

Special Meeting (Superintendent Search)

Tuesday, January 17, 2023 6:00 PM

Board Assembly Room, 1250 West Broadway Avenue, Minneapolis, Minnesota 55411

1) **Call to Order and Roll Call**

2) **Adoption of the Agenda**

3) **Acceptance of Minutes**

3)a. November 1, 2022 Minutes

4) **Superintendent Executive Search Services**

Proposals: Presentations and Interviews

4)a. JG Consulting

4)b. BWP & Associates

4)c. Minnesota School Boards Association (MSBA)

4)d. GR Recruiting

5) **Recess**

6) **Discussion and Selection of Preferred Vendor**

6)a. Resolution selecting superintendent executive search services and authorizing vendor contract negotiations (2023-0014)

7) **Adjournment**

Minneapolis Public Schools – Board of Education
Special School District No. 1
Special Meeting – Superintendent Search
November 1, 2022

I. CALL TO ORDER

Call to Order of the Board of Education. Pursuant to due notice mailed to each member of the Board of Education not less than three days prior to the time of such meeting, the Board members met in a special meeting at the John B. Davis Educational Services Center November 1, 2022, commencing at 5:00 pm. Chair Ellison called the meeting to order. Vice-Chair Arneson served as clerk pro-tempore for the meeting.

I. ROLL CALL

Present: Directors: Jenny Arneson, Sharon El-Amin, Siad Ali, Adriana Cerrillo, Nelson Inz, Ira Jourdain, Cindy Booker, Kimberly Caprini, Kim Ellison, Student Representative Wesson, Interim Superintendent Rochelle Cox – 11

II. APPROVAL OF THE AGENDA

MOTION: Director Arneson moved, seconded by Director Cerrillo that the Board of Education, Special School District No. 1, approve the Agenda for November 1, 2022. Motion to approve the agenda was put to a vote and carried out unanimously.

III. ACCEPTANCE OF MINUTES

MOTION: Director Inz moved, seconded by Director Jourdain that the Board of Education, Special School District No. 1, approve the Minutes October 4, 2022. Motion to approve the Minutes was put to a vote and carried out unanimously.

IV. SUPERINTENDENT SEARCH COMMUNITY ENGAGEMENT SERVICES PROPOSAL PRESENTATIONS AND INTERVIEWS

- BWP & Associates
- National Parents Union Minnesota
- EPU Consultants, LLC

V. RECESS

VI. DISCUSSION AND SELECTION OF PREFERRED VENDOR

VII. RESOLUTION SELECTING SUPERINTENDENT SEARCH COMMUNITY ENGAGEMENT SERVICES AND AUTHORIZING CONTRACT NEGOTIATIONS

WHEREAS, the Board requires dedicated support services in conducting its community engagement process for the superintendent search; and

WHEREAS, these services are needed for community engagement beginning in November 2022 and continuing through January 2023; and

WHEREAS, specific desired community engagement services include, but are not limited to:

- working in conjunction with the Board to develop a list of stakeholders for community engagement opportunities; and
- arranging meeting logistics; and
- co-facilitating engagement sessions with board members, including note taking; and
- collecting and sorting qualitative data; and
- presenting a draft superintendent profile to the board on February 7, 2023; and

WHEREAS, a request for proposals was issued to solicit prospective contracted service providers; and

WHEREAS, the Board has reviewed proposals and interviewed finalists; and

WHEREAS, the Board has selected EPU Consultants, LLC as its preferred contracted service provider.

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of Special School District No. 1 (Minneapolis Public Schools) hereby authorizes the General Counsel and the Assistant to the Superintendent and Board to negotiate a contract with the preferred vendor for the abovementioned services, in an amount not to exceed \$XX,XXX, and authorizes the Board Chair to execute such contract.

ADOPTED this 1st day of November 2022.

MOTION: Director Inz moved, seconded by Director Jourdain that the Board of Education, Special School District No. 1, approve the resolution selecting the superintendent search community engagement services EPU Consultants, LLC, and authorizing contract negotiations. Motion to approve the resolution was put to a vote and carried out unanimously.

VIII.

ADJOURNMENT

Chair Ellison adjourned the meeting at 8:21 pm.

JGCONSULTING

RFP#: 23-10

Consultant Services – Superintendent Search Firm



October 17, 2022

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MEMORANDUM

Dear Minneapolis Public Schools Board of Education:

JG Consulting welcomes the opportunity to serve Minneapolis Public Schools as the firm to manage the executive search process for the purpose of identifying a *Superintendent of Schools*. Our firm will manage the recruitment process in collaboration with the Board of Education (School Board). Our mission is to provide an equitable process while maintaining the district's standard of quality. We aim to accomplish this objective in a timely and cost-efficient manner with a benchmark of professional achievement and integrity. JG Consulting represents the school district and not the individuals seeking the position of Superintendent.

JG Consulting works with school districts to find Superintendents, Directors, executive-level administrators, regional-level administrators, and principals. We are committed to the long-term success of our district partners. Our commitment begins with successfully matching candidates and school districts upon the completion of the position profile. JG Consulting acknowledges the importance of supporting the executive search needs to ensure a strong intersection of talent.

Our recruitment efforts will span the country among various educational entities. The business methodologies implemented during the recruitment process will equip the district with access to every facet of our country's education landscape to achieve the district's objective of successfully identifying a Superintendent of Schools. JG Consulting will be a dedicated partner of the district and will make every effort to communicate accordingly with everyone involved in the Superintendent search process.

Our firm's expertise is perfectly aligned to serve Minneapolis Public Schools during the executive search process. We understand the goal is to improve the academic achievement of every student, and we welcome the opportunity to partner with the district to achieve this goal.

Respectfully,

James Guerra

James Guerra
President & CEO

JG Consulting | a "One-Fourth Consulting, LLC" company
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Corporate Office:
3616 Far West Blvd., Ste. 117-586
Austin, TX 78731

INTRODUCTION & BACKGROUND

JG Consulting has specific attributes unique to the firm:

JG Consulting focuses on human capital.

Our firm has diverse and rich relationships within the education landscape including the districts we support. We strive to develop new relationships with each new partnership.

JG Consulting promises ongoing communication with the School Board and candidates to ensure a seamless recruitment process.

JG Consulting works nationwide serving school districts.

Our success has strengthened our relationships with many administrators across the country and we have vast access to a great talent pool that has made professional commitments to working in various markets.

The Superintendent search will be managed onsite and remotely during each phase of the process. JG Consulting has 40 Faculty team members located across the country who are readily accessible to support Minneapolis Public Schools.

JG Consulting has integrated a unique technology platform for recruitment efficiency.

Our firm is connected to rising talent in districts across the country and we need to effectively connect with everyone in real-time.

We have integrated a unique technology platform, "Modern Hire", unlike any other firm in the country that will allow the Board to review candidate interviews and profiles on-demand. The on-demand resource enables us to efficiently recruit candidates while saving the district additional costs.

JG Consulting accessibility and team members.

Our team is accessible anytime during each phase of the executive search process.

Dr. Michael Hinojosa will serve Minneapolis Public Schools as a Principal Consultant. Dr. Hinojosa has served more than 27 years as a superintendent/CEO of six public education systems, including two of the 25 largest school systems in America: Dallas ISD in Texas and the Cobb County School District in suburban Atlanta, Georgia.

Alton Frailey will serve Minneapolis Public Schools as the Chief Search Officer. Mr. Frailey most recently served as the Superintendent of Schools with Katy ISD, DeSoto ISD, and Cincinnati Public Schools before retiring. He is the past president of AASA and a certified School Board Trainer.

Sue Deigaard will serve Minneapolis Public Schools as a Senior Search Consultant. Ms. Deigaard has served the Houston Independent School District as a Trustee representing District V since 2018.

James Guerra will serve as the Principal Consultant through the executive search process. He is the president & CEO of JG Consulting. James has worked with government entities since 2003 serving the nation's largest economies in various capacities. He currently leads all aspects of the business' operations.

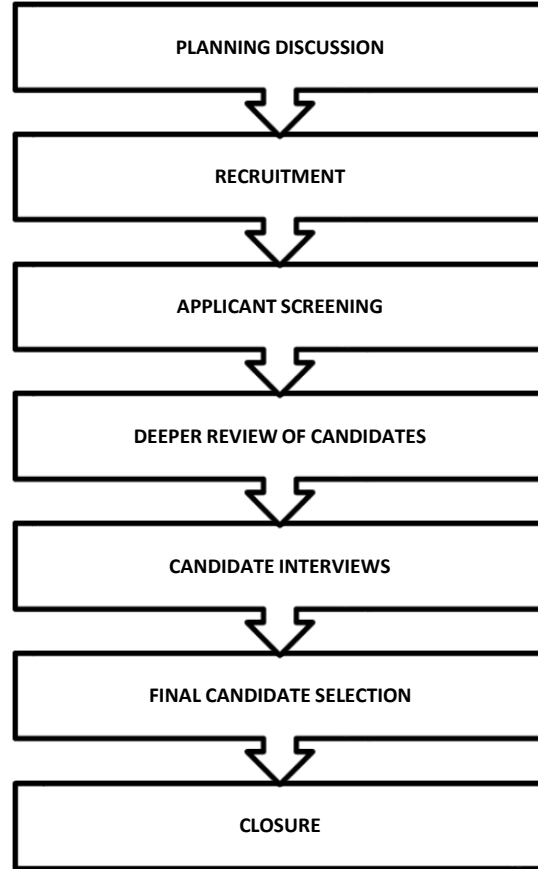
JG Consulting is committed to working in any district seeking to recruit talented educators.

We pride ourselves in supporting specific districts with intentional focus. We do not aim to support every superintendent search opportunity because we want to build long-term relationships with districts committed to seeking the most qualified candidates for their school system.

SUPERINTENDENT EXECUTIVE SEARCH: WORK PLAN

1. Planning Discussion & School Board Member Interviews

- School Board Member interviews;
- Staff, Student, Stakeholder and community-related meetings;
- Define the scope of work for the search;
- Review and provide input on the job description, qualifications, competencies, selection criteria, legal requirements, newspaper and educational publications, announcements, search calendar and compensation package;
- Discuss any issues and expectations for the position;
- Determine the search and selection procedures including the search calendar;
- Discuss the recruitment of candidates;
- Discuss the screening process and preliminary evaluation;
- Discuss the interviewing process;
- Discuss the selection and hiring activities.



2. Communication Protocols

- We will assist with marketing, advertising and communication for the available position. These efforts will include advertising in educational publications, various websites with state organizations, national organizations and higher education institutions. We will develop an advertising plan for the Board’s approval.

3. Candidate Recruiting

- We will create a search strategy according to the unique needs of the district. We will not rely solely on advertising and job postings. Our firm will proactively engage with candidates across the vast educational ecosystem including national and state affiliations, private sectors and non-profit sectors;
- JG Consulting will distribute countless e-mails with the position profile and make countless phone calls to potential candidates and sources;
- We ensure a balance of gender and ethnicities among the qualified candidates we present to the Committee. We will actively recruit traditional and non-traditional candidates that have successfully demonstrated leadership capacity;
- Our national networks will provide access to the for-profit, not-for-profit and other education communities nationwide. We utilize these channels in every search. Our network includes individuals within national and state education boards, political leaders and business leaders.

4. Candidate Reviews

- We will review all communication from interested candidates seeking information on the position to determine if they meet the minimum qualifications;
- Candidates who meet the minimum requirements will be asked to furnish additional information that will enable us to further evaluate their skills and experience according to the position profile;
- The School Board will have access to each candidate’s profile during the executive search.

5. Applicant Screening

- Candidates that successfully pass the pre-screening process will be presented to the Board for discussion and determination for the first phase of interviews. *We do not work with a “stable” of candidates;*
- Additionally, JG Consulting will conduct thorough background checks of each candidate with a third-party;
- JG Consulting is a registered agent with E-Verify;
- *JG Consulting does not discriminate against any employee or job candidate because of his race, color, religion, national origin, sex (including pregnancy), physical or mental disability, or age.*

6. Candidate Interviews

- JG Consulting will provide comprehensive profiles of each candidate selected for an interview;
- Profiles will include: a synopsis completed by the firm, access to the Modern Hire interview portal for each candidate, responses to preliminary screening questions, detailed responses from the personal interview rubric, a comprehensive background check by a third-party, completed reference checks and original resume. We work with each group to ensure that the candidates have been vetted.

7. Deliberation in the selection process of candidates for final consideration.

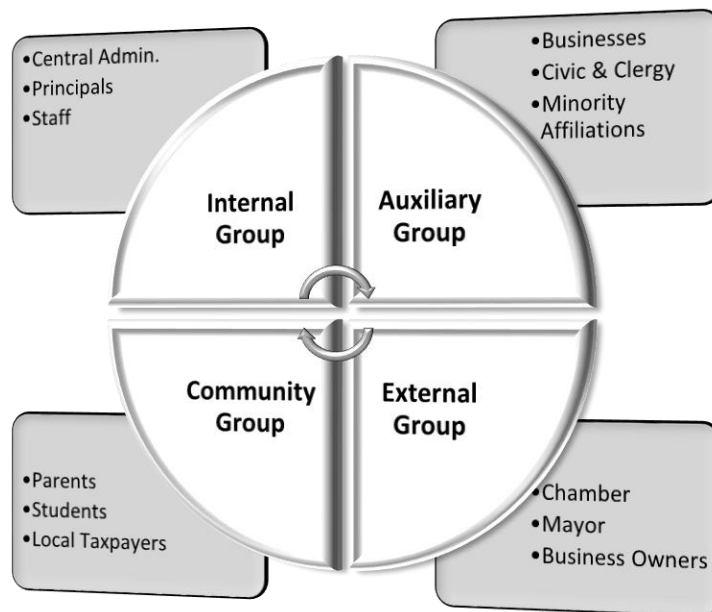
- Arrange for candidate district visits, if applicable. At the request of the Board.

8. We will support the district when requested on final interviewing protocols.

9. Closure

- We will contact all candidates as a process of the closing phase of the executive search. JG Consulting will also prepare final reports or a summary of expenses and assist in the announcement of the appointment, if requested by the Board. We will serve as an intermediary to construct the Superintendent’s contract, if requested by the Board.

Example Stakeholder Meetings¹



¹ Stakeholder recommendations will be made by the School Board. We will also post an online survey accessible on the district’s website to protect the anonymity of the public and staff.

SUPERINTENDENT EXECUTIVE SEARCH: PROPOSED TIMELINE

Proposed Activities	Proposed Timelines¹
1. Planning discussion to initiate the Superintendent search with the Board Members.	December
2. Internal and External Community-related meetings: a. <u>Dec. – Jan.</u> ² ; Online survey (duration of the executive search) and in-person meetings (when allowable). b. In-person meetings including town hall forums.	December – January
3. Present formal scope of work and preliminary job profile to the Board during executive session for approval and/or necessary modifications, research recruiting channels within PreK-12 and external networks; define marketing and recruiting strategies.	January
4. Candidate Application Portal is Open • Marketing and Recruiting Activities; • Local, state, regional and national publications; • Other education publications and websites; • Campaigns: E-mails, calls, virtual meetings and in-person recruitment at national conferences.	February
5. JG Consulting candidate screening; includes online interviews	February
6. Application due date	February
7. Prepare and present pre-screened applicants in a reporting format and with access to the online interview videos	March
8. Candidate Interviews: Round I	TBD
9. Candidate Interviews: Round II	TBD
10. Name the Lone Finalist	TBD

***Timeline is customizable to the needs of the Board.**

¹ All dates will be aligned to meet the deliverables of the Board.

² In-person engagement meetings are contingent upon current pandemic restrictions.

EXPERIENCE: CONSULTANTS

JG Consulting experience.

Consulting Team Information:

James Guerra

President & CEO

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Dr. Michael Hinojosa

Principal Consultant

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Chief Search Officer

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Sue Deigaard

Senior Search Consultant

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Coordinator

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JG Consulting has successfully managed more than 175 executive-level searches nationwide during the past 8 years. We have dedicated Faculty strategically located in the nation's largest markets. JG Consulting is the only full-service consulting firm supporting school districts nationwide based in Texas. We are also the only firm to host an annual Leadership Academy® to support the career development for aspiring leaders and superintendents.

[Faculty](#)

[Testimonials](#)

[Editorials](#)

Please refer to individual credentials and other acknowledgements of the designated consultants associated with the Superintendent Search Firm Services (following pages).

