

Request for Proposal - Superintendent Search

Presented To:



Submitted By:

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Finding Leaders for America's Schools

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Ray and Associates, Inc.
Leaders in Executive Searches

January 7, 2020

Traverse City Area Public Schools
ATTN: Sue Kelly, Board President
412 Webster Street
Traverse City, MI 49686

Dear Ms. Kelly and Members of the Board of Education:

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

As I am sure you are aware, the selection of Superintendent will be one of the most important activities your Board will perform. The Board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the District.

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

CSD, Oskaloosa CSD, Northwest AEA, Green Hills AEA, Grant Wood AEA, Interstate 35 Community School District, Howard-Winneshiek CSD, Atlantic CSD, Mount Vernon CSD and Council Bluffs CSD, Iowa.

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

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

We are currently assisting Hillsborough County Public Schools and Marion County Public Schools, Florida; North Linn CSD, Maquoketa Valley CSD and Bettendorf CSD, Iowa; Edmonds School District, Washington; Grand Rapids Public Schools, Michigan; Whitefish School District, Montana; Marana Unified School District, Arizona; and many others across the nation.

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

in-state candidates who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty (40) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient and successful to assure your complete satisfaction with our services. It is quite common for a Board to be concerned about the quality of candidates who might be available in today's job market. Outstanding administrators will need to be recruited regardless of the time of year or the position needing to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and faculty as well.

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

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. M. Ray", written in a cursive style.

Ryan M. Ray
President

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INTRODUCTION

THE SEARCH

This Proposal is an example of the quality of our work for a state, regional and national search. Our firm is committed to spending the time and energy on the details necessary to perform a proper search. *We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the Board.*



Ray and Associates, Inc.

BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to Traverse City Area Public Schools in a performance contract regarding our professional services for your Superintendent search.

Our Proposal consists of our consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.

PERFORMANCE

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

MISSION STATEMENT

Ray and Associates, Inc.
Leaders in Executive Searches

We will provide our clients with the highest quality services to assist them in hiring leaders who will meet District specific needs and positively impact the education of all students.

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

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

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

In addition to our corporate office located in Cedar Rapids, Iowa, we have a National Executive Director, eight (8) Regional Search Directors and over one hundred sixty (160) Associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

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

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty (40) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

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

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

1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search

CONSULTANT SERVICES PROVIDED FOR TRAVERSE CITY AREA PUBLIC SCHOOLS

THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of Traverse City Area Public Schools.
2. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
3. Work with the Board to establish a timeline that lists each step in the search process.
4. Discuss with the Board the requirements and salary range for the Superintendent position.
5. Work with Traverse City Area Public Schools staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

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

STAGE 3 - RECRUITING AND SCREENING

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

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

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

STAGE 4 - CANDIDATE PRESENTATION

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

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

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

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

1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

Stage One is Board Input and Preparation. The firm will meet with each Board member individually to obtain input for the profile development and meet with the entire Board to set the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising and determine the salary.

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

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

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

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

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

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

1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

TRAVERSE CITY AREA PUBLIC SCHOOLS SUPERINTENDENT SEARCH **SUGGESTED** PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

DATE

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

***All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**

(Actual dates to be determined in the first meeting with the Board.)

1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

BUILDING THE PROFILE

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening forums that are organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

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

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

INTERVIEW PROCESS – COMMUNITY INPUT

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

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

1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Largest recruiting network in the country
- Inform the firm's 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between District and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Traverse City Area Public Schools' position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

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

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Board members will have the opportunity to observe each top candidate interviewed with questions specifically designed to the Superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each top candidate.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees on the top 2-3 candidate(s) through an outside service at no additional cost.



1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

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

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

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

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

1. Overview and Description of Proposed Search Process Including Outline of Specific Activities Company will Undertake to Facilitate the Search, cont.

GENERAL PROVISIONS

CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the Board.*

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

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

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

ROUND 1: At the conclusion of the search, we will provide the Board with a link to an online survey concerning current District governance practices as well as key District challenges and opportunities for improvement. Assessment results are then analyzed and shared with the Board and the new Superintendent. The results can be emailed, presented in-person or via Skype.

ROUND 2: About six months after the new Superintendent begins, we will provide the survey again to be completed by the current Board and the Superintendent. As in round one, at no cost to the District, the results will be analyzed and shared with the Board and Superintendent to assist with teambuilding every year thereafter as long as that Superintendent is in tenure.

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

SATISFACTION GUARANTEED

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

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

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

2. Name of Person Who Will Lead the Search including Background Information and Highlights of the Lead Person

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for Traverse City Area Public Schools. In addition, we have professional contacts throughout Michigan, the midwestern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Ryan M. Ray, President

President/Cedar Rapids, IA

Ryan is President of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with Traverse City Area Public Schools and any committee that may be established on all details of this search. He has an earned Master's degree from Lindenwood University in St. Louis and a Bachelor's degree from the University of Missouri in Columbia, Missouri.

