



Fern Ridge School District

Superintendent Search Services Proposal



**McPherson &
Jacobson, LLC.**

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July 2026



Board of Directors
Fern Ridge School District
88834 Territorial Rd.
Elmira, Oregon 97437

Thank you for your request for information. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide **Fern Ridge School District** in ensuring your superintendent search secures quality leadership for the district.

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

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

McPherson & Jacobson has been conducting searches for boards of education since 1991. Our consultants will ensure your search results in quality leadership for your district. We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Best Regards,

A handwritten signature in black ink that reads 'Norm Ridder'. The signature is written in a cursive, flowing style.

Dr. Norman Ridder, Owner
McPherson & Jacobson, LLC.

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Executive Summary



McPherson & Jacobson, L.L.C. provides a comprehensive and collaborative approach to superintendent searches, designed to support the board while ensuring the selection of high-quality leadership aligned with the district's needs. Our process is grounded in stakeholder engagement, transparency, and a commitment to identifying candidates who will lead with integrity, vision, and a focus on student success.

Working in partnership with the board, we guide a structured process that includes defining leadership criteria, gathering meaningful input from stakeholders, and actively recruiting a diverse and highly qualified pool of candidates. Our consultants manage the most time-intensive aspects of the search including recruitment, screening, and reference checks allowing the board to focus on interviewing and selecting the best candidate for the district.

With over three decades of experience and a nationwide network of consultants, McPherson & Jacobson brings both expertise and perspective to each search. We are committed to delivering a process that is thorough, efficient, and tailored to the unique characteristics of the district, resulting in the successful placement of a superintendent who is well-positioned to lead and serve the community.



Our Mission

Empowering organizations nationwide to identify and select exceptional leaders who will positively impact students, staff, and communities.



Our Vision

To build a future in which every educational community is led by innovative, collaborative, and highly qualified professionals—championing excellence and progress for all.



Our Goals

To uphold integrity, transparency, and collaboration in every search—amplifying community voices and building trust so that each selection supports student success and sustainable organizational growth.

The McPherson & Jacobson Difference



- **Trusted Reputation:** We are proud of the strength of our references from across the country and encourage districts to solicit direct feedback from any of the more than 1,100 districts we have served - our confidence is built on proven relationships and outcomes.
- **Search Protocols Tailored Specifically to Fern Ridge School District:** Our team will spend time in the district engaged with the board and stakeholders to ensure we fully understand the unique needs of the district and community and design a search process to meet these needs.
- **Robust Stakeholder Engagement:** We maximize diverse stakeholder engagement by utilizing robust digital tools that promote access for all and eliminate common barriers like work schedules, adequate childcare, language preference, and transportation, and provide comprehensive, transparent reporting for every search.
- **Exceptional Placement Success:** Our measurable retention rates and high stakeholder satisfaction are among the best in the industry and demonstrate the lasting impact of our placements across the country.
- **Highly Engaged Consultants:** Our team includes former superintendents, search experts, and respected education leaders from across the United States, bringing invaluable professional insight and nationwide connections to your search.
- **Comprehensive Service Offerings:** Beyond searches, we can deliver Executive Coaching, Personality and Strengths Assessments, Principal and Central Office Searches, Board Development, Superintendent Evaluations, and Strategic Planning.

Experience & Background



Firm Overview

- Founded in 1991, McPherson & Jacobson, L.L.C. is a nationally recognized executive search firm specializing in superintendent and senior-level educational leadership searches.
- The firm has successfully placed more than 1,100 superintendents and executives in public school districts and nonprofit organizations nationwide.
- Our mission is to ensure each search results in quality leadership that supports educational excellence and student success.

Our Approach

- We believe every student is entitled to a high-quality education, and that quality education depends on quality leadership.
- Our proven search process:
 - Keeps the Board of Education in full control
 - Engages stakeholders through meaningful input opportunities
 - Promotes transparency and collaboration throughout the search
- We balance strong governance with inclusive engagement to ensure the best possible leadership match.

Experienced and Diverse Consultant Network

- More than 120 consultants nationwide
- Backgrounds include:
 - Former and current superintendents
 - Assistant superintendents
 - School board members
 - University professors and educational leaders
- Nearly 70% hold doctoral degrees
- Approximately one-third of consultants are female or minority

Commitment to Excellence

- Proven methodology that results in high-quality leadership placements.
- Strong focus on alignment between candidate strengths and district needs.
- Dedicated to providing a comprehensive, efficient, and collaborative search process.
- Committed to confidentiality, professionalism, and clear communication throughout the search.

