends a formal 6-month survey to get feedback about their performance and the district's satisfaction. To date, 100% of districts have reported satisfaction with the hire GLS supported. Many districts rehire GLS for future searches because of how satisfied they are with their new leader.

97% of candidates hired with the support from Grundmeyer Leader Services are still in his or her current role 5 years later. This is a sign that the hires placed with the support of Grundmeyer Leader Services are truly a good fit for the districts they are serving. The longevity of the leader is also a positive sign for the school district and what is best for staff and students.



Proposed Timeline for the Raymond Central Community School District Superintendent position: The proposed search schedule has been proposed with a more specific timeline to be developed in conjunction with the Board of Education.

Interim Superintendent Hire	
PLAN <i>Week of May 24</i>	Establish salary range & benefits package Establish interview process to include dates & times Advertise position Recruit candidates for the position
HIRE <i>Week of June 14</i>	Screen candidate application materials Present candidates to the board Establish interview teams Establish formal interview questions Formal interviews

Long-Term Superintendent Hire	
PLAN <i>October 2021</i>	Establish salary range & benefits package Establish interview process to include dates & times Post survey for stakeholder feedback Host stakeholder input meetings (optional)
RECRUIT <i>November 2021</i>	Advertise position Recruit candidates for the position Develop screening interview questions
SCREEN <i>Week of Dec. 6</i>	Screen candidate application materials Present candidates to the board Establish interview teams Establish formal interview questions Initial interviews
HIRE <i>Week of Dec. 13</i>	Formal interviews Feedback and debrief with school board Job offer to successful candidate Conduct formal background check Solidify contract with new hire Announce hire to staff and community
SUPPORT <i>Dec.-June</i>	Share Stakeholder Survey Advice Ensure proper licensure Develop an entry plan Develop first year goals

Search Costs

GLS is confident in their process, networks of candidates, and ability to hire leaders who are truly a good fit for your district. The district is billed \$2500 at the start of the search to cover marketing and travel costs and invoiced the remainder of the search fees at the substantial conclusion of the search process.

Description	Discount	Cost
Interim Hire	\$3750.00	\$0.00
Long-term Superintendent Search		\$9100.00
Travel Accommodations		\$870.72
Proposed Search Total:		\$9,970.72

The proposed cost will be 7% of the outgoing superintendent's salary based on the Nebraska Department of Education website. All necessary travel (up to 5 trips to the district), and associated expenses are included within the proposed invoice. Additional services and consultant trips can be negotiated at time of contract signing to meet the district's needs.

GLS recommends the full search with all screening tools and steps to leverage the best outcome, however, the District may choose to remove or conduct some steps on their own. In this event, the total invoice is reduced. Again, the GLS philosophy is that the firm works for the board so the customized support will be what the board values to ensure they get the best hire.

Key steps and resources included in the proposed search invoice:

- Stakeholder Survey and/or in-person meetings
- Salary and benefits comparable and planning
- Recruitment of highly qualified candidates
- Marketing on proposed outlets (websites, pools, social media, personal contacts)
- Disclosure of any and all know qualifications and concerns about all candidates
- Reference calls for all qualified candidates
- Objective candidate ratings for all candidates
- Hiring update document drafted to share with the public
- Initial screening interviews
- ADVanced Insights Profile of each finalist
- Facilitating formal interviews
- Candidate summaries presented to the school board
- Contract negotiations
- A final announcement to share with the public
- A full day with the new superintendent and to explain the ADVanced Insights Profile
- Development of an entry plan
- Mileage and travel

Optional steps and resources included in the proposed search invoice:

- Extra advertising/marketing
- ADVanced Insights for screening semi-finalists (no cost)

Responsibilities of the school district not included in the proposed search invoice:

- Printing and copying of interview materials
- Sharing the stakeholder survey
- Contacting stakeholders for interviews
- Following open and closed meeting laws
- Travel costs for finalists (if needed)

PROFESSIONAL LIABILITY INSURANCE

GLS will maintain \$1 million in Professional Liability Insurance coverage. No workers' compensation insurance, or any other type of insurance should be obtained by the District, on account of GLS.

GUARANTEE OF SERVICE

In the event that a successful candidate cannot be hired for unforeseen reasons or because one of the finalists turns down an offer, the search firm will continue the search for up to 1 calendar year or until a successful hire is made without any additional costs. In this event the district will be asked to confirm that services provided were donated.