Dr. Mary Fasbender (Lead Associate)

Regional Search Director/St. Charles, IL

Mary serves our firm as a Regional Search Director, team member and background investigator and as such performs the recruiting and screening of candidates. She has an earned Doctorate in Education from Northern Illinois University and has over 40 years of experience in the education field having served as a Teacher, Assistant Principal, Assistant Superintendent and Superintendent in Illinois.

- Indian Prairie School District 204, IL (2019 Superintendent Search)
- Bloomfield Hills Schools, MI (2019 Superintendent search)
- Baltimore County Public Schools, MD (2019 Superintendent search)
- School District of Beloit, WI (2019 Superintendent search)
- Berlin Area School District, WI (2019 Superintendent search)
- Nova Classical Academy, WI (2019 Executive Director search)
- Butler School District 53, IL (2018 Superintendent search)
- Rock Island-Milan #41, IL (2018 Superintendents search)
- Tangipahoa Parish School System, LA (2018 Superintendent search)
- Boulder Valley School District, CO (2018 Superintendent search)
- Oshkosh Area School District, WI (2018 Superintendent search)

Mr. Michael Collins

Regional Search Associate/Columbus, OH

Michael serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He has a Bachelor's degree in Secondary Education from Miami University and a Master's degree in Education from Ball State University. He is a former member of the Ohio Department Board of Education.

- Grand Rapids Public Schools, MI (2020 – Current Superintendent search)
- Benton Harbor Area Schools, MI (2019 Superintendent search)
- Bloomfield Hills Schools, MI (2019 Superintendent search)
- Michigan Department of Education (2019 State Superintendent search)
- Cleveland Heights-University Heights City School District, OH (2019 Superintendent search)
- Shaker Heights City Schools, OH (2019 Superintendent search)
- Woodland Hills School District, PA (2018 Superintendent search)

2. Name of Person Who Will Lead the Search including Background Information and Highlights of the Lead Person, cont.

MARY B. FASBENDER, Ed. D.
310 North Avenue, St. Charles, IL 60174 (630) 309-9777-cell (630) 549-0779

OBJECTIVE

To provide consulting services, utilizing leadership that supports student learning and success, through staff development, open communication, and articulation of the learning organization's beliefs, vision, mission and goals.

EDUCATION

Northern Illinois University DeKalb, IL
Ed. D. Type 75 Gen. Admin. & Superintendent Certificates

Northern Illinois University DeKalb, IL
Master in Education Type 75 General Administrative

Knox College Galesburg, IL
BA French

PROFESSIONAL EXPERIENCE

2009- Present,	Associate, Ray and Associates		Cedar Rapids, Iowa
2004 – 2010	C.C.S. District 46 Superintendent	K-8	Crystal Lake, IL 1,100 Students
1992-2004	Sycamore CUSD #427 Assistant Superintendent	K-12	Sycamore, IL 3,400 Students
1989-1992	Sycamore CUSD #427 HS Assistant Principal/Dean	K-12	Sycamore, IL 2,800 Students
1983-1989	Elgin District U-46 HS French Teacher Division Chair SS/FL	K-12	Elgin, IL 27,000 Students
1982-1983	West Aurora District 129 HS French Teacher (1979-1982 Parental Leave of Absence)	K-12	Aurora, IL 10,000 Students
1971-1979	St. Charles CUSC 303 MS & HS French/English/Art Teacher F.L. Dept Chair	K-12	St. Charles, IL 7,500 Students

PROFESSIONAL ACTIVITIES/HONORS

HUMAN RESOURCES

- Consultant McHenry Co. ROE, working w/ 13 District & school leadership school improvement teams co-author goals & action plans based upon Common Core Standards & ISBE's Rising Star expectations
- Provided consultation -7 Districts on Common Core Standards & their local application/implementation
- Consulted with parent/teacher advisory teams in developing parent involvement networks & action plans
- Recruited, screened and selected staff –all employee positions -- administrator to transportation
- Co-chaired Professional Growth/Evaluation Plan with Dr. Thomas McGreal, UICU, Consultant
- Trained and supervised administrative team members in the evaluation & growth of staff
- Co-led Management/Labor Relations Committee
- Created new teacher orientation/induction and mentoring programs
- Co-authored District staff handbook
- Developed District teacher recognition program
- Chaired negotiations management team for teacher, assistant, custodial, & transportation staffs
- Implemented principal evaluation plan with goal setting based upon IL Administrative Standard criteria
- NASSP, Presenter – Professional Growth Plan Merging evaluation, retention, & staff development