Sustainability of Leadership

- Nearly 70% of candidates hired in the past five years remain in the roles for which they were initially hired, and almost 25% remain in these roles after 10 years, ensuring long-term stability and improvement for schools and communities.

Commitment to Diversity and Equity

- Intentional recruitment of diverse candidates, including ethnic, cultural, and experiential diversity.
- Commitment to equitable practices in recruitment, evaluation, and selection processes
- Partnerships with universities and professional organizations that support diverse leadership pipelines.
- On average, about one-third of our applicants are female and nearly one-fourth have represented ethnic diversity.
- In the last decade, one-third of our placements have been women or ethnically diverse candidates.

Our Approach



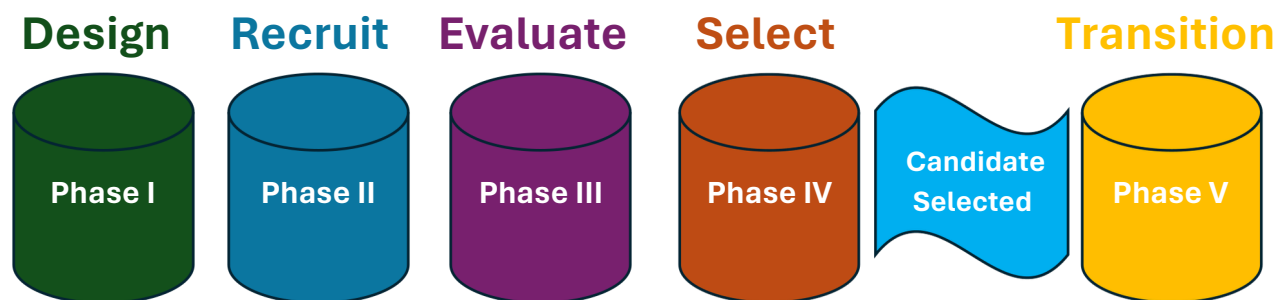
Inclusive. Proven. Transparent.

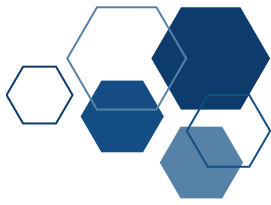
Our Search Protocol

McPherson & Jacobson utilizes a structured, comprehensive, and collaborative approach to superintendent searches that is grounded in stakeholder engagement, transparency, and a deep commitment to identifying high-quality leadership. Our process is designed to support the board through each phase of the search while allowing board members to focus on the most critical responsibilities, interviewing and selecting the successful candidate. Through a consensus-driven process, we work closely with the board to define the leadership profile, establish timelines, and ensure alignment with the district's unique needs and priorities.

Central to our approach is meaningful stakeholder involvement and intentional recruitment. We actively engage diverse stakeholder groups to gather input on the strengths, challenges, and desired characteristics of the next superintendent, ensuring the process reflects the voices of the community. At the same time, our consultants leverage a nationwide network to recruit a diverse and highly qualified candidate pool, including individuals who may not be actively seeking new positions. Each candidate is thoroughly screened, evaluated against board-identified criteria, and supported through a confidential and professional process. This comprehensive approach ensures the board is presented with candidates who are not only highly qualified, but also aligned with the district's vision and goals.

5 Phases of a McPherson & Jacobson Search





Phase I Design

During Phase I, McPherson & Jacobson works closely with the board to establish a strong foundation for a successful search. Key activities include:

- **Defining Leadership Priorities**

We guide the board through a collaborative process to identify the most important characteristics and qualifications for the next superintendent. These criteria serve as the foundation for recruitment and candidate evaluation.

- **Establishing the Search Timeline**

We develop a detailed search calendar outlining key milestones, including advertising, application deadlines, interview dates, selection, and the anticipated start date for the new superintendent.

- **Determining Recruitment Strategy**

In partnership with the board, we identify appropriate advertising venues and outreach strategies to ensure a broad and high-quality candidate pool. Recommended options, including associated costs, are provided for consideration.

- **Identifying Stakeholder Groups**

The board identifies key stakeholder groups to participate in the input process. We assist in structuring engagement opportunities to ensure meaningful and inclusive participation.

- **Reviewing Compensation Parameters**

To support recruitment of top candidates, we provide comparative compensation data from similar districts and recent searches. This information assists the board in establishing a competitive salary range. Final compensation decisions remain with the board.

- **Establishing District Coordination**

The board designates a point of contact to coordinate logistics throughout the search, including scheduling, communication, and stakeholder engagement support.