SEARCH FIRM REFERENCES

School District	Position Filled	Contact Info
Winterset CSD	Superintendent	Jeff Nicholl (Board President) jnicholl@winterset.k12.ia.us
Lewis Central CSD	Superintendent	Dorene Scheffel (Board President) 402-677-7342
Treynor CSD	Superintendent	Amy Garber (Board President) 402-689-2069
Emmetsburg CSD	Superintendent	Jane Hoyman (Board President) 712-363-1680
Decorah CSD	Superintendent	Ron Faldness (Board President) 563-380-2026
Algona CSD	Superintendent	Rodney Davis (Board Vice-President) 515-320-0153
Carroll CSD	Superintendent and AD	Jen Munson (Board President) 712-790-6959
Independence CSD	Superintendent	Laura Morine (Business Official) 563-920-6504
Charles City CSD	Superintendent	Justin DeVore (Communications Dir.) jdevore@charles-city.k12.ia.us
South Hardin CSD	Shared Superintendent	Maggie VanderWilt (Board President) 641-750-2784
Hubbard-Radcliffe CSD	Superintendent & Principals	Jacob Bolson (Board Member) 563-379-2337
Newell-Fonda CSD	Shared Superintendent	Kyle Scheidegger (Board President) 712-358-1202
South Tama CSD	Superintendent	Mary Boguee (Board Secretary) 641-751-5029
Manson Northwest Webster	Superintendent	Dan DeWall (Board Vice-President) 515-570-2131
Mason City CSD	Superintendent	Janna Arndt (Former Board President) 641-512-6066
Clarinda CSD	Superintendent	Darrin Sunderman (Board President) 712-308-2828
Woodbine CSD	Superintendent	Beth Fouts (Board President) 712-647-2266
West Des Moines CSD	Principal	Dr. Lisa Remy (Superintendent) 515-633-5111
Eldora-New Providence CSD	Principal	Jay Mathis (Superintendent) 641-849-0522
Central Decatur & Lamoni CSD	Principal	Chris Coffelt (Superintendent) 515-669-3590

FREQUENTLY ASKED QUESTIONS



How many candidates do you think will apply?

Traditionally you can expect around 20-30 superintendent candidates. The district's location, hiring timeline, benefits package, among other factors can contribute to the total number of applicants.

Will the board see all candidates that apply?

Yes, candidate materials (cover letter, resume, and references) are shared with the board each week.

When will candidates' names be made public?

Candidate's applications are confidential until they would be named as finalists for the position. Normally, there would not be more than 2-3 finalists made public.

What if a candidate is not brought to the board as a finalist who a board member thinks should be?

GLS will present EVERY candidate to the board; an objective rating (based on the desired qualifications identified earlier in the process) will be made by the firm and shared with the board. However, the board will select semifinalists and finalists - GLS does the behind-the-scenes work but it is the board's responsibility to make these decisions.

What if the board does not agree on a candidate after the formal interviews?

The board has the final say in who is offered a contract. The board can expect a final report from the search firm consultants with summaries and data from the formal interviews. Any factors for consideration with the finalists will be brought to the board's attention so the board can determine the factors that may contribute to, or take away from, the candidate's capacity to lead and be successful in their district. The consultants will also prompt the board when there is not agreement to try to reach consensus on a final candidate.

What is your role in contract negotiations with the chosen candidate?

A salary and benefit range as well as other potential benefits (such as cell phone stipend, relocation fee, TSA, or insurance) is normally established early in the search process. The search firm consultant is in a good position to act as a liaison between the successful candidate and school board. Once a candidate is chosen, the board should decide on their first offer and provide some leeway to the search firm consultant. The consultant will then make the offer and keep the school board updated until a formal hire is made. In the event that the successful candidate counter offers the board's offer, the search firm consultant will communicate with the board by phone or email.

INTERIM SUPERINTENDENT SEARCH

INTERIM SE

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

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

Recruiting/Screening Phase:

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

Finalist Selection/Pre-Interview: One meeting

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

Interview Phase:

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

Transition Phase:

- **Not offered.

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

Staff: One NRCSA Consultant.

Warranty: None.