SUPERINTENDENT SEARCH REFERENCES: SCHOOL DISTRICTS

<p><u>Houston Independent School District</u> Judith Cruz, Board President P: (713) 556-6000 E: Judith.cruz@houstonisd.org <i>Superintendent Search: 200,000 Students</i> <i>Placed: Millard House II</i></p>	<p><u>Austin Independent School District</u> Geronimo Rodriguez, Board President P: (512) 414-1700 E: geronimo4aisd@gmail.com <i>Superintendent Search: 80,100 Students</i> <i>Placed: Dr. Stephanie Elizalde</i></p>
<p><u>Washoe County School District</u> Dr. Angela Taylor, Board President P: (775) 348-0200 E: ataylor@washoeschools.net <i>Superintendent Search: 64,000 Students</i> <i>Placed: Dr. Kristen McNeill</i></p>	<p><u>Socorro Independent School District</u> David Morales, Board President P: (915) 637-0804 E: david.morales@sisd.net <i>Superintendent Search: 47,300 Students</i> <i>Placed: Dr. Nate Carman</i></p>
<p><u>San Antonio Independent School District</u> Nicole Franco, Chief of Staff P: (210) 391-4677 E: NFRANCO1@saisd.net <i>Superintendent Search: 45,000 Students</i> <i>Placed: Dr. Jaime Aquino</i></p>	<p><u>East Baton Rouge Parish Public School System</u> Mike Gaudet, Board President (former) P: (225) 229-5584 E: mgaudet@ebrschools.org <i>Superintendent Search: 41,000 Students</i> <i>Placed: Dr. Sito Narcisse</i></p>
<p><u>Lamar Consolidated Independent School District</u> Joy Williams, Board President P: (832) 489-5191 E: joy.williams@lcisd.org <i>Superintendent Search: 36,000 Students</i> <i>Placed: Dr. Roosevelt Nivens</i></p>	<p><u>McAllen Independent School District</u> Marco Suarez, Board President P: (956) 451-3275 E: marco.suarez@mcallenisd.net <i>Superintendent Search: 23,000 Students</i> <i>Placed: Dr. Jose Gonzalez</i></p>
<p><u>Kansas City, Kansas Public Schools</u> Randy Lopez, Board President P: (913) 302-4315 E: randy.lopez@kckps.org <i>Superintendent Search: 22,000 Students</i> <i>Placed: Dr. Anna Stubblefield</i></p>	<p><u>Weslaco Independent School District</u> Armando Cuellar, Board President P: (956) 376-7205 E: acuellar@wisd.us <i>Superintendent Search: 15,600 Students</i> <i>Placed: Dr. Dino Coronado</i></p>
<p><u>Victoria Independent School District</u> Tami Keeling, Board President P: (361) 935-5142 E: tami.keeling@hotmail.com <i>Superintendent Search: 14,000 Students</i> <i>Placed: Dr. Quintin Shepherd</i></p>	<p><u>New Braunfels Independent School District</u> Wes Clark, Board President P: (830) 643-5700 E: wclark@nbisd.org <i>Superintendent Search: 9,700 Students</i> <i>Placed: Dr. Cade Smith</i></p>
<p><u>Hutto Independent School District</u> Terrence Owens, Board Vice President (former) P: (512) 759-3771 E: terrence.owens@huttoisd.net <i>Superintendent Search: 9,000 Students</i> <i>Placed: Dr. Celina Estrada Thomas</i></p>	<p><u>San Marcos Consolidated ISD</u> Clem Cantu, Board President P: (512) 393-6700 E: clem.cantu@smcisd.net <i>Superintendent Search: 8,100 Students</i> <i>Placed: Dr. Michael Cardona</i></p>

SUPERINTENDENT SEARCH REFERENCES: SCHOOL DISTRICTS

<p><u>Agua Fria Union High School District</u> Vickie Landis, Board President P: (623) 203-8024 E: vlandis@aguafria.org <i>Superintendent Search: 8,000 Students</i> <i>Placed: Mark Yslas</i></p>	<p><u>Dripping Springs Independent School District</u> Barbara Stroud, Board President P: (512) 858-3000 E: Barbara.stroud@dsisdtx.us <i>Superintendent Search: 8,000 Students</i> <i>Placed: Dr. Holly Morris-Kuentz</i></p>
<p><u>Crosby Independent School District</u> Tanya Eagleton, Board President (former) P: (281) 917-6328 E: tanya.eagleton@yahoo.com <i>Superintendent Search: 6,500 Students</i> <i>Placed: Paula Patterson</i></p>	<p><u>Adams County School District 14</u> Ramona Lewis, Board President P: (303) 356-3223 E: rlewis@adams14.org <i>Superintendent Search: 6,000 Students</i> <i>Placed: Dr. Karla Loria</i></p>
<p><u>Community Independent School District</u> Randy McQuistion, Board President P: (972) 843-6000 E: randy.mccuistion@communityisd.org <i>Superintendent Search: 3,400 Students</i> <i>Placed: Dr. Tonya Knowlton</i></p>	<p><u>Taylor Independent School District</u> Marco Ortiz, Board President P: (512) 365-1391 E: mortiz721@aol.com <i>Superintendent Search: 3,000 Students</i> <i>Placed: Dr. Devin Padavil</i></p>

Superintendent Placement Statistics

- 75% of the Superintendents hired are leaders of color
- 40% of the Superintendents hired are women

SUPERINTENDENT EXECUTIVE SEARCH: COST

Analysis

The Superintendent Search will begin immediately upon award. JG Consulting will correlate to the timeline goals set forth by Minneapolis Public Schools.

The firm will work diligently onsite in the district with the Board and community stakeholders as often as requested. The team of consultants will also engage in various remote activities to ensure maximum productivity.

There are no additional publishing and advertising fees associated with the Superintendent Search. The firm will incur all costs. We rely on various outlets but primarily engage with our national network and affiliates.

JG Consulting will also incur the cost of the on-demand interview subscription, Modern Hire, Inc., and the Wonderlic Assessment.

Payment terms are \$25,000 upon execution of the contract. The final payment of \$25,000 will be due upon the hiring of a candidate. Payment is due net 30-days for each installment.

Total Cost for All Services Rendered = \$50,000 (All-Inclusive & Not to Exceed).

Bid Contact Person:

James Guerra

President & CEO

Corporate Office:

3616 Far West Blvd., Ste. 117-586

Austin, TX 78731

O: (888) 765-3731

C: (214) 934-5537

E: james@jgconsulting.us

ADDITIONAL SERVICES: PROFESSIONAL DEVELOPMENT

The JG Consulting team and faculty can serve as a resource for the newly hired Superintendent with onboarding and transition planning, if applicable. Minneapolis Public Schools may engage with JG Consulting to provide 1:1 or small group coaching with various levels of district leadership. This level of service is available in-person and/or online. The Superintendent, executive-leadership team, and site-based staff will have an opportunity to engage with our designated Faculty when needed.

Our distinguished Faculty may support the District Leadership with professional development opportunities. The design of the training workshops is dependent on the goals and needs of the district. The JG Consulting team will customize a plan of action according to the unique goals and needs of Minneapolis Public Schools with ongoing support consisting of onsite work sessions and regular communication. Our goal is to serve the district as a resource to promote continuous student achievement starting with the District Leaders.

90-Day Advertising Plan³

Description	Details	Total Estimate⁴
Direct Recruitment of Administrators (National)	<i>Length of Search</i>	Included
LinkedIn	<i>Length of Search</i>	Included
JG Consulting Website, Twitter & The Scoop	<i>Length of Search</i>	Included
MN Assoc. of School Admin. (MASA)	<i>Length of Search</i>	Included
Superintendentsearch.net	<i>Length of Search</i>	Included

The costs associated in Advertising Plan will be incurred by JG Consulting. No advertising fees will be charged to the district.

³ Advertising plan will correlate to our proposed timeline (page 7 of the JG Consulting proposal); we will customize the plan to meet the needs of the Board. Each national organization includes their state affiliates.

⁴ The cost associated with each advertisement will be incurred by JG Consulting.



TEAM

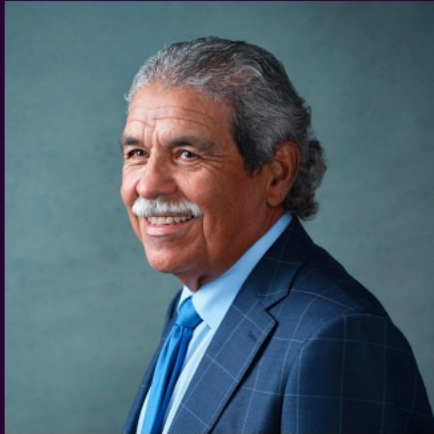
ABOUT

RECRUITMENT

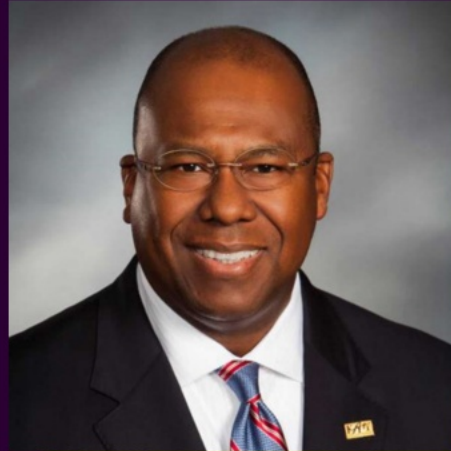
TIMELINE

TESTIMONIALS

EXECUTIVE SEARCH TEAM



DR. MICHAEL HINOJOSA
PRINCIPAL CONSULTANT
DALLAS



ALTON FRAILEY
CHIEF SEARCH OFFICER
FULSHEAR



SUE DEIGAARD
SENIOR SEARCH CONSULTANT
AUSTIN



TEAM

ABOUT

RECRUITMENT

TIMELINE

TESTIMONIALS

MISSION

JG Consulting supports school systems by providing an equitable, inclusive, transparent and well-managed process to present a cadre of highly-qualified leaders from which Minneapolis Public Schools will select its superintendent.

IMPACT

OUR IMPACT

The success of Superintendents can be measured in many ways; however, the ultimate measure of success is the satisfaction of the School Board, the community, and the students whom the superintendent serves.



**MEASURING
SUCCESS**

DIFFERENCES

Measuring Success



COMING SOON...



Differentiating Factors

School systems of today face unique challenges. Only JG Consulting has the flexibility and systemic process to find the most qualified leader to face any challenge. JG Consulting's data-driven, systems-based approach to recruitment will provide Minneapolis Public Schools with a strong group of proven leaders from a local, regional or national perspective.

Interview Portal


Cognitive Test

Career Portal

Surveying

The OnDemand Interview Experience

JGCONSULTING HOME JOBS SCHEDULING ▾ CANDIDATES RESOURCES ▾ REPORTING

 **Millard House**
Houston ISD - Superintendent

SUMMARY

1: QUESTION
What drew you to the position of Superintendent with the Houston Independent School District? How will the experience support your long-term goals and aspirations?

2: QUESTION
Describe your first 90-days in the role of Superintendent.

3: QUESTION
How have you worked with school boards, the leadership team, staff and community to demonstrate progress in the district?


4: QUESTION
Take a moment and give the School Board a thumbnail sketch outlining the pertinent experiences, education, achievements, and accomplishments that you believe support your ...

EVALUATING THE CANDIDATE

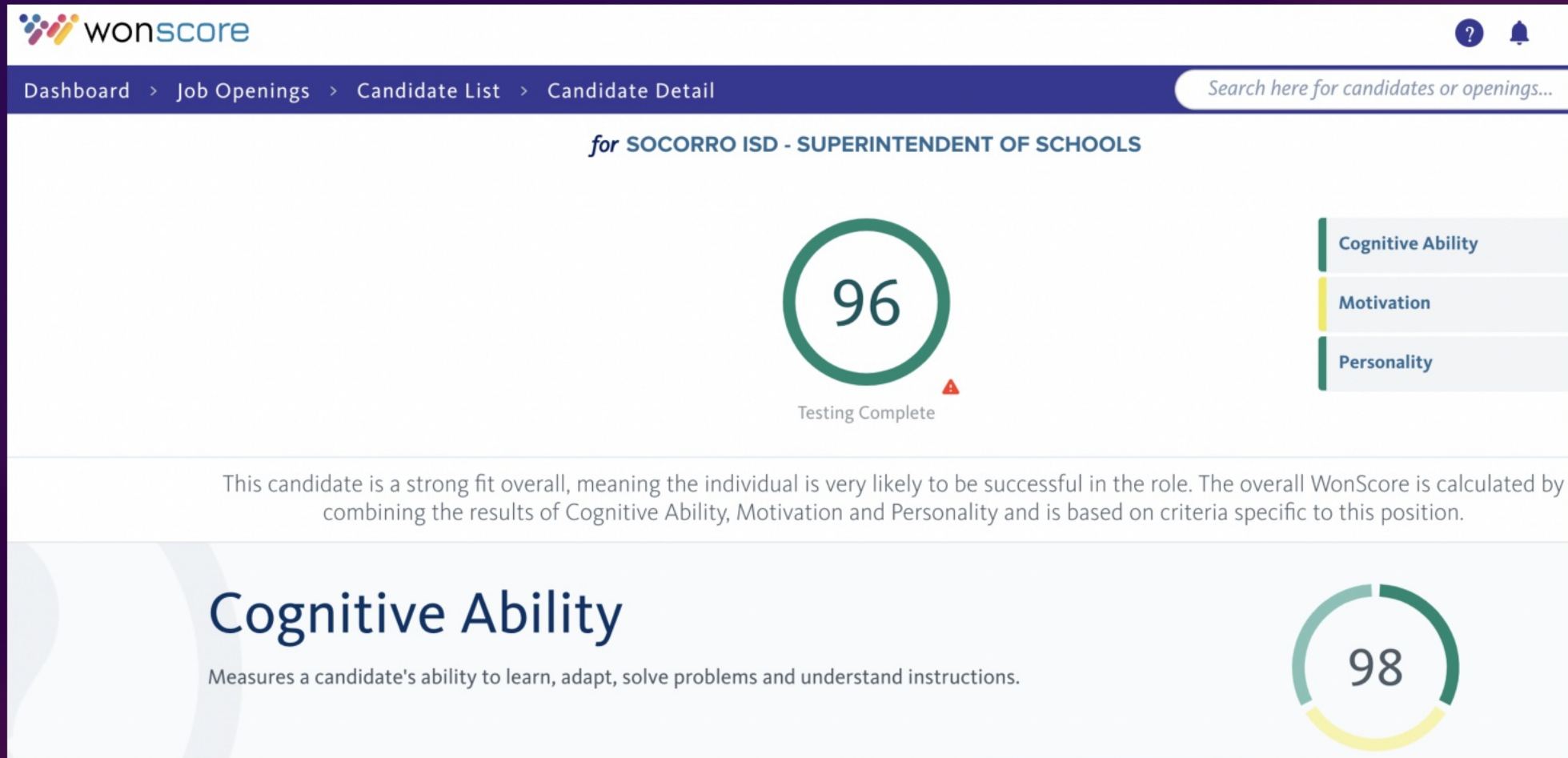
QUESTION

[Show Question >](#)

CANDIDATE RESPONSE



WonScore Assessment



SuperintendentSearch.net

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Superintendent search

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- Superintendent
- Administration
- Teacher
- Support Staff

Search for a new career in education

Find current job listings posted by school districts from around the country

School Districts
Hire your next Superintendent or Administrator

Comprehensive Survey

The screenshot displays a survey management interface. At the top, a navigation bar includes 'Survey' and filters for 'All Surveys', 'Shared with Me', 'Shared by Me', 'Drafts', 'Published', and 'Closed'. The user 'JG Consulting' is logged in. The main header identifies the survey as 'Alief ISD Superintendent Search Community Survey'. A left sidebar provides navigation for 'SUMMARY', 'BUILDER', 'REPORTS', and 'AUDIT LOGS'. The summary panel shows the survey is 'Active', created on Jul 18, 2022, and modified on Aug 19, 2022, with 'EDIT SURVEY' and 'SETTINGS' buttons. The main content area features a large teal circle representing '1007 Total Responses', a 'Published on Jul 19, 2022' status with a paper plane icon, and a 'Latest response on Sep 10, 2022' status with a checkmark icon. The 'APPLIED THEME' section is partially visible at the bottom.

Survey All Surveys Shared with Me Shared by Me Drafts Published Closed JG Consulting

Alief ISD Superintendent Search Community Survey

Active

Created on Jul 18, 2022

Modified on Aug 19, 2022

EDIT SURVEY SETTINGS

APPLIED THEME

Published on Jul 19, 2022

1007
Total Responses

Latest response on Sep 10, 2022



TEAM

ABOUT

RECRUITMENT

TIMELINE

TESTIMONIALS

RECRUITMENT

- **Traditional education leaders with a track record of success**
- **Non-Traditional leaders with or without ties to public education**
- **Business leaders**
- **Philanthropic leaders**
- **Higher Education leaders**
- **Public Sector leaders**

**WHAT
WE DO**

JG Consulting has strong partnerships with AASA, ALAS, CGCS, NABSE, NSBA, and the state-based affiliations of each organization.



**CAST A
WIDE NET**



TEAM

ABOUT

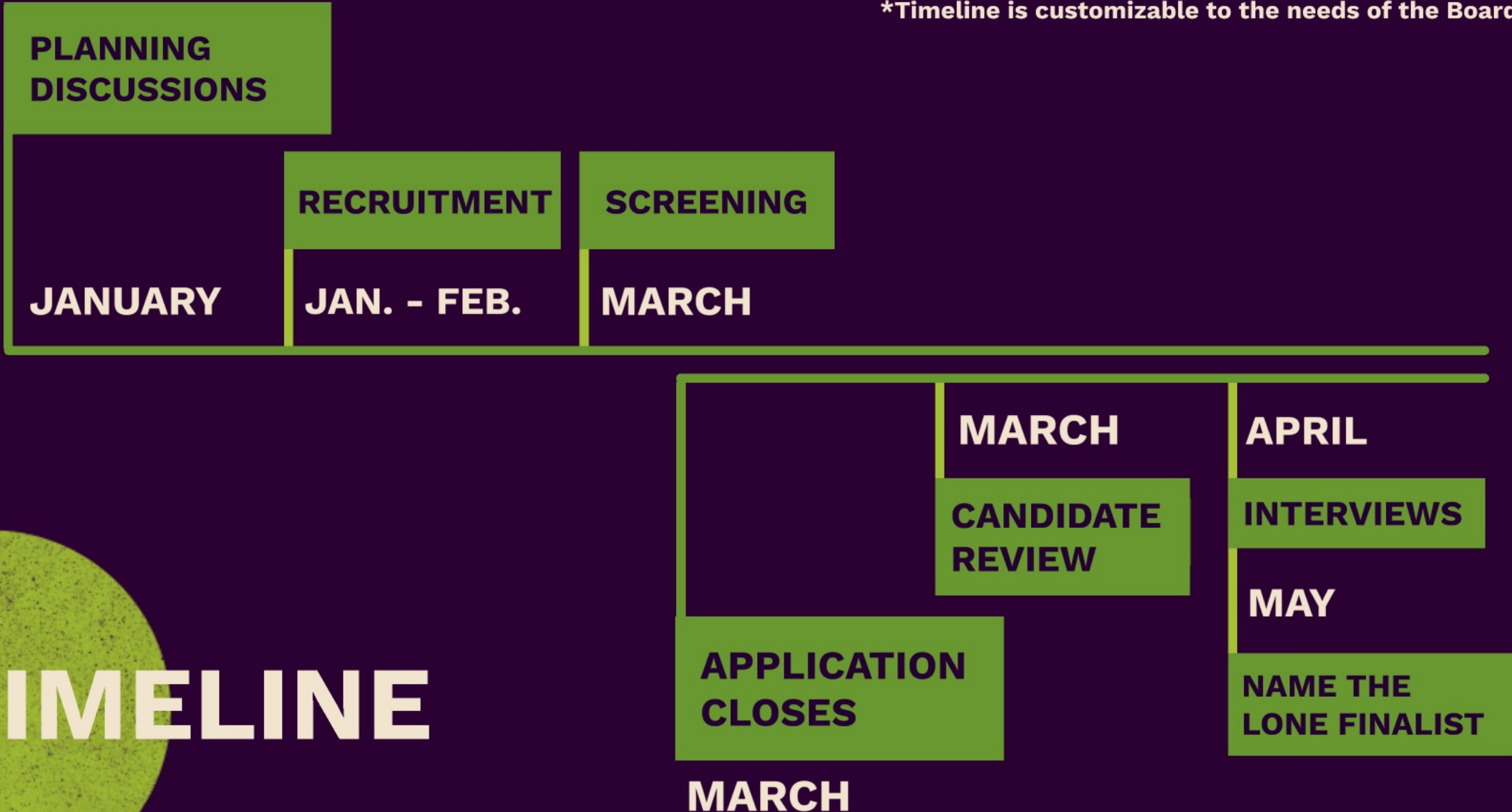
RECRUITMENT

TIMELINE

TESTIMONIALS

THE SUPERINTENDENT SEARCH PROCESS

*Timeline is customizable to the needs of the Board.