During Phase II, McPherson & Jacobson facilitates stakeholder engagement and implements a comprehensive recruitment strategy to attract a strong and diverse candidate pool.

- **Coordinating Stakeholder Engagement**

We work with the district's point of contact to schedule stakeholder meetings and coordinate communication to ensure strong participation.

- **Gathering Stakeholder Input**

We meet with stakeholder groups identified by the board to gather input on district strengths, leadership priorities, and key challenges for the next superintendent. Common groups include administrators, teachers, staff, students, and community members.

We also provide a robust online survey in multiple languages to ensure all who wish to participate can do so regardless of schedule, language preference, transportation, or other limiting factors. All input is summarized in a comprehensive report and presented to the board.

- **Developing Recruitment Materials**

We collaborate with the district to develop a compelling announcement of vacancy that highlights the strengths of the school system and community to attract high-quality candidates.

- **Advertising the Position**

We prepare and place the vacancy announcement in selected national, state, and professional venues.

- **Designing the Application Process**

We develop a customized online application aligned to the board's selection criteria, allowing candidates to demonstrate their experience and qualifications.

- **Managing Applications and Communication**

Our team manages all application materials and communicates directly with applicants throughout the process, ensuring completeness and timeliness without requiring district staff support.

- **Active Recruitment of Candidates**

Using our national network, we actively recruit candidates who match the district's desired profile. This includes outreach to both active applicants and highly qualified individuals who may not be actively seeking a new position.

- **Maintaining Confidentiality and Transparency**

We balance transparency with candidate confidentiality. Applicant identities remain confidential until finalists are selected, unless the Board prefers an alternative approach.

- **Ongoing Communication**

We provide regular updates to the board and maintain consistent communication throughout the search process to ensure transparency and alignment.



During Phase III, McPherson & Jacobson conducts a thorough and comprehensive evaluation of all applicants, providing the board with the information needed to confidently identify candidates for interviews.

- **Comprehensive Application Review**

We review all completed application materials and evaluate each candidate against the board's established selection criteria to identify strengths, experience, and overall alignment with district priorities.

- **In-Depth Reference Checks**

We conduct extensive reference checks that go beyond provided references. We seek input from additional professional connection, often multiple levels removed, to ensure consistent, reliable insight into each candidate's performance, strengths, and areas for growth. We also conduct a digital review of publicly available information.

- **Pre-Interviews and Candidate Videos**

We conduct pre-interviews with selected applicants and provide the district with video submissions for shortlisted candidates, allowing the board to gain early insight into each candidate's communication style and leadership presence.

- **Interview Development and Preparation**

We assist the board in developing interview questions aligned to the identified selection criteria. If multiple rounds of interviews are conducted, we support the development of questions and structure for each stage of the process.



Phase IV Select

During Phase IV, McPherson & Jacobson supports the Board through candidate selection, interview coordination, and the final decision-making process.

- **Candidate Review and Selection of Interviewees**

We provide the board with a complete list of applicants, along with a recommended shortlist of candidates who most closely align with the established criteria. Each shortlisted candidate includes a reference profile summarizing consistent feedback. We assist the board in determining which candidates to invite for interviews.

- **Background Checks**

We commission third-party criminal, financial, and degree verification background checks for candidates selected to be interviewed.

- **Interview Planning and Structure**

We assist the board in determining interview procedures, questions, and structure for both semi-finalist (if desired) and finalist interviews.

- **Interview Coordination and Candidate Experience**

We coordinate all aspects of the interview process, including scheduling, candidate communication, and logistics. This may include stakeholder meetings, district and community tours, and formal interviews with the board.

- **Stakeholder Participation in Interviews**

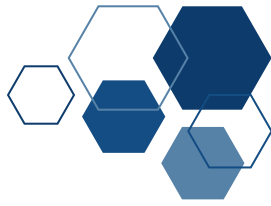
If the board chooses to involve stakeholders, we assist in organizing representative groups, preparing facilitators, and providing structured feedback tools to ensure consistent and meaningful input for the board's consideration.

- **Candidate Visitation and Logistics**

We coordinate candidate visits, including travel and lodging arrangements, and assist in planning optional visits for spouses or significant others to explore the community.

- **Finalist Communication and Scheduling**

We serve as the primary point of contact for finalists, coordinating interview schedules and ensuring clear, consistent communication throughout the process.



Phase V Transition

During Phase V, McPherson & Jacobson supports strengthening the working relationship between the board and the new superintendent by promoting clarity, alignment, and accountability, with the goal of building a strong foundation for the superintendent's leadership and long-term success in the district.