SEARCHES

ABBREVIATED INTERIM SUPERINTENDENT SEARCH

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

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

Recruiting/Screening Phase:

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

Finalist Selection/Pre-Interview: One meeting

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

Interview Phase:

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

Transition Phase:

- **Not offered.

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

Staff: One NRCSA Consultant.

Warranty: None.

NRCSA Search Options

NRCSA FULL SEARCH

Planning Phase Services: Two meetings.

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

Recruiting/Screening Phase:

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

Finalist Selection/Pre-Interview: One meeting.

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

Interview Phase: Consultants monitor in person.

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

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

Staff: Two NRCSA consultants .

Transition Phase: One meeting.

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

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

NRCSA DISCOUNTED SEARCH

Planning Phase Services: One meeting.

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

Recruiting/Screening Phase:

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

Finalist Selection/Pre-Interview: One meeting

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

Interview Phase: Consultants monitor by phone.

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

Cost: \$2,500 plus advertising costs & reimbursement for travel to meetings.

Staff: One NRCSA consultant plus assistance on reference checks and Finalist Selection meeting.

Transition Phase:

- **Not offered.

Warranty:

- **Not offered.

A Proposal Prepared for

**Raymond Central
Public Schools
Raymond, Nebraska**

for

*The Search and Selection of a
Superintendent of Schools*

submitted by

MCPHERSON  JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT



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Omaha, Nebraska 68144
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May 24, 2021

School Board
Raymond Central Public Schools
1800 W. Agnew Road
Raymond, Nebraska 68428

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

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

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

With over 110 consultants across the United States, McPherson & Jacobson has been successfully conducting searches for governing boards since 1991.

Our contact information:

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

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

Sincerely,

Thomas Jacobson

Thomas Jacobson Ph.D.
Owner/CEO, McPherson & Jacobson L.L.C.

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About McPherson & Jacobson

The McPherson & Jacobson Difference

“It’s About the Kids”

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

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

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

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

Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 815 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 110 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

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

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

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

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

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

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

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

Applicant Diversity

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

McPherson & Jacobson has **over 110 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