PLANNING PROCESSES & POLICIES DEVELOPMENT

- Led District 46 Strategic Planning Process to develop new vision, mission, beliefs, goals, and logo
- Oversaw District's space programming & construction management for new building plus additions/renovations to all buildings K-12
- Member, District 427 Strategic Design Team – Chuck Schwahn, facilitator
- Total Leaders – Schwahn and Spady – 5-day strategic planning training
- Chaired oversight, review & rewrite of District Board Policies annually
- Co-Chair, St. Charles District 303 Strategic Plan, Curriculum Action Team
- P-20 Initiative - Delegate (Pre-School to Graduate School Learning Sequence Plan)
- Served on District Safety, Security, and Crisis Planning Team
- Led District's 10 Year Decennial Life Safety Study & ensuing work on cited projects
- Coordinated District Facilities Task Force/Enrollment Study – based upon Kasarda Study
- Used growth study data to forecast future staffing and program needs
- Member, Sycamore Business Leaders School/Community Partnership

COMMUNITY ACTIVITIES/PARTNERSHIPS

- Council Member, Knox College Alumni Association
- Co- Chaired the successful St. Mary Church \$7M Building Campaign
- Co-Authoring District Emergency and Schools Crisis Response Plans
- District liaison for school and community relations -civic groups/agencies, school-business partnerships
- Board representative to Intergovernmental Council comprised of all taxing bodies in region
- Chairperson, DeKalb County Partnership for Safe, Drug Free Environment
- President and Rotarian of the Year, Sycamore Rotary Club
- Vice President – McHenry Curriculum Council

- Co-facilitated Park and School District Partnership for joint use site for school & park facilities
- Member, Sycamore Chamber of Commerce
- 2001 DeKalb County Administrator of the Year
- Member, Sycamore Business Leaders School/Community Partnership
- Advisory Board – Project Safety Net (after school program academic enrichment program)
- Served as Board of Education hearing officer and parent liaison
- Articulated District beliefs, vision, mission and goals to stakeholders

CURRICULUM & LEARNING

- Professional Learning Communities at Work – Solution Tree 3-day training –Dufour & Eaker
- Led curriculum studies in all core subjects and encore elective areas
- Participated in development of District and building RtI—service delivery, data, social/emotional teams
- Coordinated District staff development and learning programs
- Developed District Curriculum Scope & Sequence yearly dashboard benchmarks
- Created “The Standard is Excellence” – high school student recognition program
- Presenter, NASSP National Convention – “The Standard is Excellence”
- Wrote successful grants--District Technology--21st Century, After School Enrichment, Social Emotional
- *First Steps* Tutor Trainer (10-day Australian Government training) Elem. Literacy Integration/Assessment
- Participated in Northern Illinois University’s Annual Curriculum Conferences –2000-2010
- ASCD Conference on Differentiated Instruction—3-day training
- Initiated reorganization/expansion of District Student Services Programs
- Grant Chair/Writer – Technology Literacy Challenge Fund
- Presenter, NSBA and IASB – How to Spark Imaginations
- District 46 schools awarded the Academic Improvement Award from IASB
- School Search Bright Red Apple 2008-11 awarded to District 46, one of less than 100 statewide based upon factors of high academics, quality staff & fiscal responsibility

FINANCE & REFERENDA

- Aligned \$25 million referendum implementation with architects & construction management firms
- Established yearly budget calendar with district/board financial goals prior to annual levy
- Worked with Finance Department, Administrative Team, FAC, and Board to earn District 46 Financial Recognition status each of last three years
- Co-facilitated District 46 Impact and Transition Fees with District community leaders
- Presenter, District referendum plan to various community and school groups
- Worked with community referendum support group in establishing message to public
- Chaired District insurance committee – created a regional PPO & added a national PPO option, mail order & negotiated fee schedules for providers
- Established budget managers w/ oversight of District areas/departments & budget adoption
- Co-chaired St. Mary’s \$7 million Parish Center expansion campaign in 2011
- Responsible for input of all District personnel salaries/benefits & curriculum/learning areas for budget

2. Name of Person Who Will Lead the Search including Background Information and Highlights of the Lead Person, cont.

MICHAEL COLLINS

6169 Sugar Maple Drive, Westerville, Ohio 43082
(614) 296-5118
mike@mcgstrategies.com

PROFESSIONAL EXPERIENCE

Founder and President, 2016 – Present

THE MICHAEL COLLINS GROUP, LLC, Columbus, Ohio

- ◆ Consulting services to: educational associations, issues, organizational development, policy practices, marketing and communication strategies, and personnel recruitment and retention
- ◆ Clients Include:
 - ❖ American Dairy Association-Mideast, Ohio School Breakfast Program
 - ❖ Ohio School Health Services, Inc.
 - ❖ Real Choice Ohio, Inc.
 - ❖ Support Ohio Schools, Inc.
 - ❖ Ohio Alliance of Arts Educators, Inc.
 - ❖ Education First Credit Union
 - ❖ Ray and Associates, Inc. (national superintendent search firm)
 - ❖ OdysseyWare, Inc.
 - ❖ School Nutrition Association-Ohio