- **Establishing Performance Objectives**

We work with the board and the new superintendent to identify two to three key performance objectives for the first year, focused on priorities beyond day-to-day operations. The board defines what successful progress looks like, and the superintendent develops an action plan aligned to these expectations.

- **Two-Year Guarantee**

We stand behind our work with a two-year guarantee. If the selected candidate is terminated for cause for any reason during this period, we will conduct a new search at no additional professional fee, with the district responsible only for actual expenses.

Advertising

The consultants and board will discuss with the commercial advertising options available and the pricing for them. The minimum premium (paid) advertising venue we recommend is online with AASA: The School Superintendents and Organization.

McPherson & Jacobson will not place any media advertising without approval from the board.

Additional advertising/recruiting tools provided at no additional cost to the district include:

- The McPherson & Jacobson website which averages 225,000 hits per month
- Notice to over 120 McPherson & Jacobson consultants nationwide asking for referrals of potential applicants
- Electronic distribution to over 5,000 potential applicants registered with McPherson & Jacobson with an invitation to apply.
- McPherson & Jacobson's social media accounts: Facebook, LinkedIn, and X (Twitter).

Recruitment Strategies

We are committed to intentional, equitable, and bias-free recruitment strategies that ensure well qualified and diverse candidate pools.

With a team of over 120 consultants, we offer breadth, expertise, and authentic representation. Our consultants are actively engaged with major organizations across the country that actively seek and develop quality leaders. The qualities you identify for the next superintendent will be shared with this vast network of consultants as part of our efforts to recruit the best talent available, regardless of location.

While we never represent individual candidates, we maintain a dynamic database of outstanding leaders and, once your board defines its superintendent criteria, our consultants conduct a nationwide, targeted recruitment process ensuring alignment with your needs.

Recruiting Previous Candidates

At McPherson & Jacobson, we take pride in supporting lasting leadership. Our consultants uphold a firm commitment: we never actively recruit administrators who have been placed through our searches. This ethical approach directly drives our remarkable retention rates and the long-term stability our clients experience.

Screening, Reference Checks, Interviews of Final Applicants

McPherson & Jacobson consultants thoroughly review all completed applications, carefully measuring each candidate's materials against the district's selection criteria. Our vetting process includes both traditional and advanced reference checks: after interviewing listed references, we request additional contacts and continue outreach until we have a robust, multi-perspective understanding of each applicant's strengths, weaknesses, and reputation. Should we uncover any biases or concerns, we share these transparently with the board.

We enhance our vetting of candidates by leveraging specialized digital tools and third-party background investigations for civil or criminal history, credential validations, credit checks, and professional profiles. These tools enable us to quickly identify any discrepancies, potential red flags, or additional insights that may not be apparent through manual processes, ensuring a comprehensive and timely evaluation of each candidate.

We present a complete list of all applicants the board, along with a detailed shortlist of the top individuals most closely aligned to your criteria. Our consultants assist the board with selecting candidates to interview, coordinate interview scheduling, organize district and community tours, and arrange meetings with key stakeholder groups. Throughout, we manage both formal and informal steps and serve as the main contact for all candidate logistics.

Once the final candidate accepts the position, we promptly notify and thank other finalists, maintaining candidate confidentiality, in accordance with applicable laws, until a contract is signed—ready to ensure continuity should your top choice change.

Responsibilities of the District and McPherson & Jacobson L.L.C.

Event	McPherson & Jacobson's Tasks	School District's Tasks
1 st board meeting	☐ The consultant guides the board in determining the following items ○ Characteristics for the new superintendent ○ The search calendar ○ Compensation parameters ○ Identify the appropriate constituent groups for stakeholder input ○ Advertising venues ☐ The consultant works with the Point of Contact to compile: ○ The list of names to be invited to the community input meetings	☐ Provides consultants with the necessary information the name of the Point of Contact, and the Board Contact List
After 1 st meeting	☐ Application link is posted online ☐ Advertising is started ☐ Vacancy announcements are sent out ☐ E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening ☐ E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position ☐ Opening is posted on social media and additional venues	
During application period	☐ Consultants recruit candidates that fit the position ☐ Monitors applicants and where they are in the application process ☐ Notify applicants of the closing date for submitting their materials ☐ Lead consultant keeps the board up to date on the search	☐ Posts a link to the McPherson & Jacobson website ☐ Advertises the opening on the district's social media platforms
Stakeholder meetings are scheduled	☐ Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district	☐ Assists in organizing stakeholder focus groups and meeting schedule ☐ Names and addresses are sent to Home Office for community meeting invitations ☐ Posts meeting dates, times, and locations as open public forums ☐ Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder meetings	☐ Consultants facilitate the stakeholder meetings, recording the input ☐ An online stakeholder input survey is created; the link is posted on the McPherson & Jacobson website and provided to the district to post	☐ Link to online stakeholder input form(s) is (are) posted on the school district website