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

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

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

Search Process

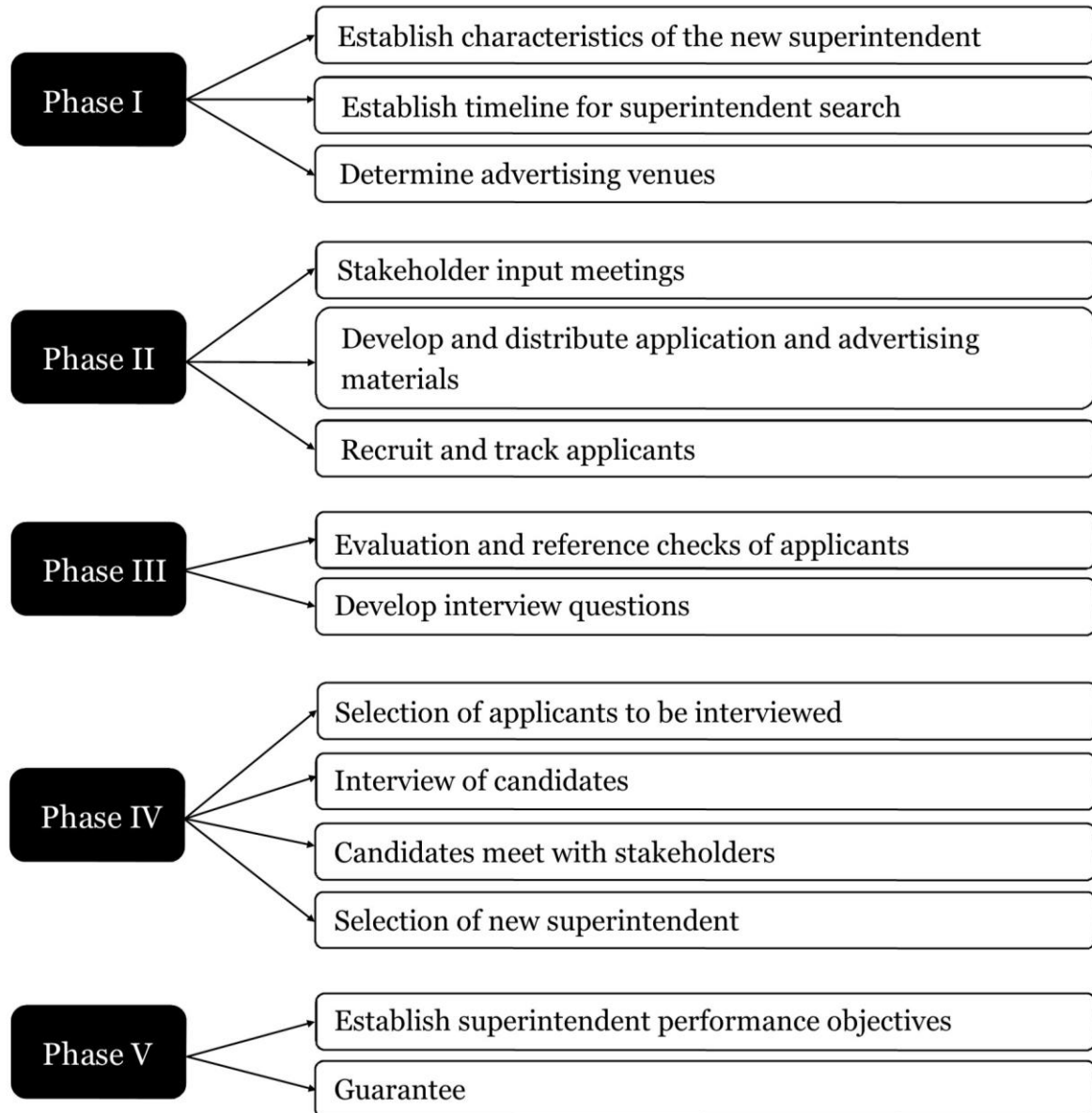
Executive Summary

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

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

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

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

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

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

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

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

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

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

- ✓ **Identify appropriate stakeholder groups.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Confidentiality of Applicants**

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

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

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

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

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

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

Phase III—Applicant Screening

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

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

✓ **Conduct reference checks.**

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

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

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

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

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

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

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

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

Phase IV—Reviewing Candidates with the Board, Interviews

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

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

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

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

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

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

✓ **Coordinate interview and visitation procedures.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Conduct background checks.**

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

Phase V—Transition with Success

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

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

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

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

✓ **Provide a guarantee.**

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

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

Timeline

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

Search sequence:

- At the beginning of the search
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - A brochure is created to advertise the district and the vacancy

- At the time designated by the board
 - Stakeholder group meetings are held
 - A summary of stakeholder input is presented to the board

- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials

- After the closing date
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process

- Approximately two to four weeks after the closing date
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles and video interviews of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - McPherson & Jacobson notifies each applicant not selected for an interview

- Soon after the board selects their candidates
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates
 - The board selects their new superintendent
 - A criminal/financial/credential verification background check is conducted on the selected candidate
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

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

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

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	<ul style="list-style-type: none"> <input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district 	<ul style="list-style-type: none"> <input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule <input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations <input type="checkbox"/> Posts meeting dates, times, and locations as open public forum <input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder meetings	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input <input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post 	<ul style="list-style-type: none"> <input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website
Stakeholder meetings completed	<ul style="list-style-type: none"> <input type="checkbox"/> Consultant summarizes key themes and gives the results to the district <input type="checkbox"/> Copy of summary is sent to Home Office <input type="checkbox"/> The stakeholder input summary report is created 	<ul style="list-style-type: none"> <input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website
2 nd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Review stakeholder input summary report and provide copies to the district <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> 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"/> Notify the applicants who were not selected to be interviewed 	<ul style="list-style-type: none"> <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> Call Point of Contact after 1st interview to learn how it went <input type="checkbox"/> Call 1st candidate to learn their perspective and how the interview went <input type="checkbox"/> Suggest any possible improvements <input type="checkbox"/> Be available for questions <input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service) 	<ul style="list-style-type: none"> <input type="checkbox"/> One candidate per day <input type="checkbox"/> Board member greets each candidate upon arrival to district <input type="checkbox"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated
Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Verify acceptance <input type="checkbox"/> Conduct criminal/financial/credential verification check on selected candidate <input type="checkbox"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen 	<ul style="list-style-type: none"> <input type="checkbox"/> Board meets and discusses each candidate individually <input type="checkbox"/> Read input forms submitted by stakeholder input groups <input type="checkbox"/> Have each board member rank order candidates <input type="checkbox"/> Select minimum of #1 and #2 candidate <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board evaluates our services
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept <input type="checkbox"/> Consultant reviews superintendent's plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Plan is sent to consultant to be reviewed <input type="checkbox"/> Board adopts plan

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 815 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 Obtaining Online Stakeholder Input

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

Cost Proposal

The fee for conducting the superintendent search is \$6,500 for Phases I-V.

