

Board of Education Special Meeting  
Monday, April 3, 2023 7:30 PM  
Library--Superior High School, Superior, NE  
PO Box 288  
Superior, NE 68978

1. Routine Business
  - 1.1. Call Meeting to Order
  - 1.2. Pledge of Allegiance
  - 1.3. Roll Call
  - 1.4. Excuse Absent Board Member(s)
2. Superintendent Resignation
3. McPherson & Jacobson presentation
4. NRCSA presentation
5. Superintendent Search Contract
6. Adjournment

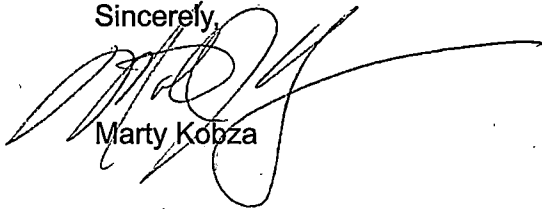
March 28, 2023

RE: Resignation

Dear Superior Board of Education

Please accept my resignation as Superintendent of Schools effective June 30, 2023. I have accepted a position as Superintendent of Schools in Lansing, Kansas. This move affords us an opportunity to be closer to my wife's family and allow me to return to the Kansas Public School system where the majority of my experience has been. I sincerely appreciate the support the school board has provided during my tenure. Your vision and leadership are exemplary. Please let me know if I can be of any assistance during this transition.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marty Kobza', with a long horizontal flourish extending to the right.

Marty Kobza

*A Proposal Prepared for*

***Superior  
Public Schools  
Superior, Nebraska***

*for*

*The Search and Selection of a  
Superintendent of Schools*

*submitted by*

**MCPHERSON  JACOBSON, LLC**

EXECUTIVE RECRUITMENT & DEVELOPMENT



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





**MCPHERSON *MJ* JACOBSON, LLC**

**EXECUTIVE RECRUITMENT & DEVELOPMENT**

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814  
FAX: 402-991-7168 ♦ EMAIL: [MAIL@MACNJAKE.COM](mailto:MAIL@MACNJAKE.COM) ♦ WEBSITE: [WWW.MACNJAKE.COM](http://WWW.MACNJAKE.COM)

March 29, 2023

Board of Education  
Superior Public Schools  
601 W. 8<sup>th</sup> Street  
Superior, Nebraska 68978

Thank you for your request for information. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Superior 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.

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

Our contact information:

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

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

Sincerely,

***Dr. Norm Ridder***

Owner, McPherson & Jacobson L.L.C.



# **TABLE OF CONTENTS**

<i>Executive Summary</i> .....	3
<i>About McPherson &amp; Jacobson</i> .....	4
<i>The McPherson &amp; Jacobson Difference</i> .....	4
<i>Qualifications and Background of McPherson &amp; Jacobson, L.L.C.</i> .....	4
<i>Search Process</i> .....	6
<i>Five Phases of a Superintendent Search</i> .....	6
<i>Phase I—Initiating the Search Process</i> .....	7
<i>Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants</i> .....	7
<i>Phase III—Applicant Screening</i> .....	9
<i>Phase IV—Reviewing Candidates with the Board, Interviews</i> .....	10
<i>Phase V—Transition with Success</i> .....	12
<i>Timeline</i> .....	13
<i>Responsibilities of Superior Public Schools and McPherson &amp; Jacobson, L.L.C.</i> .....	14
<i>Stakeholder Involvement</i> .....	17
<i>Cost Proposal</i> .....	19
<i>Investment</i> .....	19
<i>McPherson &amp; Jacobson Guarantees</i> .....	19
<i>Client Satisfaction</i> .....	19
<i>Price Match</i> .....	20
<i>Recruiting the Selected Candidate</i> .....	20
<i>Additional Services</i> .....	20
<i>Additional Information</i> .....	21
<i>McPherson &amp; Jacobson, L.L.C. Nebraska Consultants</i> .....	21
<i>Nebraska Searches Conducted by McPherson &amp; Jacobson, L.L.C.</i> .....	22
<i>What Board Members Say About McPherson &amp; Jacobson’s Search Services</i> .....	27

This proposal is the property of McPherson & Jacobson L.L.C. and has been prepared at the request of the Superior Public Schools, Superior, Nebraska. The contents of this proposal are not to be reproduced or distributed for any reason other than for use by the Superior Public Schools, Superior, Nebraska.