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings completed	☐ Consultant summarizes key themes and is sent to Home Office ☐ The stakeholder input summary report is created	☐ "Stakeholder Input Report" is posted on the school district website
2 nd board meeting	☐ Review stakeholder input summary report and provide copies to the district ☐ The consultant guides the board in determining the following items ○ Interview questions ○ Length of contract, moving and interview expenses ○ Spouse/significant other's involvement in interview process ○ District Interview Schedule ○ Candidate Daily Interview Schedule ☐ Interview questions are sent to Home Office to be formatted	
Prior to 3 rd board meeting	☐ Applicant packets are reviewed by the consultants, and reference checks are performed ☐ Contact candidates on short list and verify their interest in the position ☐ Meet with stakeholder group chairs to review schedule, procedures, and screen questions	
3 rd board meeting	☐ The consultant facilitates the board's ○ Review of the list of all applicants ○ Overview of candidates on short list ○ Selection of finalists ○ Finalizing interview dates & schedule ○ Review of interview questions & procedures ○ Finalizing candidate & spouse/significant other arrangements ☐ Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues ☐ Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) ☐ Send Candidate Daily Interview Schedule to each finalist ☐ Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed ☐ Notify the applicants who were not selected to be interviewed	☐ Assist with lodging arrangements and welcome gifts ☐ Arrange for spouse/significant other tour

Event	McPherson & Jacobson's Tasks	School District's Tasks
Interviews	☐ Call Point of Contact after 1st interview to learn how it went ☐ Call 1st candidate to learn their perspective and how the interview went ☐ Suggest any possible improvements ☐ Be available for questions ☐ Be present at interviews if request is made by school district (additional fee for this service)	☐ One candidate per day ☐ Board member greets each candidate upon arrival to district ☐ Informal interview-social setting ☐ Formal interview ☐ Spouse/significant other's visitation is coordinated
Finalist selected and accepted	☐ Call and make offer to candidate ☐ Verify acceptance ☐ Call other finalists ☐ Sends out letter of congratulations to candidate who was chosen	☐ Board meets and discusses each candidate individually ☐ Read input forms submitted by stakeholder input groups ☐ Have each board member rank order candidates ☐ Select minimum of #1 and #2 candidate ☐ Call and make offer to candidate ☐ Send interview forms and files to the Home Office ☐ Board evaluates our services
Phase V	☐ Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept ☐ Consultant reviews superintendent's plan	☐ Superintendent creates plan with target objectives and timelines ☐ Plan is sent to consultant to be reviewed ☐ Board adopts plan

Stakeholder Engagement: Transparent Feedback That Drives The Search Process

Stakeholder engagement is a cornerstone of McPherson & Jacobson's search process. Since 1991, we have conducted over 1,100 superintendent searches for districts of all sizes, consistently facilitating meaningful stakeholder engagement. Through both in-person sessions and online input opportunities, we ensure the perspectives of the board, staff, and community are clearly reflected throughout the search process. Following these efforts, the board receives a comprehensive written report summarizing key themes and priorities.

Stakeholder Input Sessions

The consultants will meet with stakeholder groups identified by the board to gather input regarding:

- Perceptions of the district and community
- The challenges and opportunities facing the next superintendent
- The leadership qualities and characteristics desired in the new superintendent

Common stakeholder groups include central office administrators, building administrators, teachers, classified staff, students, parents, community members, and business leaders. The consultants will assist the board in determining which groups should participate.

Online Stakeholder Survey

To ensure broad participation, a robust online stakeholder survey will also be made available in multiple languages. The consultants will provide the board with a comprehensive written summary of stakeholder feedback.

Meeting the Candidates

If desired by the board, representative stakeholder groups may have the opportunity to meet finalist candidates, or a public forum may be held with all finalists.

The consultants will provide orientation and guidance regarding the purpose of the meetings and appropriate interview practices. Stakeholder groups will provide written feedback to the board, allowing board members to consider stakeholder impressions as part of the final selection process.

Scheduling and Accessibility

McPherson & Jacobson works with the district to maximize participation by scheduling meetings at convenient times and locations. Staff meetings are typically held immediately following the school day, student meetings are conducted outside instructional time, and parent/community meetings are generally scheduled during evening hours.