Founder and President, 1992 – 2016

PROMOTIONS ONE, INC., Columbus, Ohio

- ◆ Owned and operated a marketing firm that specialized in events management, fundraising, sponsorship sales, and acquisition
- ◆ Consulted and collaborated with clients to increase revenue and find new opportunities for expansion and success
- ◆ Built relationships with the corporations, foundations, government officials, and community leaders to achieve additional funding and positive results and a wide-array of client issues
- ◆ Supervised all staff with a wide-variety of skill-sets and experience
- ◆ 30+ years of event experience resulted in fundraising exceeding no less than 1.5 million dollars per year and generated in excess of 225 million dollars in economic impact for Central Ohio
- ◆ Served as the Executive Director of nonprofit organizations and their respective events, guiding every aspect of their operations, fundraising, marketing, production, media coordination and board relations; including:
 - ❖ Red, White, and BOOM (1999 – 2016)
 - ❖ First Night Columbus (2007 – 2016)
 - ❖ Waterfire Columbus (2007 – 2014)
 - ❖ Columbus Marathon (2017 – 2014)
 - ❖ Colorado Colfax Marathon (2006 – 2007)

Founder and Vice President, 1993 – 2005

COLLINS STUDIOS, INC., Columbus, Ohio

- ◆ Operated a sales and marketing agency for artists and art projects

Founder and Executive Director, 1988 – 1998

THE RUNNING NETWORK, Columbus, Ohio

- ◆ Consortium of all running publications in America
- ◆ Averaged \$750,000 in annual sales

Executive Director, 1990 – 1992

COLUMBUS OLYMPIC MARATHON TRIALS COMMITTEE, Columbus, Ohio

- ◆ Organized and presented 1992 U.S. Olympic Marathon Trials

Director, 1981 – 1991

COLUMBUS MARATHON, Columbus Ohio

- ◆ Responsible for all components of the marathon

Founder and Publisher, 1979 – 1988

OHIO RUNNER AND OHIO GOLFER MAGAZINES

- ◆ Four color and glossy magazines developed in 1979 and 1982 respectively
- ◆ Sold to Great Lakes Publishing in 1988

EDUCATION-RELATED EXPERIENCE

Elected Member, 2009-2017 (*term limited*)

OHIO, STATE BOARD OF EDUCATION

- ◆ Chair, Achievement Committee, Vice-Chair, Urban Committee; Member: Executive Committee, Vice-Chair, Accountability Committee, Early Childhood-Third Grade Reading Guarantee Committee, Legislative and Budget Committee, Standards and Graduation Committee, and Capacity Committee
- ◆ Chaired the State Board's adoption of new Statewide Educational Standards for Language Arts, Math, Science, and Social Studies in 2010; which are still in place for the 2016-17 School Year
- ◆ Served as an advisor to the Ohio Children's Hospital Association, the Ohio Senate and the Ohio House of Representatives in the development of Ohio's public schools' wellness and nutrition program
- ◆ Served on the Senate Education Committee Testing Task Force – 2015
- ◆ Served on the Ohio Department of Education's Charter School Reform Panel – 2015
- ◆ Represented Ohio on the National Association of State Boards of Education (NASBE) Government Affairs Committee, influencing national education legislation and focused on the activation of ESSA, and select communication efforts for the PEW Trust on the subject of Student Nutrition and Physical Activity
- ◆ Represented Ohio on NASBE's Health and Wellness Committee and served as the national representative at two 'Partner's for a Healthier America' Summits.
- ◆ Served as the State Board Representative to the Governor's Task Force on Early Childhood through Third Grade Reading Guarantee
- ◆ Served as the State Board Representative for Ohio's (successful) \$400 Million Race to the Top Grant

Elected Member, 2002 – 2008

WESTERVILLE CITY SCHOOLS BOARD OF EDUCATION

- ◆ Board President, 2004 – 2006

Campaign Chairman, 2001 – 2001

WESTERVILLE CITY SCHOOLS LEVY CAMPAIGN

- ◆ Lead the successful \$17 million issue campaign to benefit Westerville's schools.