TIMELINE



TEAM

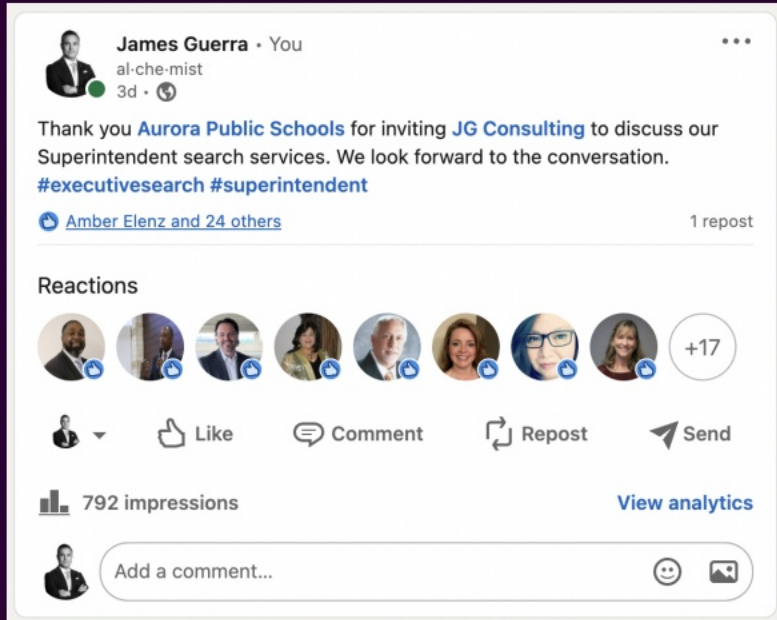
ABOUT

RECRUITMENT

TIMELINE

TESTIMONIALS

EARNED MEDIA



A screenshot of a Facebook post from James Guerra (@al-chemist) posted 3 days ago. The post text reads: "Thank you [Aurora Public Schools](#) for inviting [JG Consulting](#) to discuss our Superintendent search services. We look forward to the conversation. #executivesearch #superintendent". It shows 1 repost and 792 impressions. The post has several reactions, including likes and comments from various users.

James Guerra • You
al-chemist
3d • 🌐

Thank you [Aurora Public Schools](#) for inviting [JG Consulting](#) to discuss our Superintendent search services. We look forward to the conversation.
[#executivesearch](#) [#superintendent](#)

👤 [Amber Elenz and 24 others](#) 1 repost

Reactions

👍 Like 💬 Comment 🔄 Repost ➦ Send

📊 792 impressions [View analytics](#)

Add a comment...



A screenshot of the Identity PR website banner. The banner features the company logo "identity" in the top left corner. The navigation menu includes "About", "Team", "Capabilities", "Expertise", "Case Studies", "Blog", and a "CONTACT" button. The main headline reads "a pr partner that makes the grade" in a large, blue, sans-serif font. Below the headline, the tagline "INSPIRING ACTION. SPREADING KNOWLEDGE. REFRAMING CONVERSATIONS." is displayed in a smaller, all-caps, sans-serif font. The background of the banner is white with a subtle, light blue circular pattern.

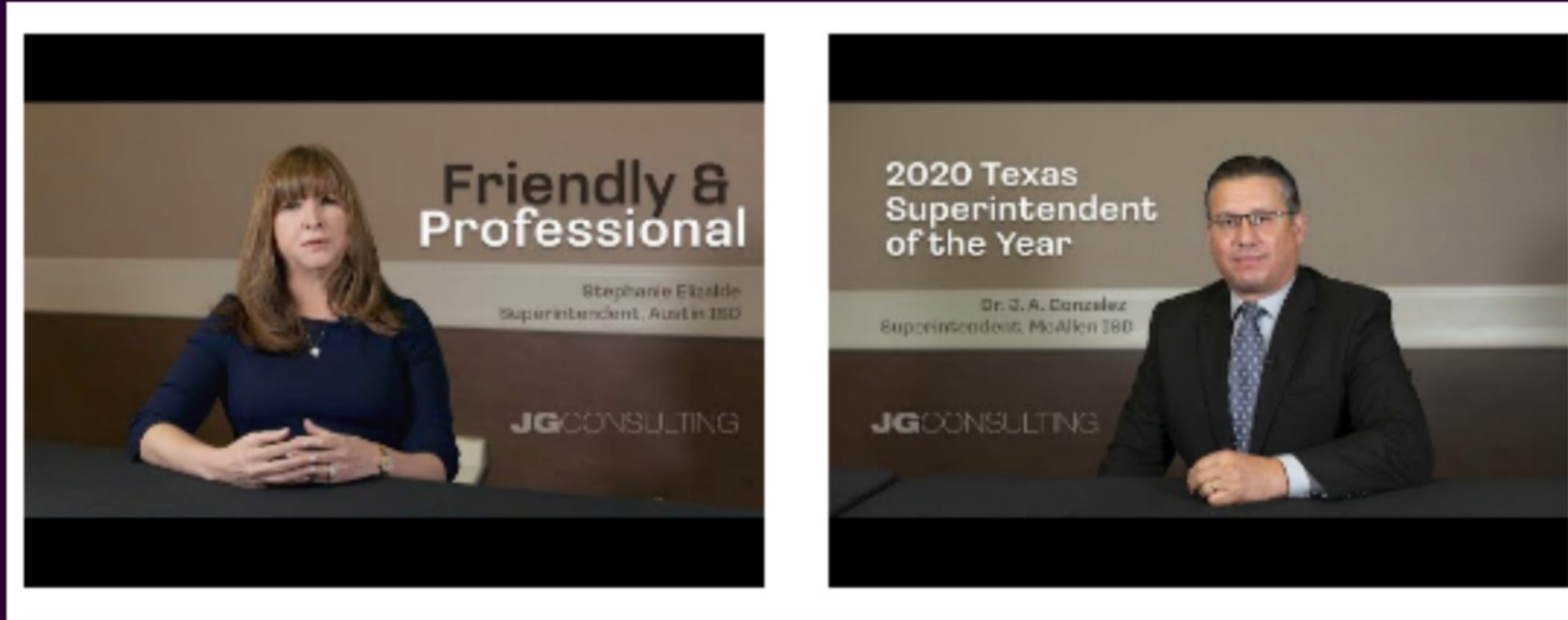
identity

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INSPIRING ACTION. SPREADING KNOWLEDGE.
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<https://www.youtube.com/watch?v=GasVak07ILY>



TEAM

ABOUT

RECRUITMENT

TIMELINE

TESTIMONIALS



PROVIDING DIRECTION FOR OUTSTANDING LEADERSHIP



BWP

SUPERINTENDENT SEARCH PROPOSAL **Minneapolis Public Schools**

Due Date: October 17, 2022 5:00 PM CST

Address: 1250 West Broadway Ave. Minneapolis, MN 55411

RFP#23-10, Superintendent Search Services – **Executive Search Process Facilitation**



October 17, 2022

Ms. Kim Ellison
Board of Education, Chair
Minneapolis Public Schools
Special School District No. 1
1250 West Broadway Ave.
Minneapolis, MN 55411

Dear Board of Education,

BWP & Associates is pleased to submit a proposal to assist Minneapolis Public Schools' search for its next superintendent. BWP & Associates is a national search firm that employs experienced and dedicated consultants who have had successful experiences in leading school districts, who have served as instructional leaders in school districts, and who know, therefore, the unique skills that successful superintendents must have.

Our company enjoys a national presence, is connected to an extensive network of educational leaders and organizations across the country, and has a high level of expertise and knowledge in the recruitment of diverse and exceptionally qualified candidates. Because of the aforementioned, we have been successful in understanding and meeting the unique needs of school districts and their stakeholders, as exemplified by the placement of talented school leaders.

Our search team for Minneapolis Public Schools is a diverse and experienced one, composed of Dr. Kevin Castner, Mr. Steve Griesbach, Ms. Jane Berenz and Dr. Johnnie Thomas. Our team has more than 35 years of superintendent experience and has successfully completed over 65 superintendent searches. Also, it is important to note that our team has a familiarity and knowledge of the Minneapolis greater community having conducted recent searches in Minnetonka Public Schools, Prior Lake-Savage Area Schools and Edina Public Schools. A member of our team, Dr. Berenz, recently completed her successful career as a superintendent in neighboring District 196.

Further, BWP brings several other significant qualities, skills, and talents. We are mindful that only 2 percent (300) of the 15,000 school districts nationwide have an enrollment of more than 20,000 students. Therefore, the pool of superintendents with experience in larger and specifically diverse districts like yours is distinctly smaller. Our national presence and our extensive network of school leaders help us mitigate that challenge. Further, we know and understand the complex variables involved in leading and serving in larger minority-majority school districts.





Our experience has shown us that while we are a national search firm, it is always critical to have experiences in comparable districts like yours – large urban districts. Our team has those experiences – Pittsburgh Public Schools, PA; Columbus City Schools, OH; Madison Metropolitan Schools, WI; Chicago Public Schools, IL; DeKalb County Schools, GA; Prince William County Schools, VA; Arlington County Schools, VA; and Rochester City Schools, NY.

Our team is committed to working with you and the Minneapolis community to identify your specific needs and to seek a group of excellent candidates for your consideration. Your BWP consultant team is keenly aware of the mission, vision, and values of the Minneapolis Public Schools. As a firm, we believe we best serve our clients when we listen carefully to the voices of all stakeholders. When recruiting applicants and evaluating candidates, we will assess the degree to which they match the Minneapolis Public School Leadership Profile. We not only want to hear that they can "talk the talk", but seek to determine that they have "walked the walk" in their leadership roles.

The attached proposal describes in detail how we will support you throughout the search process and it provides supporting documentation of our previous work. We have complied with your RFP with organizing our proposal with two distinct services: community engagement facilitation and executive search process facilitation. However, we are interested in providing both of these services and have specific experience in community engagement options in the selection process in Madison, Columbus, Chicago and Rochester. Therefore, we have included a comprehensive fee for both of these services.

We appreciate the opportunity to submit this proposal. Please feel free to contact me at 434-531-8171 or via email at kccastner@protonmail.com if you should have questions or if I can assist you further as you discuss your search options.

Sincerely,

Dr. Kevin Castner
Co-Lead Consultant, Director
(434) 531-8171
kccastner@protonmail.com

Mr. Steve Griesbach
Co-Lead Consultant, Director
(708) 822-8706
smgriesbach@sbcglobal.net





BWP & Associates Statement on Executive Search Options during COVID-19 Pandemic

BWP & Associates, like many other firms and businesses, has had to learn new ways of working with clients and candidates. BWP continues to value the opportunity to meet face-to-face with Board members and stakeholders, we know that this is not always the safest and most effective way to work.

Over the past year and a half, BWP has expanded its capacity to work in the “virtual environment” with clients and candidates without any significant impact on our processes and effectiveness. Online meetings, breakout rooms, and virtual interviews have become more the norm than the exception. In the searches, BWP has conducted since March 2020, we have received great feedback that our virtual approach works. Both clients and candidates give our consultants and the firm high marks for maintaining the integrity of the process and the quality of our personal interactions.

In working with your School District, we are prepared to work with the Board to design a search process that is within local public health guidelines and maintains the safety of all participants. There are three basic options for you to consider:

Virtual Search: Using online tools to meet with Board members, stakeholders, and candidates.

Hybrid Search: Some interactions with Board members, stakeholders, and candidates are done in person, following public health guidelines. The remaining meetings and interviews would be conducted virtually using online tools.

Traditional Search: All components of the search would be conducted in person, adhering strictly to public health guidelines.

We believe that you can achieve results that thrill you using any of the models outlined above (or other creative models) so long as we maintain the integrity of the process outlined in detail in our proposal. Virtual and hybrid searches can lower the cost of a search by reducing travel expenses for consultants and, at times, candidates.

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Executive Summary

BWP & Associates is a national search firm that will provide Minneapolis Public Schools with an experienced search team committed to recruiting a group of excellent candidates for your School Board's review. Our consultants are networked with educational leaders across the country and offer a high level of expertise and extensive knowledge for recruiting exceptionally talented leadership candidates. School district executive placement throughout the nation is our total focus.

The services BWP & Associates will provide include:

- Planning the search, including a suggested timeline and expenditures
- Managing the entire search process
- Communicating with the Board and providing avenues of search control
- Establishing a leadership profile developed with Board, staff and community input
- Suggesting a competitive compensation plan for the position
- Providing a vacancy marketing plan
- Conducting extensive recruiting of candidates
- Screening candidates to identify top candidates
- Conducting informal and formal background checks
- Recommending a slate of candidates who best meet your leadership profile
- Providing training to the Board in the interview process
- Assisting with contract negotiations and media announcements
- Providing, in short, all services needed for an effective superintendent search

We believe one of the main advantages of our firm is that we do not "mass produce" searches. We will work closely with your Board and community to conduct a search which fits the needs of your district and community. Our individual professional reputations are as important to us as our company's reputation. Therefore, you would be hiring not only our company, but individuals who are committed to your success and view finding outstanding leaders for school districts as not a job, but a mission.

Finally, we think you will find that BWP's customer service is outstanding. From the moment you hire us, we give you our personal cell phone numbers. Any questions, concerns, or comments can be shared with us 24/7. BWP offers you the benefit of a national search and an extensive national network with the "up close and personal" attention you want when making a decision this important. We will vet the candidates we recommend to you at multiple levels to be sure we bring you individuals with integrity. We encourage you to check our references and are confident they will confirm our personal and professional approach to the search process. More information on our firm and its services can be found on our company website at www.bwpassociates.com.

Profile (Firm Qualifications)

BWP & Associates will successfully recruit excellent candidates for your consideration. When Minneapolis Public Schools selects *BWP*, it is receiving services from a firm with a history of more than 600 successful executive searches. Our consultants bring both national educational leadership connections as well as an understanding of what makes an outstanding superintendent.

For a representative list of *BWP* directors and associates, please see the *BWP* Directory in Appendix 1.

Company Background

BWP & Associates was incorporated in 2002 in Wauconda, Illinois and grew from the merger of three nationally known search firms: Harold Webb Associates, PNR Associates, and The Bickert Group, Ltd.

- Harold Webb Associates, *BWP*'s oldest roots, in 1977 became the first nationwide superintendent search firm in the country.
- PNR Associates conducted leadership searches in educational and national non-profit organizations since 1984.
- The Bickert Group, Ltd., incorporated in 1992, served predominately Midwest school districts.

Through the merger into *BWP & Associates*, these three firms significantly expanded their connections and consultant base. *BWP*'s corporate office is located in Libertyville, Illinois with satellite locations in South Carolina and Virginia. School district executive placements throughout the nation is the firm's total focus. Our web address is www.bwpassociates.com.

BWP's federal and state registration numbers are as follows:

Federal Tax ID number - 26-4304062

State of Illinois Corporation File Number - 66529053

BWP consultants bring both national educational leadership connections as well as an understanding of what makes an outstanding superintendent. Our company's network of experienced educational leaders connects over 50 associates with school divisions, colleges and universities and business leaders across the country. Our consultants are active in state, regional, and national educational organizations, and many participate in superintendent academies to train current and future superintendents. Our consultant roster includes many successful current or retired superintendents who offer a high level of expertise about the role of a superintendent and are experienced in urban, suburban, and rural school systems.

Our outstanding consultants and our proven search methodology will enable us to meet your' search objectives, beginning with establishing the characteristics and qualities desired in a superintendent. We will gather this invaluable information by seeking input and by engaging the school board, employees, community members, and other relevant stakeholders. Our process will

maximize the number of quality applicants and allow us to screen applicants, based on the desired experiences, characteristics, and skillsets. Throughout the selection process, we will assist and enable the Board to select an outstanding candidate.

Our search firm receives more than 100 requests for proposals from districts of all sizes and demographics across the country. We continue to be very selective in those districts for whom we submit proposals. Our slow but steady growth enables us to “personalize” the search process and to make it tailor made for each of our clients, utilizing the talents of experienced professionals who have held leadership positions.

Our website – <http://www.bwpassociates.com> – provides a list of past and current clients, announcements and communication with school districts and their recently appointed superintendents. You will also find a listing of current searches in progress.

Financial Stability Statement

BWP & Associates, Ltd. has been financially sound since its inception. A five-year company audit was performed in 2015 which indicated the net value of ownership shares had grown by 12 percent and the annual revenue had increased by 56%. As a search firm, while we receive more than 100 requests for proposals from districts across the country in all sizes Key and configurations, we continue to be very selective in those districts for which we submit proposals. Our slow but steady growth enables us to “personalize” the search process and make it tailor made for each of our clients utilizing the talents of experienced professionals who have held leadership positions and many who are currently working in the field.

Key Staff (Staff Qualifications)

Consultant Search Team for Minneapolis Public Schools

BWP organizes search teams to achieve a balance of talent and experience that will meet the needs of a school board and provide the skillsets necessary to assure a successful search. If BWP & Associates is selected, Dr. Kevin Castner, Mr. Steve Griesbach, Ms. Jane Berenz and Dr. Johnnie Thomas will serve as your consultants. Added together, members of your search team have conducted more than 65 successful searches in the past several years, have more than 35 years of superintendent experience, and have a thorough understanding of the issues and challenges facing rural, suburban and urban school systems and they specifically have a familiarity with Minneapolis Public Schools.

Their resumes are included Appendix 2.

- **Dr. Kevin Castner** will serve as co-lead consultant. Currently a Director for BWP and President, Executive Director, and Educational Planning Strategist with Cambridge Strategic Services, Dr. Castner's resume includes an 11-year tenure as superintendent of Albemarle County, Virginia, home of the University of Virginia. He has also served as Interim Superintendent for Shenandoah County and Montgomery County Public Schools. His knowledge of educational issues across the country is extensive. Selected to serve as a Race to the Top Peer Review panelist for Phases 1 and 2, Dr. Castner reviewed eight states of which four were finalists in this prestigious competition. During the past several years, he has been involved in more than 45 superintendent searches. In addition, Dr. Castner, is President of Cambridge Strategic Services and has facilitated many school district strategic plans. Dr. Castner has worked with BWP for 10 years. He is a member and past Director of the Urban Superintendent Association of America.