Inclusion of Diverse Communities

McPherson & Jacobson is committed to ensuring all stakeholder voices are heard. We will work with the district to identify effective strategies for engaging ethnically and culturally diverse communities. When needed, translation services will be arranged for stakeholder meetings, and online surveys may be provided in multiple languages to encourage broad participation.



Timeline

Specific dates in the search timeline are established during the first meeting with the board so we can address the unique needs of the district.

The time from our first meeting with the board until the finalist is selected is typically 8 to 12 weeks



At the beginning of the search (Weeks 1–2)

- The qualities for the new superintendent are identified
- A formal timeline is established
- Advertising decisions are made
- Application information is posted
- Promotional materials are developed to advertise the district and the vacancy



At the time designated by the Board (Weeks 2–4)

- Stakeholder group meetings are held, and online stakeholder input is gathered
- A summary of stakeholder input is presented to the board



As applications are received (Weeks 3–6)

- Applications are monitored
- Applicants are notified of deadlines and any missing materials



After the closing date (Weeks 6–7)

- All completed applicant files are forwarded to the consultants
- Consultants begin review, reference checks, and pre-interviews



Timeline

Throughout the process, our consultants work hand-in-hand with the Board, delivering clear progress updates, prompt communication, and the flexibility to meet every critical deadline—ensuring your search stays on track from start to finish.

Approximately 2–3 weeks after the closing date (Weeks 7–9)

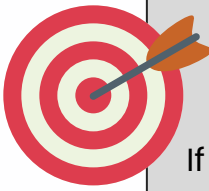


- Consultants present applicant summaries and candidate profiles to the board
- Video interviews of selected candidates are provided
- The board selects candidates for interviews
- Background checks are conducted on selected candidates
- Applicants not selected are notified

Following candidate selection (Weeks 9–12)



- Semi-finalist interviews are conducted (if applicable)
- Finalist interviews are conducted, including stakeholder engagement if desired
- The board selects the new superintendent
- Consultants notify all candidates of their status



We understand how crucial a timely appointment is for your district's success. Every milestone - from stakeholder engagement to candidate screening to final interviews - will be completed on schedule, with our team adapting seamlessly to the districts timeline.

If the board does not select a candidate in the initial round, McPherson & Jacobson will extend the search, at no extra cost, guaranteeing a successful outcome and the right leadership fit for your community.

Cost Proposal



Affordable. Reliable. Guaranteed.

Investment for Your Search

Choosing McPherson & Jacobson for your superintendent search is an investment in tailored expertise and long-term district leadership. Our all-inclusive fee structure covers every phase of the search process: from wide-ranging recruitment and stakeholder engagement to rigorous candidate screening, reference checks, background verifications (including advanced technology tools), and facilitation of interviews and, if needed, site visits. We believe in transparent pricing: *there are no hidden costs or unexpected add-ons* to our fee for our search protocol, and all travel and consultant expenses are fully outlined at the outset, giving your board clarity and confidence as you plan.

Search Costs for Fern Ridge School District

The **fee** for conducting the search is **\$9,500** for Phases I-V.

The **estimated expenses** for conducting the search are **\$5,230** which includes:

Advertising

- One posting on OSBA (Oregon School Boards Association)
- One posting on COSA (Coalition of Oregon School Administrators)
- Thirty (30) days on AASA (American Association of School Administrators)
- Expenses may increase if additional advertising or alternative advertising venues are chosen.

Stakeholder Meetings

- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- Final report delivered to the board by email and one hard copy per board member, if requested
- If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.
- Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.

Candidate Reviews/Information

- Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
- Criminal/financial/degree verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
- Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).

Consultant Travel

- Travel expenses for consultants for six (6) scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to present candidates to the board).
- Consultant travel expenses can be reduced if the district requests online meetings.

Office Expenses

**The total not to exceed amount including expenses is
\$14,730**

Price Breakdown for Search Activities

Phase	Description of Services	Fee	Expenses
I	Meet with the board to start the search process. Start development of application materials. Initiate advertising.	\$1,900	\$1,920
II	Conduct stakeholder input meetings. Begin candidate recruitment.	\$2,350	\$970
III	Continue candidate recruitment. Conduct reference checks on applicants.	\$2,350	\$300
IV	Meet with the board to review applicants and identify finalists to be interviewed. Assist board with interview questions and schedule. Coordinate candidate visits to the district.	\$1,900	\$1,420
V	Meet with the board to determine the superintendent performance objectives.	\$1,000	\$620
Totals		\$9,500	\$5,230
	Total (including consultant travel for scheduled trips to the district)	\$14,730	

Client Satisfaction Guarantee

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be actual expenses incurred; there is no additional fee paid to McPherson & Jacobson.