Director, 1979 – 1982

COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL, Center for Educational Planning

Director, 1976 – 1979

OHIO DEPARTMENT OF EDUCATION, Center for Community Education

Coordinator, District Long Range Planning Commission and District Director, 1973 – 1976

ELMIRA, NY CITY SCHOOL DISTRICT, Community Education Programs

EDUCATION

Bachelor of Arts in Secondary Education, Miami University, 1973

Master of Arts in Education, Ball State University, 1977

COMMUNITY INVOLVEMENT AND RECOGNITION

- ◆ Jaycee's Outstanding Young Men in America Award, 1977 and 1980
- ◆ Campaign Manager for seven campaigns for select candidates in Central Ohio, 1986 – 2003
- ◆ Chairman, Columbus Events Council, 1990 – 1993, 2000 – 2005
- ◆ Westerville Rotary Club, 1996 – present, (Board of Directors, 1999 – 2002)
- ◆ Westerville Chamber of Commerce, 1997 – Present (Recipient, 2000 Community Service Award)
- ◆ Westerville Parks & Recreation Advisory Board, 1997 – 2003 (Vice-Chairman and Chairman)
- ◆ Westerville PROS 2000 Campaign Chairman (successful \$30 Million issue campaign for Westerville Parks & Recreation Expansion Program), 1998
- ◆ Westerville City Council "Winner Award" for Distinguished Service and Leadership to Parks and Recreation Department (2000)
- ◆ Columbus Marathon Board of Directors, 1992 – 1999
- ◆ Columbus Race for the Cure Co-Founder and Executive Board Member, 1993 – 2003
- ◆ Westerville Community Reinvestment Housing Council, 2003 – 2009

**References supplied upon request*

3. List of Previous Searches Over Three Years, Including Comparable Size to TCAPS, etc.

Superintendent Searches Within the Last 3 Years

(Comparable Size Districts in Red)

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

District	District Size	Year of Search	District contact
Benton Harbor Area Schools Benton Harbor, MI	2,200	2019	Joseph Taylor, Board President Cell: 269-519-9726 joseph.taylor@bhas.org
Bloomfield Hills Schools Bloomfield Hills, MI	5,500	2019	Paul Kolin, Board President Cell: 203-570-2155 pkolin@bloomfield.org
Indian Prairie School District 204 Aurora, IL	5,000	2019	Michael Raczak, Board President Cell: 630-421-0714 mike_raczak@ipsd.org
Baltimore County Public Schools Baltimore, MD	113,000	2019	Kathleen Causey, Board President Cell: 443-506-3584 kcausey@bcps.org
Benton Community School District Van Horne, IA	1,450	2019	Pat Stepanek, Board President pstepanek@benton.k12.ia.us Cell: 319-929-1670
Berlin Area School District Berlin, WI	1,600	2019	Catherine Kujawa, Board President ckujawa@berlin.k12.wi.us Cell: 920-279-4657
Butler School District 53 Oak Brook, IL	530	2019	Sally Beatty, Bd. Member sbeatty@butler53.com Cell: 312-520-1785
Cleveland Heights-University Heights City School District University Heights, OH	5,200	2019	James Posch, Bd. President j_posch@chuh.org Cell: 216-403-9422
Colfax-Mingo Community School District Colfax, IA	770	2019	Patrick Utz, Board President putz@colfaxmingo.org Cell: 515-674-9042
Everett Public Schools Everett, WA	20,000	2019	Caroline Mason, Board Vice President caroline.mason@everettsd.org Cell: 425-238-7308
Geary County Schools USD 475 Junction City, KS	8,020	2019	Tom Brungardt, Bd. President tombrungardt@hotmail.com Cell: 785-210-5529
Hazel Crest School District 152 ½ Hazel Crest, IL	1,020	2019	Dean Barnett, Board President dbarnett@sd1525.org
Granite Falls School District Granite Falls, WA	2,000	2019	Carl Cary, Board President ccary@gfalls.wednet.edu Cell: 425-213-9932
Hood River County School District Hood River, OR	4,050	2019	Chrissy Reitz, Board Chair chrissy.reitz@hoodriver.k12.or.us Cell: 503-381-8024