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

The total not to exceed amount including expenses is \$9,150. (in-person meetings)

Included in the expenses is

- Thirty (30) days on AASA (American Association of School Administrators)
- Posting on Nebraska Council of School Administrators
- Posting on Teach in Nebraska
- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- Video interviews of candidates
- Criminal/financial/credential verification background check for the final candidate
- Office expenses

NOTE:

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

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

Guarantee:

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

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

Additional Services:

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

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

Interim Placement

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a quality candidate is not found during the first round of candidate selection, McPherson & Jacobson can assist the district in finding an interim for the next school year, and then reopen the search in the fall.

If you choose to have McPherson & Jacobson conduct your superintendent search, there will be no charge for us to help you select an interim superintendent.

If the board chooses to place an interim, we will assist in placing an interim and then open the search at a later date agreed upon between the board and the consultants. McPherson & Jacobson L.L.C. maintains a file of retired superintendents who are interested in serving as interim superintendents. We will visit with those individuals to assess their interest in your district, and then set up interviews with your board and potential interim candidates. The expenses involved would include any interview expenses related to interviewing potential interims (we would recommend Skype interviews, until a potential final interim is identified), plus associated office expenses.

Additional Information

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

Dr. Thomas Jacobson, CEO/Owner, McPherson & Jacobson, L.L.C., Omaha, Nebraska

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

Dr. Mike Cunning, Retired Superintendent, Hershey

Mr. Alan Ehlers, Superintendent, Madison

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

Dr. Randall Gilson, Superintendent, Blair

Dr. Derrick Joel, Superintendent, Raymond Central, Raymond

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

Mrs. Jane McDaniel, Former Board Member, Plattsmouth

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

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

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

Mr. Darren Tobey, Superintendent, Broken Bow

Mr. Antwan Wilson, Professor/Educational Consultant, Lincoln

Dr. Rob Winter, Retired Superintendent, Grand Island

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

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

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

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

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

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

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

July 2018

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

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

Teresa Grabowski
Centura Public School
Cairo, Nebraska

From: Zweiback, Rose [<mailto:zweibackr@unmc.edu>]

Sent: Monday, November 05, 2012 8:25 AM

To: Thomas Jacobson, Ph.D.

Subject: Testimonial

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

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

I heartily endorse McPherson & Jacobson.

Rosie Zweiback

Vice President

Westside Community Schools Board of Education

Rzweiback@weatside66.org

November 6, 2012

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

Dear Tom:

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

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

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

Best regards,

Kathleen Bradley
Westside Community Schools, Omaha, Nebraska

Raymond Central Public Schools



“Many Journeys...One District”



May 25, 2021

Members of the Raymond Central Board of Education,

As board members are aware, NASB provides programs and services for school boards, including the Education Leadership Search Service. We appreciate the opportunity to share the NASB Search Proposal with the board.

At this time of the contract year, it is wise for a board to consider placing a one year Interim and begin a full search process in the fall. The NASB Option III Search process is a short turnaround search, with a low fee. NASB has a list of quality retired superintendents and administrators, who have led districts successfully and are willing to serve a district in a short-term capacity. There are times that an Interim Superintendent has agreed to a more long-term arrangement if desired by the district and the Interim.

The team at NASB would value the opportunity to work with the Raymond Central school district through the search process. Please contact me at the below number if you have any questions.