If the board chooses to use our complete service, we will guarantee our process for two (2) years. If the candidate is terminated for cause, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses incurred.

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

Additional Services



Expertise. Excellence. Performance.

Premium Services

Designed and implemented to help school boards and superintendents lead with clarity, confidence, and impact. These customized offerings sharpen governance practices, strengthen the board–superintendent partnership, and keep student success at the center of the work. Through focused coaching, powerful retreats, and strategic planning support, boards and superintendents gain practical tools to communicate clearly, make better decisions, and build public trust. Together, these services create a high-performing leadership team that drives meaningful, systemwide improvement.

Personality/Strengths Assessments

Our optional premium leader evaluation process includes multi-science behavioral assessments, providing a three-dimensional view of how individuals behave, why they're motivated, and how they think. This deeper insight by trained McPherson & Jacobson consultants helps ensure candidates are aligned with your leadership needs, culture, and expectations. It's a smart, research-backed investment in long-term leadership success.

Included in this service are the administration, analysis, and comprehensive reporting of the following assessments:

- DISC™ (Behavioral Style)
- 12 Driving Forces™ (Motivation)
- Acumen Capacity Index™ (Thinking Style)
- DNA 25 Competencies™ (Key Soft Skills)
- Emotional Intelligence Assessment (Understanding the Role of Emotions)

Board Governance and Leader Development

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

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

Strategic Planning

McPherson & Jacobson has partnered with Innovate K12™ to offer districts a dynamic, comprehensive, strategic planning service. Innovate K12™ has developed cutting-edge technology to deliver a timely (6 months or less) and cost-effective strategic planning process in conjunction with district leadership and the board. This process includes:

- SWOT Analysis involving both internal and stakeholders.
- Evaluating previous/current strategic plans for successes and challenges
- Data analytics reporting to identify priorities of stakeholders
- Integration of continuous improvement processes.
- Defining strategic priorities/challenges/objectives.
- Crafting the strategic plan

Superintendent Evaluation

This service guides boards in designing a superintendent evaluation process that is fair, focused, and firmly anchored in the AASA Superintendent Standards. The support includes helping the board identify priority AASA competencies, translate them into clear, observable indicators, and align them with district goals and strategic priorities. Boards are coached to create a user-friendly evaluation document that blends quantitative metrics with qualitative evidence, so feedback is both data-informed and narrative-rich. Attention is given to timelines, evidence collection, and feedback protocols to ensure the process is cyclical rather than a one-time event. The result is a coherent evaluation system and tool that strengthens the board–superintendent partnership, clarifies expectations, and supports continuous growth in the superintendent’s leadership practice.

Searches for Other Leadership Positions

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

Organization Structure



Experience. Vision. Leadership.

Owner and CEO

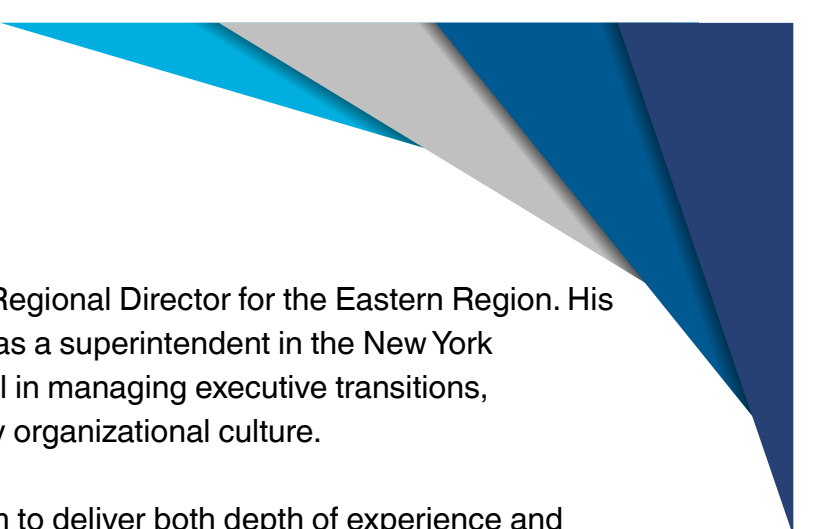
McPherson & Jacobson is owned by Dr. Norm Ridder, a career educator who served 41 years as a school administrator in public, Catholic, and at-risk programs like the Father Flanagan Boys Home in Omaha, Nebraska. Dr. Ridder served in Colorado as superintendent of schools in the Academy School District and Colorado Springs School District 11. He also served in Missouri as the superintendent of Springfield Public Schools, Mehlville Public Schools, and Joplin Public Schools.