Missoula County Public Schools Missoula, MT	9,400	2019	Marcia Holland, Board President meholland@mcps.k12.mt.us or aktomato@me.com Cell: 406-529-5468
Paradise Valley Unified School District Phoenix, AZ	31,500	2019	Ms. Julie Bacon, Bd. President jwbacon@cox.net Cell: 602-284-2763
School District of Beloit Beloit, WI	7,000	2019	Pam Charles, Board President pcharles@sdb.k12.wi.us Cell: 608-751-0851
Shaker Heights City Schools Shaker Heights, OH	5,200	2019	Jeff Isaacs, Board President isaacs_j@shaker.org Cell: 216-403-9162
Waxahachie Independent School District Waxahachie, TX	8,500	2019	Mr. Dusty Autrey, Board President dautrey@wisd.org or aaabailbond@sbcglobal.net Cell: 972-670-7121
Wayne Community School District Corydon, IA	550	2019	Bill Homann, Board President bill.homann1@gmail.com Cell: 660-748-6188
Greenwich Public Schools Greenwich, CT	9,000	2019	Kathleen Stowe, Board Member Cell: 203-769-1311 kathleen_stowe@greenwich.k12.ct.us
Westside Community Schools Omaha, NE	6,125	2019	Adam Yale, Board Vice President Cell: 402-672-2294 yale.adam@westside66.net
Ames Community School District Ames, IA	4,400	2018	Alisa Frandsen, Board President Cell: 515-291-3139 alisa.frandsen@ames.k12.ia.us
Boulder Valley School District Boulder, CO	30,000	2018	Tina Marquis, Former Bd Pres. Cell: 303-941-5672 tina.marquis@bvsd.org
College Community School District Cedar Rapids, IA	5,170	2018	Randy Bauer, Board President Cell: 319-551-8696 rbauer@crprairie.org
Colorado Springs School District 11 Colorado Springs, CO	27,940	2018	Jim Mason, Former Board President District cell: 719-322-3489 Jim.mason@d11.org
Dickinson Public Schools Dickinson, ND	3,520	2018	Brent Seaks, Board President Cell: 701-290-6973 beaks@hotmail.com
Dike-New Hartford Community School District Dike, IA	970	2018	Melissa Hinde, Board President Melissa.hinde@dnhcsd.org
Douglas County School District Douglas, CO	66,700	2018	David Ray, Board President Cell: 720-666-0738 david.ray@dcsdk12.org

Fargo Public Schools Fargo, ND	11,285	2018	AnnMarie Campbell, Exec Asst to Superintendent Work: 701-446-1005 campbea1@fargo.k12.nd.us
Fremont-Mills Community Schools District and Stanton Community Schools Tabor and Stanton, IA	720	2018	Dr. Christopher Herrick, Outgoing Superintendent
Interstate 35 Community School District Truro, IA	935	2018	Bryan Arzani, Former Board President Cell: 515-770-6886 bryan@resultsgroupllc.com
Kansas City Kansas Public Schools Kansas City, KS	22,050	2018	Brenda Jones, Former Board Chair Susan Westfahl, Board Clerk Work: 913-279-2235 susan.westfahl@kckps.org
Lake Oswego School District Lake Oswego, OR	7,100	2018	Liz Hartman, Board Member liz.hartman@loswego.k12.or.us Cell: 503-697-7727 John Wallin, Former Board Member Cell: 503-750-2770
Lake Washington School District Lake Washington, WA	27,900	2018	Siri Bliesner, Board President sbliesner@lwsd.org District number: 425-936-1257
Lawrence Public Schools Lawrence, KS	11,700	2018	Shannon Kimball, Former Board President Cell: 785-840-7722 skimball@usd497.org
Lynchburg City Schools Lynchburg, VA	8,600	2018	Michael Nilles, Former Board President Cell: 434-944-9048 nillesmj@lcsedu.net
North Iowa Community School District Buffalo Center, IA	525	2018	Matt Duve, Board President Cell: 602-206-4730 matt@duveconsulting.com ; matt.duve@northiowa.org
Omaha Public Schools Omaha, NE	51,930	2018	Matthew Ray Secretary to Board of Education & Superintendent Work: 531-299-9766 matthew.ray@ops.org
Oshkosh Area School District Oshkosh, WI	9,875	2018	Allison Garner, Former Board President Cell: 920-279-0918 allison.garner@oshkosh.k12.wi.us
Oskaloosa Community School District Oskaloosa, IA	2,520	2018	Shelly Herr, Board President Cell: 641-660-3520 shelly.herr@musco.com
Palos Verdes Peninsula Unified School District Palos Verdes Estates, CA	11,500	2018	Tony Collatos, Former Board President Cell: 310-717-4284
Paterson Public Schools Paterson, NJ	28,000	2018	Dr. Christopher Irving, Former Board President Cell: 973-580-5890