## *Executive Summary*

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

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

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

## *About McPherson & Jacobson*

### *The McPherson & Jacobson Difference*

#### ***“It’s About the Kids”***

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

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

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

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

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

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 940 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

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

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

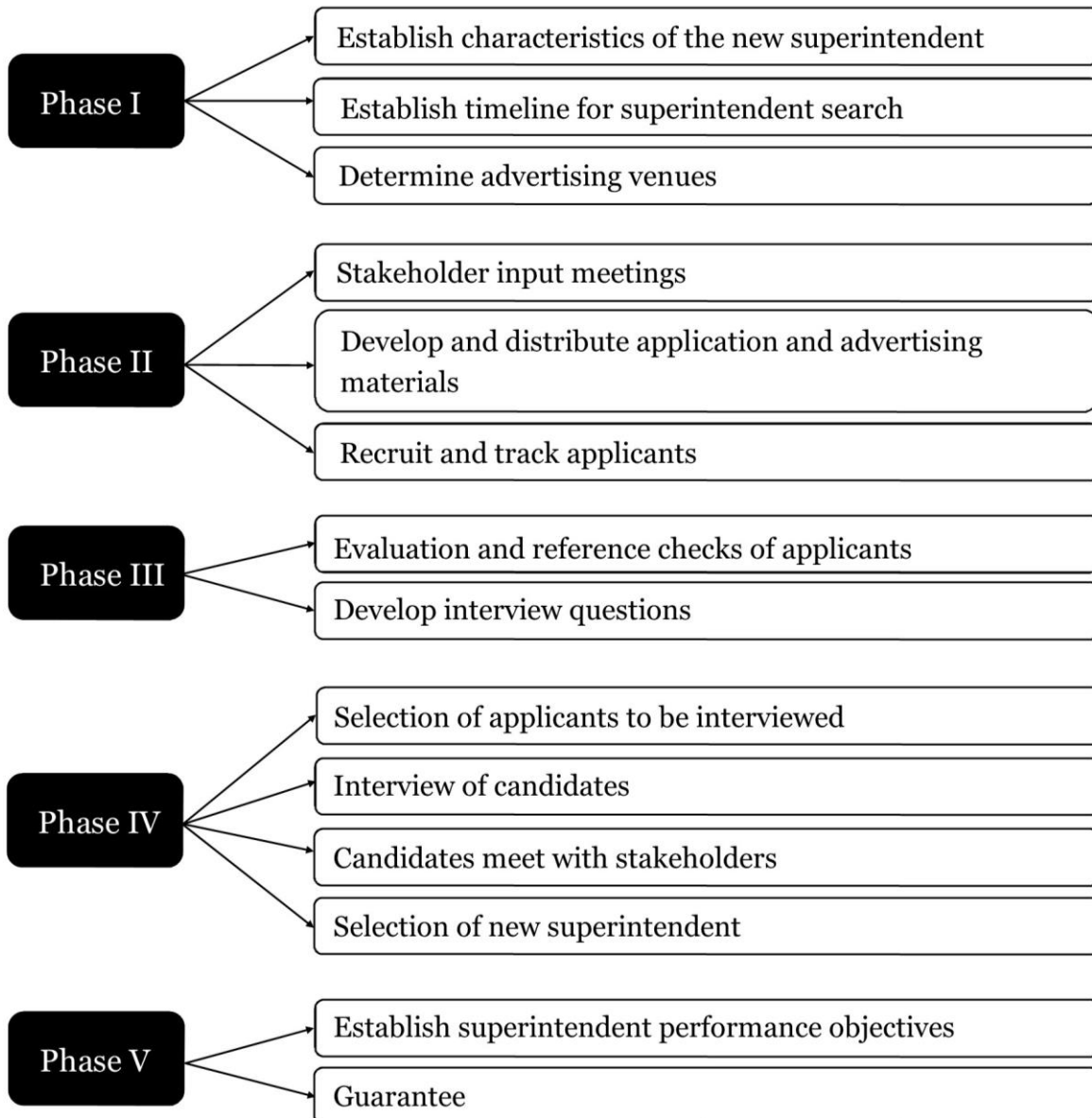
## **Sustainability in Leadership**

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

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

## Search Process

### *Five Phases of a Superintendent Search*



### Phase I—Initiating the Search Process

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

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

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

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

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

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

- ✓ **Identify appropriate stakeholder groups.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Confidentiality of Applicants**