Dr. Castner will be available 100 percent of the time for your superintendent search.

- **Mr. Steve Griesbach** will serve as co-lead consultant. Currently a Director for BWP, Mr. Griesbach's resume includes an eight year tenure as superintendent of Gower School District 62 in Willowbrook, Illinois. In 2022, Mr. Griesbach conducted successful superintendent searches in Munster, IN, Minnetonka MN, Prior Lake-Savage, MN, and Homewood-Flossmoor, IL. He also conducted Illinois principal searches for Golf Elementary School and Homewood Flossmoor High School. Additionally, Mr. Griesbach co-led the superintendent search for Middleton-Cross Plains, WI in 2019. During the past several years, he has been involved in more than 35 superintendent searches. Mr. Griesbach has worked with BWP for 9 years.

Mr. Griesbach will be available 100 percent of the time for your superintendent search.

- **Ms. Jane Berenz** will serve as a search team consultant. Currently an Associate for BWP, Ms. Berenz's resume includes a consultant for BWP in Minnesota for the Edina and Prior Lake-Savage Area Schools superintendent search.

Jane joined the Concordia St. Paul faculty in 2018 as an adjunct professor in Educational Leadership after retiring from a career of 36 years in K-12 education that included 23 years in administration. Her last nine years as the superintendent of the Rosemount-Apple Valley- Eagan Public Schools, the fourth-largest district in Minnesota, with more than 150,000 residents, 28,000 students in grades K-12 and 3,500 employees. She has held various positions in education, including high school and elementary special education teacher, elementary general education teacher in grades two and four, elementary principal, and district director of elementary education and teaching and learning. She also is currently an educational leadership coach.

Ms. Berenz will be available 100 percent of the time for your superintendent search.

- **Dr. Johnnie Thomas** Dr. Thomas joined BWP in 2016 as an associate for the firm. He has completed numerous searches for cabinet-level administrators, principals, and superintendents over the past five years as a part of the BWP team. Dr. Thomas currently serves as Vice President for the Superintendents' Commission for the Study of Demographic and Diversity, Loyola University's

National Alumni Board, South Cook Illinois Alliance of School Administrators Membership Chair, and Loyola University's School of Education Advisory Board.

Dr. Thomas has been in education for over twenty years. He has served as superintendent of schools for ten years and the last five as the superintendent of schools for Rich Township High School District 227. As an educational leader, Dr. Thomas has raised achievement scores, improved organizational climate and culture, fought for equity and inclusion, increased parent and community involvement, and stabilized districts' finances. Dr. Thomas is a sought-after presenter and professional development facilitator on the topics of organizational leadership, equity, differentiated instruction, and crisis intervention. A native from the westside of Chicago, he received his doctorate from DePaul University, a masters from Loyola University, and his bachelor degree from Southern Illinois University.

Dr. Thomas will be available 100 percent of the time for your superintendent search.

Work Plan (Methodology)

Our outstanding consultants and our proven search methodology enable our firm to meet Minneapolis Public Schools search contract objectives, beginning with establishing the characteristics and qualities desired in a superintendent. We will utilize input from the school board, employees, the community, and other relevant stakeholders. Our process will maximize the number of quality applicants and allow us to screen those applicants based on the community's desired experiences, characteristics, and skillsets. Your search team will assist the Board throughout the selection process to enable the Board to select an outstanding candidate for its next superintendent.

Search Planning and Preparation

During our initial work with the Minneapolis Public Schools Board, your consultants will confer with the school board to establish school board control of the search from the onset.

This will be accomplished as follows:

1. Reviewing Board/consultant responsibilities for each phase of the search.
(See Superintendent Search Flow Chart in the Appendix 3)
2. Determining the role of the current superintendent, staff members, administrators, students, district residents, and other stakeholders in the search process.
3. Preparing a detailed search calendar that meets the Board's specific needs.
4. Considering Board options and preferences for a marketing plan for the search, including position announcements and advertisements.
5. Discussing the compensation package to be offered to the new superintendent.
6. Agreeing on a communication plan to keep the Board and public abreast of the search progress and to keep the consultants alerted to questions or issues that may arise.

Appendix 4 Outlines the Key Decisions for the School Board.

Further, we propose a multi-phased search for outstanding candidates. We will guide your school board through the four phases of a superintendent selection process: specification, recruitment, assessment, and selection. These phases and the tasks to be performed at each stage are summarized and further explained below. Most searches extend over a period of 15 to 22 weeks.

Phase One - Specification

This step involves defining the characteristics and skillsets that the board and the community believe your next superintendent should possess to be successful. We utilize a variety of methods to become well-informed about your district and community as this understanding is essential in seeking candidates for the Board's selection.

Please refer to our Community Engagement Facilitation proposal for more details.

Phase Two - Recruitment

BWP & Associates' national presence helps in finding excellent candidates for your consideration. We will draft and seek board approval for an announcement of the Minneapolis Public Schools superintendent vacancy. We will then post the announcement as directed by the Board in state and national professional publications and in online educational job posting sites. These sites would include, but not be limited to, the following professional organizations and publications:

- Education Week
- American Association of School Administrators (AASA)
- Association for Supervision & Curriculum Development (ASCD)
- Harvard University's Urban Superintendent Program network
- Urban Superintendents Association of America
- Minnesota Administrators and School Board Association
- BWP and Associates website (www.bwpassociates.com)

Appendix F- Sample announcements

Also, there have been on occasions when we have reached out and have received applications from non-traditional candidates.

These advertisements and their costs would be part of a marketing plan to recruit quality candidates. Potential costs would be presented to and approved by the Board. In addition, an electronic position flyer will be developed in collaboration with staff to distribute to recruiting contacts.

Your search team will also contact our own extensive national network of professionals to identify prospective candidates. Sometimes the best candidate to recruit is one who is not "looking" for a job. The BWP network helps us identify and contact potential applicants.

We also utilize this network to do extensive informal background checks of prospective candidates to ensure the candidates we seek are ones with excellent experience and reputations. We go behind the scenes to contact professionals who trust us and who know the candidates. This critical step assists us in deciding if we should further consider a candidate, for it validates a candidate's strengths and identifies any major flaws.

The quality of the candidates is a function of the recruiting capacity of the firm and its consultants; specifically, we do not rotate candidates or have any "stable" of candidates we try to place. Each search is new and each search is unique. When we conduct a search, we recruit candidates who best match that district's needs. Our goal is to provide you with personalized and quality service that identifies outstanding candidates who are seriously interested in serving as your next superintendent.

Your search team will receive and acknowledge nominations, online applications, and candidate credentials. They will also create and maintain a confidential file for each applicant. During this phase of the search, we will communicate with applicants and conduct preliminary reference checks for the most promising candidates in anticipation of a possible interview. If deemed necessary, we will also conduct pre-screening interviews.

If the search timeline allows, BWP consultants can attend national and/or regional educational conferences to meet and interview potential candidates who may be present. This is also a good opportunity to secure additional reference checks from other educators who may know potential candidates.

BWP uses the online Applitrack process for procuring applications. As applications are submitted, the software monitors applications to make sure that the applicant has submitted all required information. During this phase of the search, BWP will communicate with applicants and conduct preliminary reference checks on the most promising candidates in anticipation of a possible interview.

The Marketplace

1. The role of a superintendent has become so complex that there are fewer highly quality candidates seeking these positions today; however, high quality candidates do exist.
2. The market varies by geographical location and by the reputation of a district.
3. The amount of recruiting, the advertising and the reputation of a Board will influence the marketplace.

4. We find that knowing a district and seeking candidates who match the specifics of a system is critical and that it influences the market. We recognize district size must be taken into consideration.

Key Elements Driving Search Outcomes

1. Different candidates seek different elements. Candidates consider a variety of factors including geographic location, size, reputation of a district and Board, salary, benefits offered, challenges, culture; (i.e., rural, urban or suburban), and the career stage of the candidate. The first significant step is to present Minneapolis Public Schools as an outstanding school district so that excellent candidates can benchmark their body of work with the significant opportunity of being your superintendent.
2. The quality of the candidates is a function of the recruiting capacity of the firm and consultants; specifically, we do not rotate candidates or have any "stable" of candidates we try to place. Each search is new, and each search is unique. When we work a search, we recruit candidates who best match that district's needs.
3. Community expectations of involvement in the search process are important considerations. The issue of complete transparency vs. confidentiality needs to be addressed. We know that we can attract the most competitive pool of candidates if the search is confidential. Minnesota has specific legislation requiring transparent practices for superintendent searches. The Board, however, should give careful consideration to the benefits of a confidential search while striking a balance with the public's need to know and state law.
4. An additional community expectation will be for your internal and external school community to be part of an inclusive community engagement process. Careful consideration in identification of stakeholder groups will be important as well as strategically planning community meetings your community.

Although there are some challenges the Board will face in selecting a new superintendent, there are many positives for you. Minneapolis Public Schools has an excellent reputation across the Commonwealth, appealing location, community support, resources, and staff are among the assets Minneapolis Public Schools offers a potential candidate.

Successful Experiences in Conducting Minnesota and Nationwide Searches

Minnesota Districts

Bloomington Public Schools, Minneapolis, MN (1,200 students)
Duluth Public Schools, Duluth, MN (8,000 students)
Edina School District, Edina, MN (8,000 students)
Prior Lake-Savage Area Schools, Prior Lake, MN (8,000 students)

Nationwide Searches outside of Minnesota

Alamance-Burlington Public Schools – Burlington, NC (25,000 students)
Arlington Public Schools – Arlington, Virginia (29,000 students)

Chicago Public Schools – Chicago, IL (340,000 students)
Columbus Public Schools – Columbus, OH (50,000 students)
DeKalb County Public Schools – Stone Mountain, GA (104,000 students)
Greenville County Schools – Greenville, SC (60,000 students)
Horry County Schools – Myrtle Beach, SC (37,400 students)
Lower Merion School District – Montgomery County, PA (8,000 students)
Madison Metropolitan School District – Madison, WI (30,000 students)
Pittsburgh Public Schools – Pittsburgh, PA (21,400 students)
Rochester City Schools – Rochester, New York (31,000 students)
Sumter Public Schools – Sumter, South Carolina (20,000 students)

Track record for recruitment and placement of diverse superintendent placement

Recruitment efforts occur through recruiting with our wide network of industry professionals via education conferences with reputable national and local organizations such as the National Association of Black School Educators (NABSE), the Association of Latino Administrators and Superintendents (ALAS), and The American Association of School Administrators (AASA), amongst others.

BWP Directors frequently attend education conferences with a focus on diversity and inclusion lens. BWP makes it a part of its Annual Meeting of Directors agenda to discuss new opportunities to add Directors and Associates to the BWP team with a focus on Diversity Equity Inclusion (DEI) outreach strategies.

We have significant track record that demonstrates our ability to attract diverse candidate pools. Over the years our diverse candidate pools have resulted in the placement and retention of a significant number of diverse superintendents.

Dr. Wayne Walters– Pittsburgh Public Schools, PA
Dr. LaTanya McDade – Prince William County Public Schools, VA
Dr. Pedro Martinez – Chicago Public Schools, IL
Dr. Cheryl Watson-Harris – DeKalb County Public Schools, GA
Dr. Francisco Duran – Arlington County Public Schools, VA
Dr. Carlton Jenkins – Madison Metropolitan School District, WI
Mr. Terry Dade – Rochester City School District, NY
Dr. Marie Pitre-Martin – Petersburg City Schools, VA
Dr. Penelope Martin Knox – Sumter County Schools, SC
Dr. Talisa Dixon – Columbus City Schools, OH
Dr. Nettie Collins-Hart – Hazelwood School District, MO
Dr. William Copeland – Lower Merion Public Schools, Ardmore, PA
Dr. Marie Pitre-Martin – Petersburg City Schools, VA
Dr. Shaun Foster – Orangeburg School District, SC
Dr. Jamelle Wilson – Hanover County Schools, VA
Dr. Alvin Crawley – Alexandria City Schools, VA
Dr. Barbara Johnson – Prince Edward County Schools, VA

Dr. Marcus Newsome – Petersburg City Schools, VA
Dr. Stanley Jones – Danville City Schools, VA

Appendix 8 – Selected Examples of our clients and experience in School Districts

Phase Three – Assessment

The consultant team is responsible for recruiting and identifying the best slate of candidates for Board consideration. We will conduct extensive recruiting efforts and then carefully study the pool of applicants. Utilizing an online application as well as requesting other pertinent documentation, our process provides significant information about each candidate. At the close of the search, we will identify a group of candidates for further consideration. These candidates are then carefully compared to the Leadership Profile approved earlier by the Board. We conduct informal interviews with these further consideration candidates as well as secure both formal and informal reference checks from both the references provided by the candidates and our network of educators throughout the country.

Because of the integrity of the professional relationships, we have built over the years with educational leaders and others, we will secure considerable confidential information about candidates beyond that appearing in their official applications. Using our research and resources, our team will determine who we consider the “best of the best” from your applicant pool and recommend them to the Board for interviews.

A vigorous recruiting effort and an online application process will result in many candidates for your position. The majority of those, however, will not fit your leadership profile. Outstanding superintendents are the exception and not the rule. It is BWP's job to screen all applicants and to identify those who fit your district's needs.

Screening begins the first day an applicant begins their detailed online application. Each candidate must complete the application which includes a complete work history with salary parameters, educational information, major accomplishments and honors, contact information for references, and contract and legal information. In addition, the candidate must submit a complete resume, transcripts, and at least three letters of reference.

BWP begins researching candidates using this information and contacts within the firm's national network. Some candidates are immediately eliminated because they may lack the experience necessary for the district for which they applied. If the candidate is promising, the references listed by the candidate are actually the last ones called in the research process. Whenever possible, the candidate is checked out confidentially first by trusted BWP associates or professional contacts who would be familiar with their work. If the candidate receives a favorable review or if they look promising as a fit for the leadership profile, they will receive an initial call from a consultant. Next, extensive internet research on the candidate and their current and recent districts is conducted. The

consultant may contact the candidate again to follow-up if items of concern occur in the research process.

Top candidates

As the search continues to progress, those most promising candidates are contacted again for an extensive interview by the consultants. For candidates we have not met, we will arrange a Zoom or Facetime interview. The promising candidate could be contacted by BWP consultants so that consultants can compare notes and thoughts on the candidates they believe are the best fit for your district.

After many hours of research and conversations including checking with recommended references and others who occur in the process, the consultants will produce a slate of candidates to recommend to the Board for interview.

- In summary, to further explain our evaluation process for candidates, our team conducts comprehensive internet research to screen information available publicly about recommended candidates.
- Once again, our national network is invaluable. Our ability to provide considerable information about the candidate beyond that appearing in the official file is attributable in part to the integrity of our professional relationships built through the years with educational leaders, university professors and Board members throughout the country.
- During these final stages of the screening process, we also call recommended references before we place any candidate in our final slate for Board consideration.
- The quality of the candidates is a function of the recruiting capacity of the firm and its consultants; specifically, we do not rotate candidates or have any "stable" of candidates we try to place. Each search is new and each search is unique. When we conduct a search, we recruit candidates who best match that district's needs.

Phase 4 – Selection

After vetting all applicants, we will present a slate of candidates recommended for initial consideration and/or interviews by the Board. The number in this slate, depending on the size and quality of the pool, usually includes five to six highly qualified candidates, but the Board can also request an exact number of candidates. In every search, our recommended candidates represent a rich and balanced group of diverse men and women.

To introduce this slate to the Board, the consultants meet in executive session and give the Board a written confidential Final Report on the search. This report will include demographic analysis of **ALL candidates** and detailed information and application materials for the recommended slate.

There are times when a Board would like additional information about a candidate we have not recommended. We will provide that information and the Board, after reviewing that information, might choose to include that candidate to be interviewed. Because of the crucial confidentiality required, some information will be shared verbally during this session. Following these candidate presentations, the Board will ask questions and then either approve the slate or part of the slate for initial interviews.

Please refer to our Community Engagement Facilitation Proposal for details about the design and implementation of a process to allow for community engagement and feedback on finalist candidates.

To assist with interviews, the consultants will discuss search protocols and the interview process. Guidelines and sample questions will be shared with the Board. The Board then interviews those from the recommended slate and usually selects at least three to come back for a second interview.

When a slate of candidates recommended for initial interviews is presented, the consultants will support and assist the Board in the final stages of the process including:

- Preparing the Board for candidate interviews – both initial interviews and second interviews with finalists – by providing written interview guidelines, suggested questions, and protocols.
- **Background checks** - Assisting the Board with securing a formal background check of the finalist(s) selected by the Board. This check could be conducted by a professional agency whose primary function is to conduct deep background checks. The usual fee from this agency is approximately \$350 per candidate, and this formal check usually takes 3 - 5 days to complete. (A more extensive formal check can be considered at additional cost or may be completed by your police department.) Your district will probably want to consider working with your local agencies to complete these background checks. Some districts utilize procedures in their own personnel departments or coordinate these checks with their local law enforcement agencies.
- Providing any support the Board needs to ensure informative, comprehensive and successful closure of the search. Consultants will be available upon request to advise the Board during its initial and final interview stages, if desired. Also, throughout the search, consultants are available to assist with all applicable public notice and disclosure laws.

Following finalist interviews, the Board will select a candidate and authorize the terms of the employment contract to be offered.

After the successful candidate accepts the offer and appropriate announcements have been made, we will send letters to all applicants confirming the appointment and extending the Board's appreciation for their candidacy. Also, we suggest that the Board chairman send letters to candidates interviewed by the Board.

BWP Search Calendar

DRAFT Timeline for Superintendent Search Minneapolis Public Schools

Phase 1 – Specifications

November 2022

- Confirm consultant and approve Letter of Agreement
- Recruitment begins immediately subject to Board approval
- Consultants meet with Board
- Overview of search and decisions needed
- Discussion of Community Engagement activities
- Advertising plan presented for approval
- Final search calendar presented for approval

December 2022

- Community engagement activities
- Consultants meet with Board members
- Public engagement with Board invited citizens/leaders
- Staff engagement and open forums in community
- Initiate public and employee online survey
- Consultants present Community Engagement report to Board
- Approval of Leadership Profile
- Finalize full website vacancy posting

Phase 2 – Recruitment

November - March 2023

- Advertise and Recruit

March TBD, 2023

- Applications due to consultants

Phase 3 and 4 - Assessment and Selection

April 2023

- (Special meeting) Consultants review recommended candidate slate with Board; Board selects candidates for interview and be part of the community engagement process
- Design and implement a process to create a selection committee that includes a representative community membership and allow for community engagement and feedback on final candidates

April/May 2023

- First interviews held – special meetings (about 1½ - 2 hours per candidate)
- Board selects finalists, reference checks – Second Interviews
- Board selects lone finalist and negotiates candidate contract and Board votes to approve contract
- Special Board meeting to approve contract and to name new superintendent

July 1 2023

- New Superintendent reports to work.