Pittsburg Community Schools Pittsburg, KS	3,050	2018	Marlene Willis, Former Board President Cell: 620-404-8835 mwillis@usd250.org Personal email: marlene.willis4559@gmail.com
Pulaski County Special School District Pulaski, AR	17,260	2018	Linda Remele, Board President Cell: 501-240-9585 lremele@pcssd.org
Rock Island-Milan School District #41 Rock Island, IL	6,770	2018	Ms. Linda Dothard, Former Bd. President Cell: 309-269-6740
Saydel Community School District Des Moines, IA	1,300	2018	Brian Bowman, Former Board President Cell: 515-229-2762 brian.bowman@dupont.com
Shawnee Mission School District Shawnee Mission, KS	27,500	2018	Brad Stratton, Board Member bradstratton@smsd.org District number: 913-993-6396
Sheridan School District No. 2 Sheridan, CO	1,530	2018	Bernadette Saleh, Board President Cell: 303-913-7912 berni.saleh@gmail.com
Snoqualmie Valley School District Snoqualmie, WA	6,900	2018	Carolyn Simpson, Board President Cell: 425-890-2239 simpsonc1@svsd410.org
Tangipahoa Parish School District Amite, LA	19,600	2018	Therese Domiano, Former Board President Cell: 985-974-2955
Waterbury Public Schools Waterbury, CT	18,785	2018	Scott Morgan Director of Human Resources Work: 203-574-6761 smorgan@waterburyct.org
Woodland Hills School District North Braddock, PA	3,800	2018	Jamie Glasser, Board President Cell: 412-874-0161 glasja@whsd.net
Atlantic Community School District Atlantic, IA	1,524	2017	Alison Bruckner, Former Board President Cell: 402-740-9552
Bellevue School District Bellevue, WA	19,153	2017	Christine Chew, Board President chewc@bsd405.org
Bridgeport Public Schools Bridgeport, CT	20,753	2017	Tony Pires Manager Business Operations Work: 203-275-1299 tpires@bridgeportedu.net
Cincinnati Public Schools Cincinnati, OH	32,500	2017	Ericka Copeland-Dansby Former Board President Cell: 513-378-7589 ecopeland.dansby@gmail.com

Council Bluffs Community School District Council Bluffs, IA	9,605	2017	Troy Arthur, Former Board President Cell: 402-490-6567 TroyArthur4CB@gmail.com
Deer Valley Unified School District Phoenix, AZ	33,795	2017	Kim Fisher, Former Board President Work: 602-620-2359 Kim.Fisher@dvusd.org
Detroit Public Schools Community District Detroit, MI	47,300	2017	Dr. Iris Taylor, Board President iris.taylor@detroitk12.org
Dover School District Dover, NH	3,820	2017	Robin LaFleur Supt. Admin Asst/HR Coordinator Work: 603-516-6804 r.lafleur@dover.k12.nh.us
Ecorse School District Ecorse, MI	1,030	2017	Thomas Parker Former Superintendent Cell: 313-294-4750
Greenwich Public Schools Greenwich, CT	9,000	2017	Laura Erickson, Former Board President Cell: 203-912-9858
Gresham-Barlow School District Gresham, OR	12,200	2017	John Hartsock, Former Board Member Cell: 503-780-4806
Hawaii Department of Education Honolulu, HI	182,384	2017	Lance Mizumoto, Board President Cell: 808-255-4641 Lance_Mizumoto@notes.k12.hi.us
Howard-Winneshiek Community School District Cresco, IA	1,330	2017	Clint Farlinger, CPA, CMA Former Business Manager/Board Secretary
Jeffco Public Schools Golden, CO	86,600	2017	Ron Mitchell, Former Board President Cell: 303-982-6842 ron.mitchell@jeffco.k12.co.us
Lakeville Area Schools Lakeville, MN	11,000	2017	Michelle Volk, Former Board Chair Work: 952-270-7125
Lewisburg Area School District Lewisburg, PA	1,904	2017	Kathy Swope, Former Board Chair Cell: 570-971-3336 swope@ptd.net
Mercer Island School District Mercer Island, WA	4,450	2017	David D'Souza, Former Board Chair Cell: 206-202-0894 david.dsouza@mercerislandschools.org
Mount Vernon Community School District Mount Vernon, IA	1,125	2017	Lori Merlak, Former Board Chair Cell: 319-389-2886

Poway Unified School District Poway, CA	35,498	2017	Michelle O'Connor-Ratcliff, Board President Cell: 858-395-3330 moconnorratcliff@powayusd.com
Roosevelt Elementary School District Phoenix, AZ	9,620	2017	Norma Munoz, Former Board President Cell: 602-373-1159 norma.munozld27@gmail.com
Savannah-Chatham County Public School System Savannah, GA	38,125	2017	Jolene Byrne, Former Board President Husband cell: 912-844-1234 Mary Davis-Brown, Bd. Secretary Work: 912-395-1014 mary.Davis-Brown@sccpss.com
Teaneck Public Schools Teaneck, NJ	3,820	2017	Dr. Ardie Walser, Board President Cell: 201-287-1234 awalser@teaneckschools.org
Trenton Public Schools Trenton, NJ	10,388	2017	Perry Lattiboudere, Esq. School Attorney Work: 973-735-2742 plattiboudere@asgllaw.com
Vermillion School District Vermillion, SD	1,200	2017	Shannon Fairholm, Former Board President Cell: 605-659-3369 spfairholm@gmail.com
Williston Public Schools Williston, ND	3,545	2017	Kim Semenko, Former Board President Cell: 701-570-6902 kimberlysemenko@gmail.com

4. Availability of Lead Person to Participate in Telephone Interview the week of January 20, 2020

Associates Mary Fasbender and Mike Collins are both available to participate in a telephone interview the week of January 20, 2020.