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

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

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

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

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

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

*Phase III—Applicant Screening*

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

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

✓ **Conduct reference checks.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Coordinate interview and visitation procedures.**

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

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

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

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

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

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

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

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

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

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

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

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

✓ **Conduct background checks.**

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

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

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

*Phase V—Transition with Success*

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

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

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

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

✓ **Provide a guarantee.**

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

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

## *Timeline*

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

Search sequence:

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

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

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

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

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

## *Stakeholder Involvement*

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 940 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

### *Investment*

**The fee for conducting the superintendent search is \$5,000 for Phases I-V.**

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

**The total not to exceed amount including expenses is \$7,500.\***

Included in the expenses is

- Posting on Nebraska Council of School Administrators
- Posting on Teach in Nebraska
- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
- Criminal/financial/credential verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
- Travel expenses for consultants for scheduled trips to the school district.
- Office expenses

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

#### **NOTE:**

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

### *McPherson & Jacobson Guarantees*

#### Client Satisfaction

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 online interviews, until a potential final interim is identified), plus associated office expenses.

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of fifty (50) percent or more of the member who hired the superintendent.*

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

### *Price Match*

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

### *Recruiting the Selected Candidate*

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

### *Additional Services*

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

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

## *Additional Information*

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

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

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

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

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

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

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

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

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

**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
2022/23	Centura Public Schools	Cairo	500
2003/04	Chadron Public Schools	Chadron	866

Year	District	City	Enrollment
2009/10	Chambers Public School	Chambers	203
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

Year	District	City	Enrollment
2015/16	Grand Island Public Schools	Grand Island	9,607
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
2022/23	Nebraska Commissioner of Education	Lincoln	
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

Year	District	City	Enrollment
2015/16	Pawnee City Public Schools	Pawnee City	297
2008/09	Pawnee City Public Schools	Pawnee City	280
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
2022/23	Ralston Public Schools	Ralston	4,000
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

Year	District	City	Enrollment
1997/98	Wayne Community Schools	Wayne	934
1999/00	Weeping Water Public Schools	Weeping Water	435
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

## NRCSA Interim Search Options

### NRCSA INTERIM SEARCH

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

- \*\*Develop Comprehensive 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 print ad (if desired).
- \*\*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 the District's expense.
- \*\*Apprise Board of open meetings/open records laws.
- \*\*Assist Board, staff and community committees in developing interview questions and procedures. Faculty/staff/committee meetings same date as Board meeting.
- \*\*Provide Board rubric to evaluate finalists.

#### **Interview Phase:**

- \*\*Schedule finalist interviews with Board and committees.
- \*\*Consultant available during interview/selection process by phone.

**Transition Phase:** \*\*Not offered.

The Superintendent-Elect and the Board President will be invited to the NRCSA Spring Conference with registration fees waived.

**Cost:** \$1,500 for NRCSA members, plus advertising costs & reimbursement for travel to meetings. Full search price next year reduced by \$750. Non-member fee is \$2,500. No additional charge if the interim superintendent is later hired on a permanent basis

**Staff:** One NRCSA consultant.

**Warranty:** \*\*Not offered

### NRCSA ABBREVIATED INTERIM SEARCH

**Planning Phase Services:** One meeting with Board President or Committee via phone or Zoom.

\*\*Consultant will gauge district needs/desires and recommend up to 4 candidates for the Board's consideration.

#### **Recruiting/Screening Phase:**

\*\*Consultant will contact potential candidates, make reference checks, and recommend up to 4 for the Board to interview.

**Finalist Selection/Pre-Interview:** One Meeting/

- \*\*Recommend potential finalists to the Board.
- \*\* Provide sample interview questions to the Board.
- \*\*Arrange for One Source background checks for finalists at district expense.
- \*\*Apprise Board of open meetings/open records laws.
- \*\*Provide rubric to evaluate finalists, if desired.
- \*\*Client asked to copy and distribute finalist materials and interview packets to Board.

#### **Interview Phase:**

\*\*Consultant available during interview/selection process by phone.

#### **Transition Phase:**

\*\*Not offered.

**Cost:** \$1,000 plus mileage for travel to meetings. Full search price next year reduced by \$500. Non-member fee is \$2,000. No additional charge if the interim superintendent is later hired on a permanent basis.

**Staff:** One NRCSA consultant.

**Warranty:** None.