Respectfully submitted,

Shari L. Becker

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



Education Leadership Search Service Outline of NASB Search Service Process

Option III Search Service Protocol - Interim

NASB Duties

- Meet with Board President and or full Board
 - Determine immediate needs of district
 - Identify attributes desired in an Interim Superintendent
 - Develop timeline for Interim Search
- Identify quality Interim candidates to visit with the board
- Provide Interim interview questions, schedule and compensation information
- Communicate with candidates regarding interview schedule/logistics

Board Duties

- Contact school attorney to request an Interim Superintendent contract
- Interview candidates – NASB will attend upon request at no additional cost
- Determine appropriate compensation based on information provided by NASB
- Contact candidate to negotiate – NASB will assist upon request
- Ratify the contract at an advertised meeting of the board

Option III Search Fee \$500

NASB will apply the \$500 Interim Search Fee toward the full search process in the fall

Recent NASB Searches

2020-2021 Search Year

Cozad Community Schools
Gering Public Schools
Leigh Community Schools
Pleasanton Public Schools
Scottsbluff Public Schools
Springfield Platteview Community Schools

Dundy County Stratton Public Schools
HTRS Public Schools
Lyons Decatur Northeast Schools
Ponca Public Schools
Shelby-Rising City Public Schools
Wakefield Community Schools

2020-2021 Interim Search

Shickley Public Schools

2019-2020 Search Year

Auburn Public Schools
Chadron Public Schools
Elba Public Schools
Fort Calhoun Community Schools
Nebraska City Public Schools
Valentine Community Schools
Fremont High School Principal
Learning Community of Douglas and Sarpy Counties CEO

Bertrand Community Schools
Crawford Public Schools
Elm Creek Public Schools
Kimball Public Schools
Rock County Public Schools
Wood River Rural Public Schools

2019-2020 Interim Searches

Dundy County Stratton Public Schools Gering Public Schools Ponca Public Schools
Scribner Snyder Community Schools Shelby-Rising City

2018-19 Search Year

Ainsworth Community Schools
Crete Public Schools
Educational Service Unit #13
Garden County Schools
Maxwell Public Schools
Sandhills Public Schools
York Public Schools

Callaway Public Schools
Crofton Community Schools
Freeman Public Schools
Gothenburg Public Schools
Norris School District 160
Winside Public Schools

Board Member References

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

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

Elmwood-Murdock Public Schools
Dave Oehlerking, Past Board President
(402) 867-2307

Garden County Schools
Randy Stanczyk, Board President
(308) 778-6876

Gothenburg Public Schools
Nathan Wyatt, Board President
(308) 529-0070

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

NASB Search Team

The NASB Search Team is led by Shari Becker, Director of the NASB Education Leadership Search Service. The Search for an Interim Superintendent for Raymond Central Public Schools will be conducted by Shari, and other NASB staff members who specialize in searches and board development.

Shari Becker, NASB Director of Education Leadership Search Service



Shari started with the Association Search Service in 2007 as a Field Consultant and was promoted in April 2013 to the role of Director. Shari has been the lead Consultant on over 75 searches with the Association, which has provided her tremendous experience. She handles recruiting quality educators, screening applicants, facilitating community/district engagement and board work sessions. Shari is very knowledgeable in Open Meetings Law and tracks all superintendent openings in Nebraska.

Shari brings a wide range of knowledge to her role with the Association. She is a Gallup Certified Strengths Coach working with teams to create the best opportunity for success. Prior to her employment with NASB she provided recruitment, hiring and training services to a local financial/management company for 13 years. She has her Bachelor's degree in Administrative Resource Management as well as a Post-Baccalaureate in Education.

Anne Silknitter, NASB Search Service Associate



Anne has been with the Association since December of 2019. She brings experience in early childhood and elementary education to her role as a Search Service Associate. She has a BA from Midland University in Behavioral Science. Anne manages the online application process and is active in recruiting quality applicants. She conducts stakeholder engagement through the search process and leads board work sessions. Anne provides the school board tools to assist them in picking the best candidate for their district.

Raymond Central Public Schools



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Option III Search Service Protocol - Interim

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Lyons Decatur Northeast Schools
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Shickley Public Schools

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Auburn Public Schools
Chadron Public Schools
Elba Public Schools
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Valentine Community Schools
Fremont High School Principal
Learning Community of Douglas and Sarpy Counties CEO

Bertrand Community Schools
Crawford Public Schools
Elm Creek Public Schools
Kimball Public Schools
Rock County Public Schools
Wood River Rural Public Schools

2019-2020 Interim Searches

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Scribner Snyder Community Schools Shelby-Rising City

2018-19 Search Year

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Crete Public Schools
Educational Service Unit #13
Garden County Schools
Maxwell Public Schools
Sandhills Public Schools
York Public Schools

Callaway Public Schools
Crofton Community Schools
Freeman Public Schools
Gothenburg Public Schools
Norris School District 160
Winside Public Schools

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