Confidentiality

Confidentiality throughout the search is strictly maintained by the consultants. All negotiations or issues discussed in executive sessions with the Board will be held in confidence.

Board Assistance

Consultants will request a Board member/s to serve as a search contact or liaison and with whom consultants can share information or issues that may arise during the search process. This person can then share any pertinent information with the full Board if needed.

Quality Assurance

If the new superintendent resigns or is dismissed for cause within 24 months of commencing duties, BWP & Associates will conduct a new search at no additional cost to the Board except for expenses.

Cost

Proposal must also include a maximum price that will not be exceeded to complete the described work - \$63,045. This fee covers both the Community Engagement Facilitation and the Executive Search Process Facilitation services.

The consulting fee for our services will be **\$44,000 plus expenses - \$19,045.**

Travel - \$12,000

Administrative Support - \$3,125

Background Check(s) - \$700-\$1,400

Advertising - \$2,520

The cost breakdown for expenses is organized as follows:

- A. Basic expenses estimate
- B. Staff cost breakdown organized according to the four phases of the superintendent selection process
- C. Advertising and recruiting expenses
- D. Candidate and Board expenses
- E. Other possible expenses

A. Basic expense estimate

Basic expenses include creation and maintenance of candidate files, communications to those in the network and to prospective candidates, internet candidate research and survey costs, general office and clerical expenses and consultant travel expenses.

Our best estimate of basic Administrative Support/travel is as follows:

- | | |
|--|---------------|
| • Administrative support | \$1,000 |
| • Google research/Survey support | \$1,500 |
| • Postage | \$125 |
| • Telephone/fax | \$250 |
| • Materials/supplies | \$300 |
| • Formal background checks for 2-4 finalists (\$350/candidate) | \$700-\$1,400 |
| • Consultant Travel* | \$12,000 |

*Consultant travel estimate will be dependent on the distance traveled for 4 consultants (2 from Chicago, 1 from Minnesota and 1 from Virginia) and 4 site visits.

B. Estimated Staff Cost Explanation/ Tasks to be performed by the search team

Consultants are not paid on an hourly basis, but are paid a percentage of the search fee which is up to \$500 a day depending on the scope of the work they perform. An estimate of consultant work on and off site would be approximately 70 consultant days.

Additional staff support candidate research, ad placement, ZOOM support for pre interviews, drop box preparation, post letters to applicants is estimated at 5 - 10 days.

The labor cost for these 60+ days/480 hours is included in the search fee.

The following chart represents an estimate of consultant work on and off site for 55 consultant days.

The consultant cost breakdown is organized according to the four phases of the superintendent selection process: specification, recruitment, assessment, and selection. The consultant fee covers the number of staff days mentioned.

Phase I - Specification (21 staff days)

Task to Be Completed	Number of Days
Preliminary meeting with Board/staff – Site visit – BWP staff	4 staff days
Work with staff to plan community engagement schedule - Off Site	2 staff days
Preparation, monitoring survey and data analysis of online Community Survey – Off Site – BWP staff	1 staff day
Community Engagement Process (based on 2 days for meetings with the community and staff) – Site visit – 4 BWP staff	8 staff days
Preparation of Community Engagement Report/draft leadership profile – Off Site –BWP staff	2 staff days
Community Engagement Report to Board and development of leadership profile – Site visit – 4 BWP staff	4 staff days

Phase 2 – Recruitment (15+ days)

Task to Be Completed	Number of Days
Preparation of Marketing /Advertisements with staff and BWP – Off Site – BWP staff	3 staff days
Recruitment of Candidates – Off Site – 4 BWP staff	total 12+ staff days

Phase 3 – Assessment (20 days)

Task to Be Completed	Number of Days
Vetting of Candidates – Google searches; Skype/Zoom and phone interviews; website reviews etc. – Off Site – BWP staff	12+ staff days
BWP team reference checks and vetting and determining candidates with best match to leadership profile - BWP staff and other BWP Associates as needed - Off Site	total of 8+ staff days

Phase 4 – Selection/Other (14+ days)

Task to Be Completed	Number of Days
Communication with Board chair with BWP staff as needed – Off Site – BWP staff	4 staff days
Preparation of Final Report to Board – Off Site – BWP staff	3 staff days
BWP team presentation of candidates to Board – Site visit – 4 BWP staff	3 staff days
Community Engagement Process - Design and implement process to create a selection committee and allow for community engagement and feedback on final candidates	4 staff days

C. Advertising and recruiting expenses - \$2,540

The following options, if incurred, will be billed directly to the Board from the printer, publisher, or through BWP and are in addition to the above consultant fees and expenses.

Please note that you do not have to advertise in all of the national and regional outlets presented. A specific advertising plan designed to meet Minneapolis Public Schools’ needs with specific content and costs would be submitted for the approval to the Board or the Board’s designee prior to any ads being placed.

Advertising Plan and Cost Estimates for Minneapolis Public Schools Search

Education Week

Costs: \$495 per 30 days block on website (Ads have to be purchased in 30 day blocks.)

Dates: Online

Costs for Ed Week: \$990

AASA - American Association of School Administrators

Costs: Online website posting - \$375 for 30 days

Dates: Online

Costs for AASA: \$650

NABSE – National Association of Black School Educators

Costs: \$250 per 30 day block on website

Dates: Online

Costs for NABSE: \$500

ALAS – Association of Latino Administrators and Superintendents

Costs: \$200 per 6 week posting on website

Dates: Online

Costs for ALAS: \$400

Minnesota Administrators and School Board Association

Costs: Online website posting

Dates projected: Online

Costs: none

BWP Website

Costs: Online website posting - no cost

Approved: for length of search

Costs for BWP: none

Total Minneapolis Public Schools search advertising cost - \$2,540

D. Candidate and Board expenses – TBD

The district will be expected to absorb the travel costs for candidates for the initial and final Board interviews. An estimate of these expense costs would depend on how many candidates the Board chooses to invite for interviews and the distance and method of their travel to the district.

APPENDIX

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APPENDIX 1: BWP & Associates Directory

Managing Director

Debra A. Hill

Retired Superintendent, West Northfield School District 31, Glenview, Illinois; and Past President of the Association for Supervision and Curriculum Development (ASCD).

Directors

Kevin Castner

Retired Superintendent, Albemarle County, VA; and Executive Director for Cambridge Strategic Services which conducts strategic planning for school systems across the country.

Philip Ehrhardt

Retired Superintendent, Benjamin School District 25, West Chicago, Illinois with 40 years of teacher and administrator experience in suburban and urban settings; Adjunct professor at three universities.

Mark Friedman

Retired Superintendent, Libertyville Elementary School District 70, Libertyville, Illinois; and Illinois Superintendent of the Year, 2008-09.

Steven Griesbach

Retired Superintendent, Gower School District 62, Willowbrook, Illinois; with instructional and leadership experience in high schools, middle schools, and elementary schools.

Shelia Harrison-Williams

Retired Superintendent, Hazel Crest School District 152 1/2, Hazel Crest, Illinois; and current Governing Board Member, American Association of School Administrators (AASA).

Percy Mack

Retired Superintendent, Richland School District One, Columbia, South Carolina; NABSE Superintendent of the Year, 2006; Director of Educational Leadership Program at South Carolina State University.

Anne Noland

Retired Superintendent, Forest Ridge School District 142, Oak Forest, Illinois; and Principal Mentor, DuPage County Regional Office of Education, Illinois.

Joseph M. Porto

Retired Superintendent, Avoca School District 37, Wilmette, Illinois; and served as Assistant Clinical Professor in Educational Administration at Northern Illinois University.

Kathleen Williams

Retired Superintendent, Wausau School District, Wausau, Wisconsin; and East Maine School District 63, Des Plaines, Illinois. Former Superintendent of Lawrence, Kansas and served as Assistant Superintendent, principal and teacher in numerous districts.

Director Emeritus

Ronald Barnes

Retired Executive Director, Indiana School Executive Leadership Academy, and Professor of Leadership & Policy Studies, Indiana University; Retired Superintendent, Consolidated High School District 230, Orland Park, Illinois.

Paul Plath

Retired Superintendent in Springfield, OR and Yuma Union High School District, AZ. Founder of PNR Associates, with more than 40 years of service to school districts and 15 years of search service.

Partial List of Associates

Jane Berenz (MN)

Mary Ann Blaskowitz (SC)

Bruce Brown (IL)

Mary Conley (MD)

Stanley J. Durtan, Jr. (VA)

Darrell Floyd (TX)

Dawn Green (IL)

E. Wayne Harris (VA)

Katie Hawes (ME)

Bert B. Kimble (MO)

Frank Morgan (SC)

Fred Primm, Jr. (AL)

Phil McDaniel (IN)

Paul McKennrick (AL)

Johnnie Thomas (IL)

Patricia Wernet (IL)

APPENDIX 2: Search Team Resumes

Jane Berenz

13453 Georgia Circle, Apple Valley, Minnesota 55124

Cell Phone 952.270.1728

PROFESSIONAL EXPERIENCE

Concordia University-St. Paul September 2018 To Present

Faculty of Practice in Educational Leadership

Program University Internship Supervisor

Leadership Coach September 2018 To Present

Independent School District 196, Rosemount, MN August 1987-2018

Rosemount-Apple Valley-Eagan Public Schools

Superintendent 2009-2018

Director of Teaching and Learning 2004-2009

- Led in the development and implementation of the Quality Compensation Program
- Developed and oversaw the implementation of the district's Adequate Yearly Progress Continuous Improvement Plan
- Developed the district's first Integration & Educational Equity Plan to comply with the Minnesota Desegregation Rule

Director of Elementary Education 2000-2004

- Supervised and evaluated 18 elementary principals
- Chaired the facilities and equipment steering committee to develop a plan for

implementing facility renovations after the successful bond referendum

- Recommended elementary school boundary changes to School Board
- Responsible for elementary curriculum cycle

Principal on Special Assignment 1998-2000

- Responsible for Pupil Support Services, including implementation of the data privacy policy
- Supervised the school nursing program at 35 District 196 schools and area nonpublic schools
- Oversaw k-12 diversity coordinator and diversity program
- Responsible for the Teacher of Color program that focused on recruiting and retaining teachers of color
- Supervised Prevention Department including drug prevention initiatives, health and guidance curriculum, safe and drug-free school levy and grant

Parkview Elementary Principal 1995-1998

Echo Park Elementary Teacher on Special Assignment and Grade 2 classroom teacher 1988-1995

Apple Valley High School Special Education teacher 1987-1988

Independent School District 11, Colorado Springs, CO 1983-1987

Whittier Elementary classroom teacher 1986-1987

Colorado Springs Autism Program 1983-1986

PROFESSIONAL ORGANIZATIONS

Minnesota Association of School Administrators

The District Management Council Suburban School Superintendents

Mid-America Association of School Superintendents

Association of Supervision and Curriculum Development

EDUCATION

B.S., Elementary and Special Education: Mentally Retarded; University of Wisconsin, Eau Claire, 1982

M.S., Special Education: Learning Disability; Mankato State University, 1991

Principal License: University of Minnesota, 1995

Superintendent License: Minnesota State at Mankato, 2009

REFERENCES

Jackie Magnuson, School Board Chair, Independent School District 196, 14445 Diamond Path West 651.423.7700, Relationship: Supervisor

Tom Pederstuen, Director of Human Resources, Independent School District 196, 14445 Diamond Path West 651.423.7859 Relationship: Colleague

JOHNNIE THOMAS

OBJECTIVE

To obtain a superintendent position that allows me to facilitate superior instructional programming and avant-garde pedagogy through the collaborative effort of district staff, students, and community stakeholders.

EDUCATION

Doctor of Education, DePaul University, Chicago, IL
August 2010

Masters of Social Work, Loyola University, Chicago, IL
May 2000

Bachelors of Liberal Arts, Southern Illinois University, Carbondale, IL
December 1997

CERTIFICATION

Illinois Type 75 Administrative Certificate
Superintendent /Director of Special Education Endorsements

Illinois Type 73 Social Worker

PROFESSIONAL EXPERIENCE

7/12- Present **Superintendent of Schools**
Community High School District 155, Crystal Lake, IL

Responsibilities include: providing the overall leadership for a high performing comprehensive high school district (all schools in the top 6% of all high schools in Illinois according to Newsweek), including personnel development, facility management, curriculum approval, and technology management with an annual budget of \$96.5 million. Collaboratively led student achievement efforts for more than 6,300 students with the support of 650 faculty and staff members reaching a composite ACT score of 23.1 (record high) from 21.5. Created an aligned college bound curriculum to the Common Core for all students in order to create an engaging college bound educational experience with 92% of our students going on to post secondary endeavors, which yielded 306 Illinois State Scholars most in the history of the district. Delivered training modules to inter-departmental teams to ensure smooth adoption of the new State of Illinois Evaluation system. Lead the development and training of staff on new administrative evaluation system for certified and non-certified staff. Initiated and managed Teacher Technology Leadership Grant Program, incorporating innovative technology with class curriculum for greater learning opportunities. Successfully lead the transition for Department Chair positions from union staff to administrative staff with the support of the union. Led the realignment of the entire administrative structure at the district and school levels. Led the collaborative creation of the district's measurable instruction and social emotional goals directly aligned to the Board's mission and vision.

7/09-712 **Associate Superintendent for Student Services**
Township High School District 214, Arlington Heights, IL

Responsibilities included: providing ongoing leadership in the development, coordination, supervision, and evaluation of special education programs and personnel serving 2,301 students with IEP's in the Township High School District (Enrollment 13,000); developing a comprehensive staffing plan for district coordinators, building administrators, special education teachers (169), related service providers (32), and paraprofessionals (100) within the context of the six high schools and two alternative schools; working collaboratively with the superintendent's cabinet in addressing instructional, budget, personnel, and planning issues; responsible for the evaluation of student services staff, directors of alternative high school programs, special education coordinators, office support staff, and itinerant/ vocational/ job coach teachers. Responsible for district-wide student services budget planning of 25 million dollars; facilitating a forum for parent feedback and involvement in district programs and events; and problem-solving/mediating issues concerning students with special needs and relevant programming, and other duties as assigned by the superintendent.

7/05- 7/09

**Executive Director of Student Services
Valley View School District 365-U, Romeoville, IL**

Responsibilities included: Provided leadership in the development, coordination, supervision, and evaluation of special education programs serving the 3,201 students with IEP's in the Valley View School District (Enrollment 18,000), developed a comprehensive staffing plan for all special education teachers (149), related service providers (62), and paraprofessionals (200) within the context of the 20 schools in the Valley View School District for the 06-07 school year. Valley View School District is composed of 1 early childhood center, 13 elementary schools, 5 middle schools, and 2 high schools, worked collaboratively with the superintendent's cabinet in addressing instructional, budget, personnel, and planning issues, responsible for the evaluation of the assistant executive director of student services, director of counseling and vocational services, director of school safety, special education coordinators, office support staff, and itinerant teachers in the Valley View School District, responsible for district-wide special education budget planning of 30 million dollars.

7/04-7/05

**Assistant Director of Special Education
Valley View School District 365-U, Romeoville, IL**

Responsibilities included: Providing leadership in the development, coordination, supervision, and evaluation of special education programs/staff; development of comprehensive staffing plan for district special education personnel; Collaboration with superintendent's cabinet, addressing instructional, budget, personnel, and planning issues; Special Education budget planning; recruitment and retention of special education personnel; Co-facilitating department meetings for LEA representatives, psychologists, social workers, special education coordinators, and speech pathologists; planning/supervision of Positive Behavioral Supports (PBIS) intervention; Planning/supervision of Flexible Service Delivery/Problem Solving Model and associated programs (i.e., AIMS Web, CBM, etc.); Committee leadership for Crisis intervention, IEP/CBM goal alignment, and Intensive Programming; IDEA, Medicaid, PBIS Tertiary Grant and ORS grant management; and other duties/ provision of support needs as needed and assigned.

8/03-6/04

**Instructional Coordinator
Valley View School District 365-U, Romeoville, IL**

Responsibilities included: Co-Taught in Emotional Disturbance class; Improving instructional outcomes for learners determined to have an Emotional Disturbance grades k-12; Development, implementation, and evaluation of programming options for special education learners; Monitoring the enrollment of learners in district and in private day-school programs.; Mediating disputes between parents and building student resource teams; Facilitating workshops on differentiated instruction, classroom management, and student engagement, and providing leadership and understanding regarding special education law.

8/00 – 6/04

**School Social Worker
Chicago Public School District 299, Chicago, IL**

Responsibilities included: providing group, individual, and family counseling; Participating in classroom groups; Providing social emotional workshops for school staff; developed, updated, and modified IEPs for caseload; Monitored the academic and behavioral progress of students on my caseload providing support to staff, students, and parents as needed; Participated in the induction process for related services providers.