Executive Team

Leading alongside Dr. Ridder, the executive leadership team at McPherson & Jacobson is anchored by three distinguished regional directors: Dr. Steve Joel, Dr. Steven Lowder, and Dr. Ralph P. Ferrie, Jr.

Dr. Steve Joel from Lincoln, NE, serves as National Recruiter and Regional Director for the Central United States and draws on more than four decades of educational leadership - including 37 years as a superintendent in Nebraska and Kansas. Widely recognized for his expertise in superintendent searches, board relations, and mentoring, Dr. Joel has conducted over 100 national searches and is a frequent national presenter on effective leadership and governance.

Dr. Steven Lowder from Vancouver, WA, serves as Regional Director for the Western Region and brings over 30 years of experience as a public school superintendent and executive leader across Idaho, Oregon, and California. Since joining McPherson & Jacobson in 2014, Dr. Lowder has distinguished himself as a facilitator of district transformations and stakeholder engagement in diverse educational settings.



Dr. Ralph P. Ferrie, Jr. from Griffin, GA is the Regional Director for the Eastern Region. His 44-year career in education includes 19 years as a superintendent in the New York metropolitan area. He is recognized for his skill in managing executive transitions, stakeholder engagement, and fostering healthy organizational culture.

Collectively, our leadership team allows the firm to deliver both depth of experience and national reach, and ensures clients nationwide benefit from McPherson & Jacobson's experience, strategic vision, and a steadfast commitment to excellent leadership.

A True Nationwide Search Firm

McPherson & Jacobson combines the resources of a national organization with the personalized attention of a dedicated search team. Supported by home office staff, regional leadership, and more than 120 consultants located across 30 states, our firm possesses the reach, relationships, and expertise necessary to recruit highly qualified educational leaders from across the United States. This extensive network allows us to conduct truly national searches while remaining responsive to the unique needs and culture of each district we serve.

Additional Information



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

Year	District/Organization	City	Enrollment
2025/26	Siuslaw School District	Florence	1,180
2025/26	Riddle School District	Riddle	350
2025/26	Corbett School District	Corbett	1,200
2025/26	Sutherlin School District	Sutherlin	1,362
2025/26	Medford School District	Medford	12,000
2025/26	Eagle Point School District 9	Eagle Point	4,103
2024/25	McMinnville School District—Interim Superintendent	McMinnville	6,394
2024/25	North Wasco County School District—Chief Financial Officer	The Dalles	2,700
2024/25	Pendleton School District	Pendleton	2,909
2023/24	Canby School District	Canby	4,200
2023/24	Tigard-Tualatin School District	Tigard	12,000
2023/24	Rainier School District #13	Rainier	1,000
2023/24	Columbia Gorge Education Service District	The Dalles	
2023/24	Tigard-Tualatin School District—Chief Financial Officer	Tigard	12,000
2023/24	Nyssa School District 26	Nyssa	1,500
2023/24	Willamina School District	Willamina	895
2022/23	Glide School District	Glide	709
2022/23	Hillsboro School District 1J	Hillsboro	20,000
2021/22	Glendale School District	Glendale	281
2021/22	Grants Pass School District 7	Grants Pass	6,200
2021/22	Oregon City School District	Oregon City	8,058
2021/22	Greater Albany Public Schools	Albany	9,300
2020/21	Winston-Dillard School District No. 116	Winston	1,400
2021/22	Newberg Public Schools—Assistant Superintendent	Newberg	4,970
2021/22	Newberg Public Schools—Principal (Antonio Crater Elementary School)	Newberg	350
2021/22	Newberg Public Schools—Principal (Catalyst Program-High School Alternative Education)	Newberg	400
2021/22	Newberg Public Schools—Principal (Chehalem Valley Middle School)	Newberg	460
2021/22	Newberg Public Schools—Principal (Dundee Elementary School)	Newberg	303
2020/21	North Wasco County School District 21	The Dalles	3,000
2018/19	North Bend School District	North Bend	2,300
2018/19	Springfield Public Schools	Springfield	10,700
2017/18	Reynolds School District	Fairview	11,200
2014/15	Bend-La Pine Schools	Bend	17,300
2011/12	Reynolds School District	Fairview	14,000



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