SEARCH COST – THE COMPLETE PROCESS

The cost of our Proposal is for a complete search. The Board will be guided and assisted by Ray and Associates, Inc. at every step in the search process from the initial phase of determining the desired qualities for the position through the actual hiring of the new Superintendent. Our process is flexible. If the Board desires a different approach or would prefer certain options other than those provided in our Proposal, we can adjust our process to meet your specific requirements.

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be twenty thousand dollars (\$20,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

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

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, shipping, and other search related expenses will be kept to a minimum and are to be reimbursed by the District. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

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

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

PERFORMANCE CONTRACT

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

ESTIMATED COST SHEET – PREPARED FOR: TRAVERSE CITY AREA PUBLIC SCHOOLS

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for Traverse City Area Public Schools. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this Proposal and would be at the following rates:

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

Travel

Flight	1,200.00
Ground transportation (billed at \$0.58 per mile)	200.00
Hotel (if needed for stakeholder meetings)	400.00
Meals	200.00
** Travel Subtotal.....	2,000.00

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

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

Ray and Associates, Inc. Estimated Expense Total:2,500.00
Ray and Associates, Inc. Base Fee20,000.00

***ESTIMATED SEARCH COST \$22,500.00**

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

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

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

Board Approved Advertising

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

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



TERMS OF AGREEMENT FOR SUPERINTENDENT SEARCH SERVICES

FOR THE

USA SCHOOL DISTRICT

SECTION I

WHEREAS, the **USA SCHOOL DISTRICT** is desirous of obtaining professional services and Ray and Associates, Inc., a consulting firm, is desirous of providing such services, and it is agreed between the parties that the following terms and conditions shall be in effect:

RAY AND ASSOCIATES WILL:

1. Comply with all **USA SCHOOL DISTRICT** Statutory Requirements.
2. Customize the search process to meet the needs and expectations of the **USA SCHOOL DISTRICT.**
3. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in development of the criteria and qualifications for the Superintendent position.
4. Work with the Board to establish a timeline that lists each step in the search process.
5. Develop and submit the requirements and salary range for the Superintendent position.
6. Work with **USA SCHOOL DISTRICT** staff and those selected by the Board in the development of an accurate informational flyer and approval of the online application form.
7. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In

addition, our firm has the resources to offer an online survey option. We will provide a link to the survey to post on the District's website.

8. Provide the Board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
9. Develop all required forms for the application and screening process.
10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public schools.
 - Discuss with all candidates the District's character and the Board's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the **STATE** School Administrators and **STATE** Board Publications, The School Administrator Publication, Executive Only Website and other publications selected by the Board.
11. Develop and manage the candidate screening process. All applicants are screened from the perspective of alignment with District criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from the screening are deemed viable candidates.
12. Check references provided and conduct additional background investigation of viable candidates. Our firm will interview each viable candidate that meets Board criteria. Our firm will also check their qualifications and experience. A check of a candidate's background will also be completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.
13. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview.
15. Assist the Board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.

17. Help arrange the details of interviews for leading candidates.
18. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
19. Coordinate with the **USA SCHOOL DISTRICT** Business Office the procedure for reimbursement of candidates' expenses.
20. Assist District in negotiating the contract with the successful candidate at no additional cost to the District.
21. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
22. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
23. Provide the Board with a report of the Board of Associates Survey Results at no additional cost.

SECTION

GENERAL TERMS

Confidentiality

Ray and Associates, Inc. will preserve the confidential nature of any information that becomes available to the firm resulting from services rendered to the Board.

Satisfaction Guarantee

If the **USA SCHOOL DISTRICT** or Ray and Associates, Inc. terminate this agreement, the **USA SCHOOL DISTRICT** will be charged for only the work performed and expenses incurred up to the date of termination.

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

Consultant Fee

The base fee for the performance of the **USA SCHOOL DISTRICT** Superintendent search by the consultant as provided in the proposal will be **XX thousand dollars (\$XX,000.00)**.

Any services requested by the district after the new Superintendent is hired and the search is closed, will be billed as an additional fee. This fee will be determined based upon the services requested and agreed to prior to the services being rendered.

The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

Consultant Reimbursed Expenses

Certain expenses, including travel, lodging, meals, shipping, and other search related expenses, are to be reimbursed by the District. Said expenses will also be reimbursed as they occur and will include a detailed account listing of such expenses.

Candidate Expenses

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

SECTION III

WHEREAS, the parties have agreed to the above terms and conditions, they have this date set their signatures as evidence of said agreement.

BOARD CHAIR NAME, Board President
USA SCHOOL DISTRICT

Date

Ryan M. Ray, President
RAY AND ASSOCIATES, INC.

Date

ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!


Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

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