PROFESSIONAL MEMBERSHIPS

- Board Member of the Illinois Alliance of Administrators of Special Education
- Dupage Township Youth Taskforce, Vice President of the Board of Directors
- American Association of School Administrators
- Association for Supervision and Curriculum Development
- Loyola University National Alumni Advisory Board Member
- Advisory Board Member Loyola University School of Education
- Big Brother and Big Sisters of McHenry County, Board Member
- American Association of School Administrators, Equity and Excellence in Education Advisory Committee
- McHenry County Superintendent Organization, President
- Special Education District of McHenry County, Executive Board Member

PROFESSIONAL WORKSHOP/ PRESENTATIONS

- Working with Angry and Aggressive Individuals
- Crisis Intervention and Prevention
- Differentiated Instruction: Teaching to All Students
- Flexible Service Delivery Model and RTI
- Testimony at the ISBE board meeting on the importance of RTI and Class Size
- Educating African American Males
- Formative and Summative Assessment
- American Association of School Administrators, Equity and Excellence in Education Advisory Committee
- Organizational Continuous Improvement Seminar
- Creating Resilient African American Males
- Academic Success for All Students: The importance of Educational Leadership
- Named DePaul University's 14 under 40 (2013-14)

REFERENCES

- Dr. Philip Schoffstall, *Superintendent, Valley View School District 365 U*
- Dr. Lou Cavallo, *Superintendent, Forest Park School District 91*
- Dr. David Schuler, *Superintendent, Township High School District 214*
- Ted Wagner, President, Board of Education Community High School District 155

Steven M. Griesbach
888 S. Michigan Avenue
Chicago, IL 60605
708-822-8706 smgriesbach@sbcglobal.net

Professional Experience

- 2013 – Present **Director** (Present) & **Associate** (2013-2020)
BWP & Associates, Libertyville, Illinois
- 2002 – 2013 **Superintendent of Schools** (2005-2013) & **Assistant Superintendent for Curriculum and Instruction** (2002-2005)
Gower School District 62, Willowbrook, Illinois
- 1999 – 2002 **Principal – Elementary School**
Flossmoor School District 161, Flossmoor, Illinois
- 1992 – 1999 **Principal – Elementary School**
Park Ridge-Niles School District 64, Park Ridge, Illinois
- 1989 – 1992 **Assistant Principal – Middle School**
Lincolnwood School District 74, Lincolnwood, Illinois
- 1979 – 1989 **History and Social Science Teacher – High School**
Evanston Township High School District 202, Evanston, Illinois

Education

Northwestern University	Bachelor of Arts	History
University of Illinois at Chicago	Masters of Education	Policy Studies
University of Illinois Urbana/Champaign	Doctoral Work	Education Leadership

Additional Training

- Principled Centered Leadership: Covey Institute
- Leadership: Center for Creative Leadership
- Leadership Profiles: Human Synergistics
- Executive Leadership Institute: Illinois Principals’ Association
- Total Quality Schools: Northwestern University Kellogg Graduate School of Management
- Art and Science of the Principalship: Harvard University Graduate School of Education
- Multiculturalism: National Academy of School Executives

Resumes

Kevin C. Castner

kccastner@yahoo.com

Strategos-4-Learning, LLC
Cambridge Strategic Services.org
Educational Planning Strategist
Executive Director
B.W.P. and Associates Director
Executive Searches
Executive Coaching
School Board Development

As an educational planning strategist with Cambridge Strategies since 2006 and more recently as Executive Director, Kevin offers expertise in strategic planning and on issues related to the design and functionality of schools. During his 40 plus years in public education. Kevin has provided instructional leadership for numerous school design and renovation projects. He has assisted Charles County, MD; Anne Arundel County, MD; Culpepper County, VA; the City of Richmond, Virginia; Mansfield, Argyle and South Lake Carroll, Texas ISDs; Jackson R-2 District and Smithville, MO; Fort Smith, AR; and the District of Columbia Public Schools with their educational programming to accomplish the strategic intent of each school system's mission and vision.

In addition, he worked closely with the Texas Association of School Administrators as part of the Visioning Institute, a mission driven forum for 35 of Texas' leading superintendents to develop a common vision and plan of action for the future of Texas Public Schools.

As an adjunct instructor for the University of Virginia and Virginia Commonwealth University Kevin has taught instructional leadership and school finance courses across Virginia. Also, since 2006 Kevin has worked with several superintendents as part of the Virginia Association of School Superintendents' Executive Coaching Service, served over 35 times as a superintendent search consultant for BWP and Associates and facilitated several Board governance retreats.

Kevin served 11 years as the superintendent in Albemarle County, Virginia. During Kevin's final years as Albemarle County superintendent, all schools were fully accredited. He also led the development of a framework for quality and lifelong learning based on Understanding by Design, the work of McTighe and Wiggins.

Previously Kevin spent 25 years in Maryland working in Prince Georges, Charles and Frederick counties, serving his last 8 years as associate/deputy superintendent in Frederick. While in Maryland, Kevin initiated the Maryland Assessment Consortium which involved all Maryland counties in developing performance assessment test banks that supported the Maryland School Performance curriculum frameworks.

Throughout his career his leadership roles in public education have focused on two questions- "Effective for Whom? and Effective for What?" which provided a common vision to ensure actions are directed toward assisting schools in the delivery of instructional programs that support quality and equity throughout the school system.

Kevin's experience provides him with a deep understanding of the vertical and horizontal challenges and opportunities PK-16 learning communities face today and a passion to help these communities realize their mission and vision.

Education

*Doctorate in Education Administration and Curriculum -
George Washington University*

*Master's in Education Administration and Curriculum -
University of Maryland*

*Bachelor of Science in Biology and Chemistry -
Marquette University*

Membership/Affiliation

ASCD National Consortium on Performance Assessment

*Served on Maryland State Department of Education
Consultant Group to support School Performance
Program Implementation*

*Maryland Center for Values Education, former
Member Board of Directors*

*Superintendency Institute of America, Board of
Directors*

Urban Superintendent Association of America

Honors/Awards

Race to the Top Peer Review Panelist

*National Association of Gifted Children, Administrator
of the Year*

*Excellence in Educational Leadership Award from
the University of Virginia Council of Educational
Achievement*

*Washington Post Distinguished Principal Educational
Leadership Award*

*GWU School of Education and Human Development
Certificate of Commendation for Distinguished
Educational Leadership*

Selected Publications/Presentations

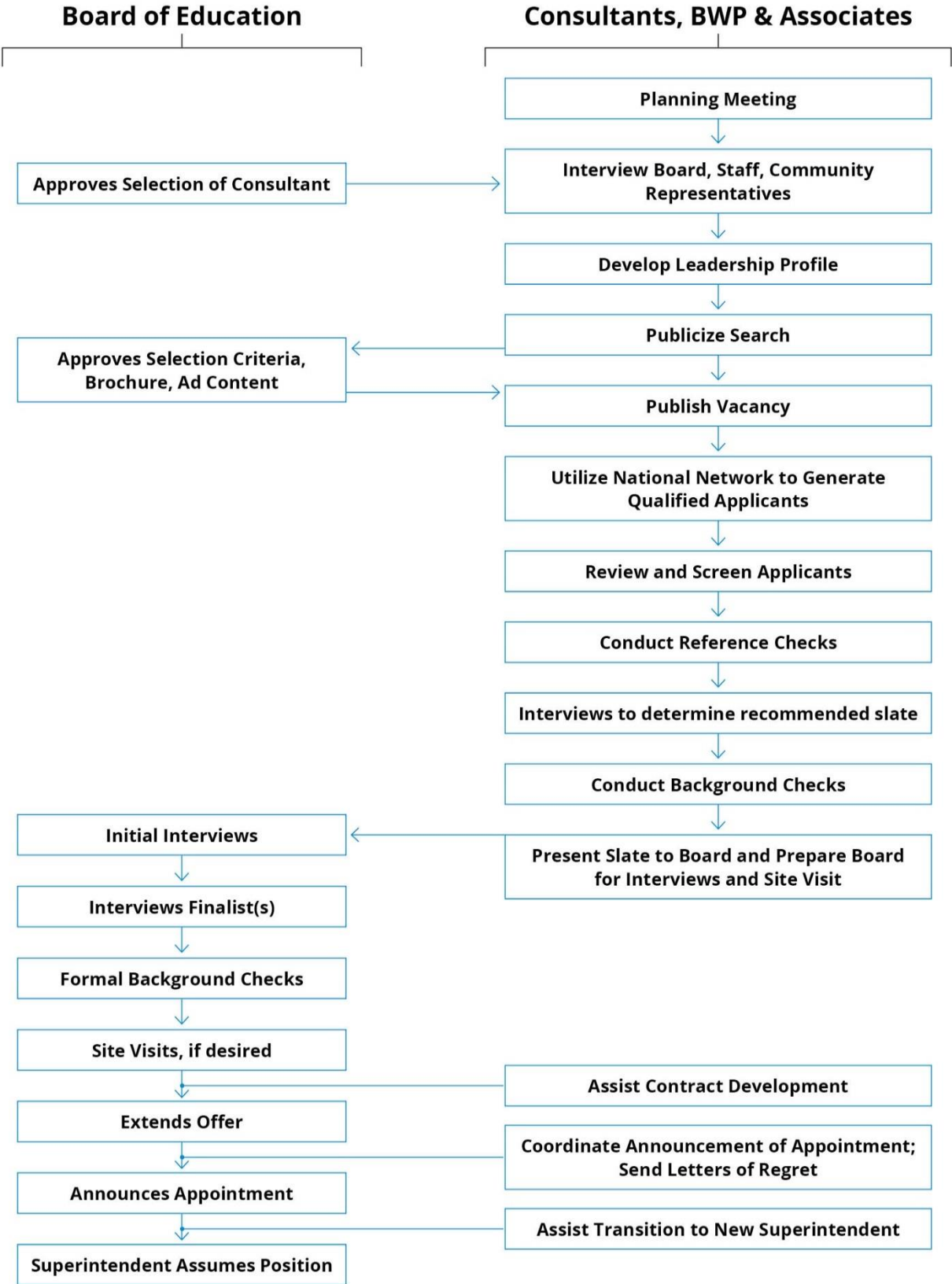
*Moving From Seat Time to Mastery: One District's
System (Educational Leadership-1993)*

*"Using Alternative Performance Assessment to Drive
Instruction" Presentation(s) at National ASCD Conferences*

*Leading the Learning for Their Future, Not Our
Past: Educating the Neomillennials (Urban Superintendent
& Superintendency Institute Conferences-2005)*

APPENDIX 3:

Superintendent Search Flow Chart



APPENDIX 4: Board approval of initial decisions to launch Superintendent Search

A. Calendar

- Community engagement activities/online survey and dates
- Preliminary Report with Community Engagement & Survey results
- Deadline for applications
- Presentation of recommended candidates by team
- Initial interviews
- Finalist activities and interviews

B. Community engagement activities and staff liaisons

- Group meetings
- Online survey
- Development of Leadership Profile

C. Communications plan for Board and community updates

D. Confidentiality protocol for candidates

E. Salary parameters for new superintendent

F. Ad copy and website information (including Leadership Profile)

G. Advertising Plan - approved

H. Assistance for district public information, personnel offices or district staff

- Assistance with certain flyer content pieces/printing
- Mailing flyers to state school district offices
- Coordinating logistics and invitations to community engagement meetings
- Working with consultants on search media announcements
- Point person to arrange local logistics for candidates during interviews
- Employment background check

APPENDIX 5: Experience/Clients

Selected references

Minnetonka Public Schools – Minnetonka, Minnesota (2022 – 11,600 students)

Ms. Lisa Wagner
School Board Clerk
Email – lisa.wagner@minnetonkaschools.org
Phone – 612-325-5793
15621 Country Road 101 Minnetonka, Minnesota 55345

Prior Lake-Savage Area Schools – Prior Lake, Minnesota (2021 - 8,892 students)

Ms. Michael Nelson
School Board President
Email – mjnelson@priorlake-savage.k12.mn.us
Phone – 952-454-4686
4540 Tower St. SE, Prior Lake, Minnesota 55372

Madison Metropolitan School District – Madison, Wisconsin (2020 - 28,000 students)

Ms. Ali Janae Muldrow
Board President
E-mail – ajmuldrow@madison.k12.wi.us
Phone – 608-213-6579
545 W. Dayton St., Madison, WI 53703

Prince William County Public Schools – Manassas, Virginia (2022 - 90,000 students)

Dr. Babur Lateef
Board Chairman At-Large
E-mail – blateef@pwcs.edu
Phone – 571-353-5469
14715 Bristow Rd., Manassas, Virginia 20112

Partial Client Listing of National Searches 2013-2020

Arlington Public Schools – Arlington, Virginia (2020 – 29,000 students)

Ms. Tannia Telento
Board President
E-mail: tannia.talento@apsva.us
Phone: 703-228-6015
2110 Washington Blvd., Arlington, VA 22204

DeKalb County School District (2020 – 104,000 students)

Mr. Marshall Orson

Board Chairman

E-mail: marshall_orson@dekalbschoolsga.org

Phone: 404-621-3205 ©

1701 Mountain Industrial Blvd., Stone Mountain, Georgia 30083

2110 Washington Blvd., Arlington, VA 2220

Orangeburg County Public Schools – Orangeburg, South Carolina (2020 – 12,000 students)

Ms. Peggy Tyler

Board President

E-mail: Pjtyler08@hotmail.com

Phone: 803-533-9035

Address: 102 Founders Court, Orangeburg, SC 2918

Columbus City Schools – Columbus, Ohio (2019 – 50,000 students)

Mr. Gary Baker, II

Board President

E-mail: garybakerii@columbus.k12.oh.us

Phone: 614-404-3024 (c)

270 E. State Street, Columbus, OH 43215

Rochester City Schools – Rochester, New York (2019 – 31,000 students)

Mr. Van White

Board Chairman

E-mail: van.white@thelegalbrief.com

Phone: 585-305-2858

131 West Broad Street, Rochester, NY 14614

Sumter Schools - Sumter, South Carolina (2019 - 16,000 students)

Rev. Ralph Canty

Board Chairman

E-mail: ralph.canty@sumterschools.net

Phone: 803-469-6900, ext. 100

Alamance – Burlington Public Schools – Burlington, North Carolina (2017 – 25,000 students)

Mr. Steve Van Pelt

Board Chairman

E-mail: svanpelt@triad.rr.com

Phone: 336 – 438 – 4000

Lower Merion School District – Ardmore, Pennsylvania (2015 – 8,800 students)

Dr. Robin Van Lynch

Board Chairman

E-mail: rvlynch6@verison.net

Phone: 484-343-8190

Greenville County Public Schools – Greenville, S.C. (2013 – 70, 0000 students)

Mr. Roger Meek

Former Board Chairman

Phone: 864-233-8587

APPENDIX 6: References

Sample References from BWP Clients

We completed a superintendent search last September (2012) and were extremely happy with the process. We went through an exhaustive process for our search consultant selection, and chose BWP largely because of their methodology and alignment with our desire to have a transparent process that included a good deal of public input. While BWP wasn't the least expensive consultant firm (actually they were second cheapest), they were worth every penny. They actually came in under their budgeted price by a few hundred dollars. We had Dr. Kevin Castner (former Albemarle Supt) and Dr. Wayne Harris (former Roanoke City Supt) as our consultants. We again used BWP and the same consultants in 2016 and we were again very pleased with their work.

John Wright, Chairperson Goochland County School Board
Goochland, VA
804-657-729

School Board Member Comments

A smooth, professional operation.

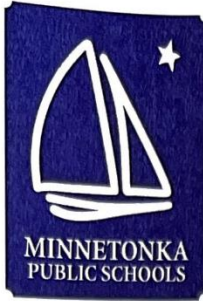
I have already recommended you. Great experience working together with your team. We were thrilled with the process and are thrilled with the outcome. Thanks! Lisa

BWP was excellent throughout the process...starting with our board interviewing the search firms. They always communicated to us the process, gave us advice, and supported us in our final decisions. Very thoughtful and friendly. I even spoke with Dr. Castner on weekends and late evenings on the next steps in our candidate search. Our board was truly impressed with BWP.

Thank you for your help. We are sad to see our current Superintendent leave but are excited to see where the incoming Supt will take our district.

Working primarily with Dr. Castner and Dr. Harris was a strong point from beginning through the negotiation with the eventual candidate that was selected. Have recommended the firm strongly with other districts.

BWP was extremely helpful in providing information about candidates. Explaining the process and answering any questions about the process. Very informative and very professional.



Minnetonka Public Schools
5621 County Road 101
Minnetonka, MN 55345
(952)-401-5000

August 1, 2022

To Whom It May Concern:


I am pleased to write this letter of recommendation for BWP & Associates on behalf of the Minnetonka School Board. BWP & Associates assisted our School Board with our recent search for our new superintendent for Minnetonka Public Schools and delivered exceptional results.

The Minnetonka School Board began a search for our next superintendent in December of 2021. After receiving proposals from eight search firms and interviewing four firms, our Board unanimously selected BWP & Associates to partner with us to replace our nationally recognized superintendent of 21 years. Our School Board felt that BWP would be best suited for this search due to the breath and depth of their connections and networking capabilities. The Board wanted a firm that would provide us with the largest and strongest candidate pool in a challenging search environment - one where many more superintendents were retiring than those that were looking to make a change to another district.

The BWP team provided us with a strong process and candid and valuable advice on topics such as interview questions, background searches, board deliberation, and offer negotiations. They did an exceptional job involving our community in the search via the focus groups used to develop the leadership profile. They were able to pivot quickly when we had unexpected obstacles and challenges in our search and demonstrated a can-do attitude throughout the process. In addition, the BWP team has provided mentoring and coaching to our new superintendent which has helped him get up to speed more quickly.

I give BWP & Associates my highest recommendation. Please don't hesitate to contact me via email with any questions.

Sincerely,


Lisa Wagner

School Board Clerk and Chair of Superintendent Search Committee
Lisa.Wagner@minnetonkaschools.org



April 14, 2021

To Whom It May Concern:

We have just completed our superintendent search using BWP & Associates. The principal members of the group who supported our effort were Dr. Kevin Castner and Dr. Wayne Harris. Our process essentially began in November and was completed in March. Throughout the process BWP provided excellent service. From the beginning they held meetings with our school board to understand our desires. They then set up a number of town halls and meetings with constituent groups throughout the county. This along with their survey provided enormous amounts of data and created goodwill throughout the community regarding the search. This process allowed us to have an excellent profile made for our next superintendent. Using this profile as the template by which we would judge our candidates, BWP attracted 48 applicants.

The applicants were from over 16 states and were incredibly diverse in race, gender, and experience. BWP provided support every step of the way from the initial meetings with our board to the announcement and public introduction of our new superintendent. They provided guidance and support that led us to an extremely good outcome. Our entire board felt we were provided first class service. The community and school division stakeholders felt they had seats at the table.

They are thoughtful, methodical, and comprehensive in their approach to every aspect of the search. They were excellent in maintaining a confidential search and performed with the highest level of fidelity. The candidates themselves were comfortable in working with them and a high degree of trust remained throughout the process. Remarkably, they were able to do all of this during the height of the pandemic. Our board has been universally complimented by the public and our stakeholders on the process.

I have recommended them to a number of school divisions already. I recommend them without reservation and with the knowledge that our entire board believes they will successfully deliver on the superintendent search for any school division that they work with. Prince William County Public Schools remains in their debt for their effort.

Babur Lateef, MD
Chairman At-Large
Prince William County Schools

PRINCE WILLIAM COUNTY SCHOOL BOARD

Babur B. Lateef, M.D., *Chairman At-Large* • Lisa A. Zargarpur, *Vice Chairwoman, Coles District*
Adele E. Jackson, *Brentsville District* • Lillie G. Jessie, *Occoquan District* • Diane L. Raulston, *Neabsco District*
Jennifer T. Wall, *Gainesville District* • Justin David Wilk, *Potomac District* • Loree Y. Williams, *Woodbridge District*
Benjamin Kim, *Student Representative* • Caroline Silvera, *Student Representative*

P.O. BOX 389, MANASSAS, VA 20108 • WWW.PWCS.EDU • 703-791-8709, FAX 703-791-7332



Mrs. Cheryl L. Watson-Harris, Superintendent

Mr. Marshall D. Orson, Board Chair
Mrs. Vickie B. Turner, Vice Chair
Mr. Stan O. Jester
Dr. Michael A. Erwin
Mrs. Allyson Gevertz
Mr. Dijon DaCosta
Dr. Joyce Morley

September 17, 2020

Via Email

BWP & Associates

Re: Testimonial

Dear Dr. Percy Mack:

I want to thank BWP & Associates for leading an outstanding superintendent search for the DeKalb County School District. The search process was clearly communicated, well-orchestrated, and tailored to meet the specific needs of the DeKalb County School Board. I appreciate the depth of experience of Dr. Hill, Dr. Mack, and Dr. Castner, as well as their commitment to bring a quality pool of candidates for consideration. Our search was made more complicated as a result of decisions made by our Board, but BWP adapted quickly so that we were able to achieve a great result. I highly recommend the services of BWP & Associates to any district that is looking to collaborate with a search firm that will engage them at a high level from beginning to end.

Respectfully submitted,
Marshall Orson
Chair, DeKalb County Board of Education

Robert R. Freeman Administrative Complex
1701 Mountain Industrial Blvd. | Stone Mountain, GA 30083
678.676.1200 | www.dekalbschoolsga.org





**Columbus Board of Education
Gary L. Baker, II - President**

Columbus City Schools
270 East State Street
Columbus, Ohio 43215
Ph. 614.365.5790
Fax 614.365.6042
www.columbus.k12.oh.us

Mission: Each student is highly educated, prepared for leadership and service, and empowered for success as a citizen in a global community.

December 12, 2019

To Whom It May Concern;

It is with pleasure that I provide this letter of recommendation for Kevin Castner, Debra Hill and Paul McKendrick of BWP and Associates for school executive searches. Our District, Columbus City Schools, completed a superintendent search in 2018 and I could not be more pleased with either the outcome or BWP's role in its successful completion.

The team customized the search process to meet our large school district's needs. It was important to the Board that the process be transparent, that the community be engaged and that all stakeholders be provided the opportunity to be involved. Using both an extensive qualitative and quantitative data gathering system, BWP was able to balance these competing needs admirably and provided a comprehensive research-driven process. They identified the characteristics and skills needed for success in a system with our unique circumstances and matched those characteristics to qualified candidates to provide an impressive and diverse interview slate of candidates for Board consideration. We were very pleased with the depth of the candidates who applied for the position.

Additionally, the consultants expertly prepared us to effectively interview the applicants so we were able to select the candidate who best matched the Superintendent profile that had been developed especially for Columbus.

As Board President, our search team and I worked closely with Debra, Kevin and Paul and found their guidance and counsel to be extremely helpful throughout the process, especially related to the confidential nature of such a search, as well as keeping within the disclosure requirements of our state. They were on call and available twenty-four hours of the day to respond to questions, met the timeline that was mutually developed and they regularly communicated the completion of each aspect of the process. They also went above and beyond to make themselves available for key meetings throughout the interview process, an effort which I believe contributed significantly to the Board's ability to support the incoming Superintendent with a 7-0 vote.

For these reasons, I highly recommend Kevin Castner, Debra Hill, Paul McKendrick and the BWP firm for your search needs. Overall, BWP and Associates exceeded our expectations.

Please feel free to contact me if you have questions or would like to further discuss our experiences with them.

Regards,

Gary L. Baker, II
President

The Columbus City School District does not discriminate based upon sex, race, color, national origin, religion, age, disability, sexual orientation, gender identity/expression, ancestry familial status or military status with regard to admission, access, treatment or employment. This policy is applicable in all district programs and activities.



Administrative Office

SUMTER SCHOOL DISTRICT

1345 Wilson Hall Road • PO Drawer 2039 • Sumter, South Carolina 29151-2039 • (T) 803.469.6900 • (F) 803.469.3769

August 14, 2019

To Whom It May Concern:

I am writing this letter to strongly endorse and recommend the superintendent search services of BWP and Associates.

The Sumter School District Board of Trustees contracted with BWP and Associates to assist with a superintendent search during the 2018-19 school year. Our Board was extremely pleased with both the results of this search and the way in which BWP and Associates interacted with the Board, the staff, and the community during the entire search process. BWP and Associates presented the Board with a very strong pool of well-vetted candidates and provided the Board with wise and practical counsel as it made its final decision.

BWP and Associates utilized a very strong team-oriented approach to search for and assess candidates. The members of the search team, Dr. Kevin Castner, Ms. Mary Ann Blaskowitz, Dr. Percy Mack, and Dr. Frank Morgan, collaborated very effectively to seek out qualified candidates, and they provided the Board with detailed narratives describing possible candidates for the Board to consider. When the slate of candidates was presented, it was evident that the BWP team had truly done a very thorough job.

I would also commend BWP for the open way in which the search team engaged staff and the greater community to develop a very accurate leadership profile to be used to screen candidates. The search team was accessible and transparent, and they listened carefully to what stakeholders had to say. This approach helped to build a great deal of trust and credibility in the Board's final choice.

BWP and Associates did an outstanding job for Sumter School District. The search team worked in true partnership with the Board and was consistently available to me as chairman during the search. BWP and Associates conducted its work in a very professional manner and provided a high level of personalized service.

Please feel free to contact me if you have any questions. I may be reached at 803-469-6900, ext. 100.

Sincerely,

Ralph W. Canty, Sr., D.Min., Chairman
Board of Trustees

*Vision - Sumter School District will educate all students to embrace diversity, act responsibly, and contribute positively in a competitive, global society.
Mission - The mission of Sumter School District is to equip students to be responsible, successful, and productive citizens in a global society.
Sumter School District is an equal opportunity employer.*



Alamance-Burlington School System

Allison Gant
School Board Chair

W. Bruce Benson, Ed. D.
Superintendent

July 5, 2018

BWP Associates
872 South Milwaukee Ave.
Libertyville, IL 60048

Dear BWP Associates,

The Alamance-Burlington Board of Education wishes to thank BWP for its excellent service to our school district. We had little experience in the search process to replace our high profile superintendent. Your company performed well beyond our expectations. Dr. Kevin Castner and Dr. Wayne Harris provided excellent, profession leadership to our board during our search.

We were pleased with the process that BWP established with timelines, the leadership profile, community participation, and the vetting of each candidate. The final six candidates were all good fits for our district. As one board member said after our initial interviews, "These candidates are terrific. We will have a difficult time making a final decision because they are all so strong." The final selection was the 'cream of the cream' of 64 candidates presented to us: a great fit for our district.

We highly recommend BWP to any school district wanting a successful outcome in a superintendent search. Please feel free to contact me for future reference.

Steve A. Van Pelt, Past Chairman

Alamance-Burlington Board of Education

1712 Vaughn Road, Burlington, North Carolina 27217
336.438-4000 ext. 20002 Fax 336.570-6218
abss.k12.nc.us



Dr. Melody D. Hackney
Superintendent

HOPEWELL CITY PUBLIC SCHOOLS

103 North 12th Avenue, Hopewell, Virginia 23860
(804) 541-6400 Fax (804) 541-6401

SCHOOL BOARD

Mr. Christopher G. Reber, Chairman
Ms. Linda E. Hyslop, Vice-Chairman
Mrs. Shirl A. Jefferson
Mr. N. Gregory Cuffey
Dr. Wesley T. Joyner

January 8, 2018

To Whom It May Concern:

The purpose of this correspondence is to provide a letter of recommendation for Kevin Castner and his services through both B.W.P. and Associates and Cambridge Strategic Services. As the Chairman for the Hopewell City Public Schools' Board, our district has seven years of experience working with Dr. Castner and his staff. As a result, it is without reservation that I offer my highest support and recommendation.

Our school district has utilized B.W.P. and Associates for our last two superintendent searches. We have found their services to be very comprehensive, appropriate and highly successful in identifying the best candidate to lead our system. Their community assessment and profile has proven a highly effective tool to ensure "fit" for executive leadership in Hopewell City Public Schools. We would certainly use them again, should we need them in the future for this important screening and work.

This past year, we contracted with Cambridge Strategic Services on the development of a six year, long-term strategic plan for our organization. We were highly impressed with both the process and the finished product. A core team of over forty community stakeholders came together, under Kevin's leadership and facilitation, to develop an ambitious plan to take our school district into the future and ensure our students get the quality educational experience they deserve. We were most satisfied with the end result, and look forward to seeing this vision become a reality in the distant future.

I am confident I speak for our entire School Board when I share not only our overwhelming satisfaction with the services we have received from Dr. Castner's organizations in the past, but our commitment to continue our partnership with them as need be into the future. Should you have any questions or desire any additional information regarding Hopewell's experience with these organizations, do not hesitate to contact me.

Sincerely,

Christopher G. Reber, Chairman
Hopewell City Public Schools

Setting The Standard For Excellence

APPENDIX 7: Letter of Understanding



872 S. Milwaukee Avenue, #221
Libertyville, IL 60048

Letter of Understanding

The School Board of Minneapolis Public Schools (hereinafter "Board") and *BWP & Associates* (hereinafter "Consultants") agree as follows.

1. Representing *BWP & Associates* as the Consultants, Kevin Castner and Steve Griesbach will manage the search with assistance from Jane Berenz and Johnnie Thomas.
2. The Consultants will secure information about the District by gathering data from interviews with each member of the Board and any other person or groups the Board so directs. Consultants will share with the Board their findings as to perceived strengths of the District, peoples' perceptions of issues facing the District, and qualifications those interviewed believe are important in a superintendent.
3. The Consultants will draft an advertising fact sheet describing the vacancy; the draft shall be approved by a representative of the Board prior to its publication.
4. The Consultants are directed to advertise the vacancy in regional and national publications. The fact sheet will be published on *BWP & Associates*' website with a complimentary Internet link to your school district web site, if desired.
5. The Consultants will work with the Board to establish a timeline for each step of the search process.
6. The Consultants will actively recruit qualified candidates to apply for the position and solicit nominations from knowledgeable people in the education profession.
7. The Consultants will gather data on candidates applying for the position. Those candidates best matching the desired profile will be interviewed by the Consultants to ensure they meet the required criteria. Within ten days of the closing of applications, the Consultants will present a list of candidates for Board consideration. References of recommended candidates will be checked by Consultants.
8. All documents produced and received by the Consultants will remain the property of *BWP & Associates*. The Consultants shall turn over to the Board copies of all documents

relating to candidates recommended by *BWP & Associates* at the time the recommendation is made. With respect to this search, the Board will receive a copy of all documents sent out on behalf of the Board.

9. The Consultants will inform the Board and other groups, if appropriate, on items related to search protocols, establishing an interview format, developing interview questions, interviewing candidates, conducting site visits, and other matters related to the search process. The Consultants will be available during the search process to advise the Board on search related issues.
10. The Consultants will make salary and compensation package recommendations to the Board, if requested.
11. The fee for these consulting services will be \$44,000 plus expenses. These Consultant expenses include development of a fact sheet, creation and maintenance of candidate files, clerical expenses, communications to those in the network and to prospective candidates, postage, telephone/fax/copying/shipping charges and travel. Candidate expenses will be forwarded as incurred to the District's Chief Financial Office or its designee.

Other anticipated expenses are travel costs for candidates and costs associated with travel for the Board if it desires to visit school districts of finalists. It is the Board's responsibility to reimburse candidate interview expenses, such as travel and hotel accommodations, as arranged. A form will be offered by *BWP & Associates* for Board use for reimbursement of candidate expenses, if desired. The Consultant agrees to work with the District's designee to ensure candidates are aware of this expectation.

Additional expenses for the search relate to advertising and recruitment. Advertisements in appropriate regional and national publications and websites are estimated at \$1,000 to \$3,000 depending on size, number of advertisements, and where placed. These costs are not included in the Consultant fee and will be billed directly from the printer, publisher, website, or through the Consultants.

12. The Consultants' fee will be billed in three installments, the first after the signing of the Letter of Understanding, the second after the presentation of the slate of finalist candidates, and the third upon appointment of the new superintendent. Expenses will be forwarded to the Board as they are incurred.
13. Candidate and Consultants' final expenses will be billed within 90 days of completion of the search.
14. The Consultants agree to comply with all relevant federal, state, and local legal requirements, as well as applicable District financial policies and procedures.
15. The School Board acknowledges that its decision to appoint and employ or not to employ is solely its decision.

16. If the Board is dissatisfied with the Superintendent selected within one year 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 initial employment, and the Superintendent selected was one of the slate of candidates recommended by *BWP & Associates*, *BWP* agrees to conduct a new Superintendent Search at no cost to the District except for expenses.

17. Upon execution of this Agreement, the Consultants shall commence services.

This Letter of Understanding constitutes the entire agreement between the parties with respect to its subject matter and supersedes all prior agreements, negotiations, representations, or communications relating the subject matter.

Approved: _____
(Date)

Minneapolis Public Schools

BWP & Associates, Ltd.



BWP & Associates

Minneapolis Public Schools

Superintendent Search
Finding a Leader for Your Future

School Board Presentation
January 17, 2022

Dr. Kevin Castner, BWP Director
Mr. Steven Griesbach, BWP Director
Ms. Jane Berenz, BWP Associate
Dr. Johnnie Thomas, BWP Associate



Superintendent Search Team

03



Dr. Kevin Castner, Superintendent (Retired)

52 superintendent searches

Mr. Steven Griesbach, Superintendent (Retired)

32 superintendent searches

Ms. Jane Berenz, Superintendent (Retired)

Dr. Johnnie Thomas, Superintendent

- *National reach*
- *Successful record of searches in large districts*
- *Broad support from BWP Nationwide Directors*
- *Relationship with colleagues around the country*

Our Record of Success



01

Over 800 successful national searches by BWP & Associates

02

Completed Superintendent Searches

- Pittsburgh Public Schools, PA
- Chicago Public Schools, IL
- Arlington County, VA
- Prince William County, VA
- Columbus City Schools, OH
- Madison Metropolitan School District, WI
- Minnetonka Public Schools, MN
- Prior Lake-Savage Area Schools, MN
- Edina Public Schools, MN

03

Contact our former clients for references.

Search Calendar

Part I - EPU Consultants/ Part II - BWP

<p>Specifications Part I</p> <p><i>Key Decisions by Board</i></p> <p><i>January, 2023</i></p>	<p><i>Action Steps</i></p> <ul style="list-style-type: none"> ▪ EPU Consultants leads community engagement ▪ EPU conducts community survey ▪ EPU reports results ▪ Board approves profile 	<p>Part II</p> <p>Recruit Assessment Selection</p> <p>February – April, 2023</p>	<p><i>Action Steps</i></p> <ul style="list-style-type: none"> ▪ BWP receives and reviews applications ▪ BWP screens applications and completes reference checks ▪ BWP presents candidates to Board
<p>Selection</p> <p><i>Completed by Board</i></p> <p><i>April/ May</i></p>	<p><i>Action Steps</i></p> <ul style="list-style-type: none"> ▪ Board selects candidates for interviews ▪ Board conducts first round of interviews ▪ Board conducts finalist interviews 	<p><i>Action Steps</i></p> <ul style="list-style-type: none"> ▪ Board conducts finalist community engagement ▪ Board selects new superintendent and negotiates contract 	<p><i>Action Steps</i></p> <ul style="list-style-type: none"> ▪ Board introduces new superintendent to community ▪ Superintendent begins July 2023



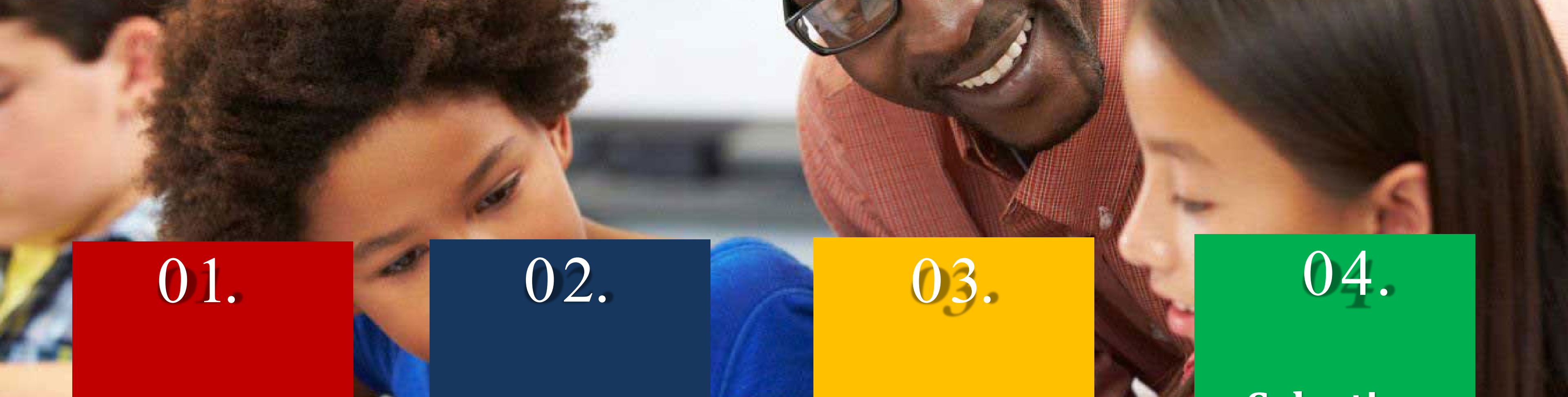
We Personalize Your Search

- Tailor process to your needs
- **Partner with EPU Consultants**
- Identify and Present candidates to Board
- School Board is decision maker

Superintendent Search Objectives

- Establish a process that supports & helps the Board find the best candidate.
- Partner with EPU Consultants – Community Engagement Results/Profile
- Recruit highly-qualified candidates.
- Complete the search within the Board’s timeline, budget, and expectations.





01.

Specification

02.

Recruitment

03.

Assessment

04.

Selection

The Four Step Search Process



01.

Specification

SPECIFICATION #1

- **BWP partners with EPU Consultants who will coordinate Community Engagement Process**
- **EPU Consultants identifies experiences, qualities and skills next superintendent must possess and demonstrate.**
- **EPU Consultants creates draft leadership profile and description.**
- **Board approves leadership profile and posts announcement vacancy.**



02.

Recruitment

RECRUITMENT #2

GOAL – find *outstanding* candidates

- Advertise in national publications and websites
- Seek nominations from extensive network
- Initiate personal contacts

Minneapolis Public Schools Superintendent Vacancy

- Attractive vacancy posting
- Advertising plan
- Professional websites
- Publications
 - Ed week
 - AASA
 - ASCD

02.

Recruitment

EMPOWERING TODAY TO INNOVATE TOMORROW

Powhatan County Public Schools is home to a passionate community of educators who believe in empowering each other to transform teaching and learning, promote innovation, and find solutions to the dynamic needs in education.

TALENT EXPO 2022

Flat Rock Elementary School
2210 Batterson Road
Powhatan, VA 23139

Saturday, February 26th, 2022
9:00 a.m. to 12:00 p.m.

Anticipated Teaching Positions for 2022-2023:

- Elementary
- Special Education
- World Languages (Spanish & French)
- Science
- English
- Math
- History
- Administrative

Interviews In-Person and Virtual

To register or for more information please visit our website at http://www.powhatan.k12.va.us/home_page
Click on **Departments > Human Resources** or call Human Resources at (804) 598-5700.

PREPARING STUDENTS TO THRIVE IN A GLOBAL COMMUNITY

Powhatan County Public Schools

804-598-5700 @PowhatanSchools
4290 Anderson Highway Powhatan, VA 23139 www.powhatan.k12.va.us



03.

Assessment

ASSESSMENT #3

- BWP receives online applications & other documentation
- BWP evaluates applications and identifies group for “further consideration”
- BWP interviews top applicants
- BWP completes formal & “informal” reference checks



04.

Selection

SELECTION #4

- BWP presents slate of candidates to Board for consideration
- Board selects candidates for initial and final interviews
- Design a process to allow for community engagement and feedback on finalist candidates



04.

Selection

Support School Board throughout Search Process

- Work for you and operate in your best interest
- Advise the Board on pros and cons of each decision
- Support Board during every step of search

A young woman with long dark hair, wearing a white lab coat, is smiling and looking upwards while holding a glass slide up to a microscope. She is in a laboratory setting with a chalkboard in the background. To her right, another person is partially visible, working with test tubes. The scene is brightly lit, and the overall atmosphere is one of scientific inquiry and learning.

Our Focus Is
Match and Fit!

BWP & Associates



**EXECUTIVE SEARCH
PROCESS FACILITATION
MINNEAPOLIS PUBLIC SCHOOLS**

October 17, 2022



MINNEAPOLIS
PUBLIC SCHOOLS





Where Minnesota School Boards Learn to Lead

October 17, 2022

Kim Ellison, School Board Chair
Minneapolis Public Schools
1250 West Broadway Ave.
Minneapolis, MN 55411

Dear Chair Ellison and Members of the Minneapolis Public School Board:

On behalf of the Minnesota School Boards Association (MSBA), thank you for the opportunity to share our qualifications to assist Minneapolis Public Schools (MPS) in the search for your next superintendent. As outlined in the district's RFP, this proposal details MSBA's interest in providing Executive Search Process Facilitation services, and highlights why we believe MSBA's experience, connections and steady hand will provide the assistance MPS needs to successfully complete the second stage of this crucial and compelling leadership search.

Many factors will of course weigh into the Board's decision-making process in selecting which firm(s) best align with the district's superintendent search needs. To that end, when choosing a firm for Process Facilitation services we feel the following three points summarize MSBA's key differentiators:

- **Our core search leadership team's credentials.** Barb Dorn, John Ward, and Craig Morris each bring a unique lens to MSBA's search process. These include national recruiting expertise, equity, large district administrative know-how, and stellar process facilitation and communication skills. Resumes for this core team as well as other staff are included in this proposal for your review.
- **MSBA's specific knowledge of Minnesota law governing school board and superintendent search activities.** Our association's firm grasp of Minnesota's Open Meeting Law, Government Data Practices Act, model policies, state statutes, and data requests ensure that thorough, transparent, and legal processes occur every step of the way in all MSBA-led searches.
- **Our national reach.** MSBA is a member of the National Affiliation of Superintendent Searchers (NASS). More than 100 superintendent search consultants in 40 state school boards associations across the country provide access to nationwide job postings, along with vital reference information for out-of-state applicants. In addition, Craig Morris has worked extensively as a national superintendent recruiter and will bring these connections to the MPS search as well.

Thank you for your consideration. MSBA would be honored to assist Minneapolis Public Schools with your superintendent search, and I would be happy to answer any questions regarding this proposal.

Sincerely,

Barb Dorn
MSBA Director of Leadership Development and Executive Search

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NASS — A National Search Resource

NATIONAL AFFILIATION OF SUPERINTENDENT SEARCHERS	30-31
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PRESENTED BY

Minnesota School Boards Association Executive Search Service

1900 West Jefferson Ave.
St. Peter, MN 56082

Phone: 800-324-4459

Fax: 507-931-1515

[www.mnmsba.org/
ExecutiveSearchService](http://www.mnmsba.org/ExecutiveSearchService)

Prepared for

Kim Ellison
School Board Chair

Prepared by

Barb Dorn
MSBA Executive Search
507-508-5501 (cell)
bdorn@mnmsba.org



INTRODUCTION

One of the most important decisions a school board will ever make is to choose a new superintendent. As the school district's chief executive officer, the superintendent is responsible for providing district-wide leadership and ensuring the school board's priorities are met. Effective superintendents ensure that all students are learning at high levels. Ultimately, hiring the right superintendent — someone who possesses the skills and attributes needed to help achieve your school district's vision and strategic priorities — requires time, thoughtful planning, and sound recruitment and employment processes and procedures.

The Minnesota School Boards Association (MSBA) is pleased to present the School Board of Minneapolis Public Schools with a proposal for the second phase of your search as outlined in the RFP, the executive search process facilitation. MSBA has been serving Minnesota school boards for over 100 years, and as a result brings a strong school board perspective to the search as well as best practices across the vast spectrum of board responsibilities.

MSBA-led searches are based on one clear premise: all searches are conducted through the lens of school board leadership. Throughout the search process the MSBA team will professionally handle all details and guide the MPS Board through the process. The MSBA search team will customize the search to meet the needs of the school district and community, allowing the School Board to concentrate on the most important aspects of the search — interviewing the most qualified candidates and selecting the next superintendent.

TESTIMONIALS FOR MSBA EXECUTIVE SEARCH SERVICES

"MSBA far surpassed our expectations. They are the perfect guide to help school boards navigate the superintendent search process, and I would absolutely recommend MSBA because of their depth of expertise and ability to empower boards to make informed decisions. Also -- and this is no small thing -- the candidates they brought forward were exceptional. I cannot imagine how we could have navigated this experience without them."

- Dr. Jean Marvin, Board Chair, Rochester Public Schools

"In hiring our next superintendent we needed an extremely transparent process that heavily involved the community and staff, along with strong facilitation to keep us on task. MSBA gave us this and more. I highly endorse their executive search services and believe MSBA's leadership also helped move our school board into a more collaborative, respectful way of working together."

- Nancy Denzer, Board Chair, Winona Area Public Schools

"We had a great experience utilizing MSBA for our district's search. They helped us focus on what we wanted in a superintendent, and their process brought clarity and harmony to the board table. Throughout the process we relied heavily on MSBA's understanding of our board's needs and expectations, and as a result they helped us find the best possible fit. Our board would unanimously recommend using MSBA for your district's search."

- Dean Anderson, Board Chair, Alexandria Public Schools

"As our school board's advocacy group, MSBA has a vested interest in our success. They also shared all candidate applications with the board, not just a select few, and provided a process that was efficient and timely. We couldn't be happier with the result."

- Mike Reynolds, Board Chair, Willmar Public Schools



PLANNING AND ADVERTISING/RECRUITING

Process Facilitation Planning Meeting

Every MSBA search begins with a planning meeting between the School Board and the search team. At the planning meeting, search team members will work with the School Board to finalize the search timeline, discuss and refine the candidate profile, determine advertising venues, identify recruitment priorities, and finalize all procedures and expectations for facilitating the search process.

Advertising and Recruiting

To create, sustain and heighten interest in your District's position, MSBA will utilize and leverage our resources and connections on both a statewide and national scale.

Locally, MSBA's search team will directly contact Superintendents, Assistant/Associate Superintendents, Cabinet Members, Principals, and Assistant Principals across the state to inform them of the vacancy and application procedures. Emails are sent directly to these individuals at regular intervals throughout the search, as well as phone contact to ensure this opportunity remains top of mind particularly for candidates who most closely match the candidate profile as established by the School Board. Finally, the vacancy announcement will be posted on the following statewide job opportunity sites:

- Minnesota School Boards Association (MSBA). MSBA's superintendent job openings page receives more than 6,000 hits per month during search season, including many from out-of-state applicants
- Minnesota Association of School Administrators (MASA)
- Minnesota EdPost (hosted by St. Cloud State University)

Nationally, MSBA will personally reach out to contacts across the country through our search team's personal and professional relationships, our contacts at the National Affiliation of Superintendent Searchers (NASS), and by posting the position on the following nationwide job sites:

- American Association of School Administrators (AASA)
- National Alliance of Black School Educators (NABSE)
- Association of Latino Administrators and Superintendents (ALAS)
- Top School Jobs (EdWeek)
- National Indian Education Association (NIEA)
- Revelus (a proprietary application database utilized exclusively by NASS members and accessible to candidates through the highly-viewed school board association superintendent job boards)

In conclusion, facilitating the complexities of the advertising, recruitment, and application process is one of the MSBA search team's greatest strengths. Not only will we develop all application procedures, handle applicants' calls and correspondences concerning the vacancy, collect and review applicants' files, and develop a recommended pool of candidates for School Board consideration, but through our extensive statewide and national contacts MSBA will aggressively market the opportunity to secure a diversified pool of high-quality individuals interested in the unique opportunity to lead Minneapolis Public Schools as its next Superintendent.



INTERVIEW PREPARATION

Interview Training and Preparation

One of the things unique to superintendent search activities in Minnesota are the ramifications of our state's Open Meeting Law. Therefore, prior to the application deadline the search team will meet with the School Board to help it prepare for and conduct the first and second rounds of interviews and reference checks. Interview training will include information to help School Board members conduct interviews in open sessions, as well as abide by all requirements of the Data Practices Act.

The search team will also help the School Board develop interview questions that fit the candidate profile, that do not violate the law either directly or indirectly, and that standardize the interview process to ensure a level playing field for all candidates. In addition, the search team will assist the School Board with planning second interviews and additional reference checks.

Because hiring the superintendent is the School Board's role, MSBA recommends that only its members participate in the finalists' interviews with the Board. If the School Board decides to involve non-school board members in the interview process, however, the search team will help the School Board develop a process that makes clear the advisory nature of the non-school board members' roles that does not infringe upon the School Board's role as the sole hiring authority for the position of superintendent. The search team will provide guidelines and training for the non-school board members, and review all questions submitted by group members. By following these recommendations, the School Board is able to standardize interview questions and format, provide more control over the selection process, and reduce the school district's risk of liability.

Without question, interview training and preparation is key to a successful superintendent search. MSBA's long-standing reputation for high-quality training programs carries over to our executive search services, and in addition to providing a firm foundation for search decision-making, many boards have found MSBA's training and guidance throughout the process to have strengthened their board relationships as well. This result has become an unexpected bonus for those districts striving to become a more high-functioning school board, as the consensus-building aspects of MSBA's search process helps them become a stronger and more unified team.



SCREENING, MSBA VETTING, AND FINALISTS SELECTION

Screen Applications, Vet Candidates, and Select Finalists

After the application deadline has passed, MSBA's search team will review applicant files in relationship to the candidate profile established by the School Board during the first phase of the search process. MSBA's search team will then conduct preliminary verification of references and pre-interviews of the applicants who best meet the School Board's identified profile. This vetting process involves MSBA staff as well as former superintendents serving as MSBA service providers during the executive search process.

IMPORTANT: All completed applications will be made available to School Board members to review prior to the candidate selection meeting. A foundational belief of MSBA's executive search service is that it is crucial for Board members, as the District's hiring authority, to have the opportunity to review all applications in order to make the most informed decision possible. This information is confidential and must be treated in accordance with Minnesota's Data Practices Act, and MSBA's training services during the search will outline all Board responsibilities regarding data privacy issues.

Once the screening, preliminary verification of references, pre-interviews, and vetting have been completed by MSBA, the search team will meet with the School Board to recommend the candidates MSBA feels best fit your District's candidate profile and assist the School Board in selecting those to be interviewed.

Following the School Board's selection of finalists, the search team will prepare a communications piece the District may use to send to the media, school district staff, and community including the names of those to be interviewed, as well as the schedule of remaining search-related activities.



CONTRACT AND FOLLOW-UP SERVICES

Decisions, Contract, and Announcement

The search team will guide the School Board through the process of contacting the lone finalist to offer the position. MSBA recommends the School Board use the MSBA/MASA Model Superintendent Contract as the basis for negotiating the superintendent's contract, and will provide comparative superintendent salary and benefit information to assist the district in negotiating an appropriate compensation package. The search team will again draft a communications piece for the District to use in announcing the new superintendent as well.

The search team will also personally contact the non-selected finalists.

Transition Plan and Follow-up Services

Once the search is concluded and the parties have a signed contract, the search team will continue to provide support for the School Board and superintendent. Past clients have found MSBA's search services follow-through to be invaluable in setting expectations and ensuring success for the new Board-Superintendent team.

To strengthen the School Board and superintendent's working relationship, and to provide support to the new superintendent, the search team will:

- assist in developing a transition plan for the new superintendent;
- facilitate a post-hiring workshop to develop goals and/or performance expectations for the School Board and superintendent after the new superintendent begins work in the school district;
- visit the new superintendent during their first year of school district employment; and
- be available to answer the new superintendent's and the School Board's questions during the transition and beyond via phone, email, workshop, etc.

NOTE: There is no additional charge for any of the above transition services.



SUMMARY OF SEARCH PROCESS FACILITATION SERVICES

The proposed search for Minneapolis Public Schools includes the services outlined below.

The MSBA Search Team will:

- Conduct a process facilitation planning meeting with the School Board to finalize the search timeline, discuss and refine the candidate profile, determine advertising venues, identify recruiting priorities, and finalize all procedures and expectations for facilitating the search process.
- Develop vacancy announcement and post on statewide and national job sites.
- Directly contact Superintendents, Assistant/Associate Superintendents, Cabinet Members, Principals, and Assistant Principals across the state to inform them of the vacancy and application procedures. Also post in Revelus through the national NASS network.
- Develop all application procedures, handle applicants' calls and correspondence, collect and review applicants' files, and receive applicants' credentials.
- Screen the applicant pool against the School Board's established hiring criteria and leadership profile.
- Conduct preliminary verification of references and pre-interviews and vetting of applicants who best meet the School Board's candidate profile as determined by MSBA's screening team.
- Conduct a meeting with the School Board for purposes of interview training, developing interview questions, clarifying interview schedules, presenting candidate recommendations so the School Board can take action to select semi-finalists and finalists for interviews, and clarifying remaining steps of the search process.
- Conduct criminal background checks as well as verification of employment, educational credentials, and professional licensure on all semi-finalists and finalists.
- Coordinate with semi-finalists and finalists and be present during the interviews.
- Prepare a communications piece for the district to send to the media, school district staff, and community that includes the names of the semi-finalists and finalists who will be interviewed.
- Design and facilitate community Input Forums in conjunction with the interviews, if requested.
- Prepare a communications piece for the district to send to the media, school district staff, and community introducing the new superintendent.
- Assist in developing a transition plan for the new superintendent.
- Visit the new superintendent during their first year of employment.
- Facilitate a post-hiring workshop to develop goals and/or expectations for the School Board and Superintendent after the new superintendent begins work in the school district.



FEE FOR SERVICE

The estimated professional fee for this search process facilitation proposal shall not exceed **\$19,500**, which includes the entirety of the MSBA search team’s time and all expenses. This fee also includes background checks of all semi-finalists and finalists, comprised of criminal background checks as well as verification of employment, educational credentials, and professional licensure.

Additional fees the school district may incur above the professional fee include any school board member stipends, expenses associated with finalists’ interviews (i.e. travel and lodging for candidates), or the designing of a specific rubric for use in semi-finalist or finalist interviews (due to Minnesota’s Open Meeting Law this information may become accessible to candidates in advance of their interviews and therefore create an unlevel playing field). Great care should thus be taken in discussing and designing any interview questions and/or rubrics to be used as a part of the search facilitation process — this will be an important conversation to be had between the School Board and selected search firm to ensure no violation of state law occurs, and that a level playing field is ensured for each and every semi-finalist and finalist.

NOTE: MSBA does not charge for consultant travel, attendance at interviews, transition services, post-hiring workshop, ongoing support of the new board team, etc.

The level of services and fee included in this proposal are negotiable based on the School Board’s needs.

SATISFACTION GUARANTEE

MSBA will conduct the Minneapolis Public Schools’ superintendent search from a strong school board perspective, and with impartiality and professionalism while focusing on the School Board’s identified candidate profile. If a successful candidate is not identified through the search process, or if at any time during the first year of the new superintendent’s contract the School Board releases the superintendent, MSBA will conduct a second superintendent search for no additional fee. However, the School Board would be responsible for new direct expenses, if any, incurred by MSBA for the second search.



WHY MSBA? AND RFP-REQUESTED REFERENCES

In addition to the three factors outlined in this proposal's cover letter (the core search leadership team's credentials, MSBA's specific knowledge of Minnesota law governing school board and superintendent search activities, and our national reach), we believe the following distinguishing features truly differentiate our services from other firms in both the philosophy and implementation of executive search services.

1. LENS OF SCHOOL BOARD LEADERSHIP

MSBA understands not only the best practices of conducting an executive search, but also the myriad of challenges and opportunities facing school boards today. In addition we know how to balance Minnesota's Open Meeting Law with our state's Data Practices Act, the increasing pressure on public education to provide an equitable education to each and every student, the impact of data requests on board work, and the vital leadership role a school board must fill in finding its next superintendent.

2. TRANSPARENCY AND COMMUNICATION

Every facet of a superintendent search depends upon clear and open communications amongst the school board, search firm, and the public. To help ensure transparency MSBA believes in sharing all applications with the school board to assist you in making the most informed decisions possible. We understand the additional work this creates for the district's search firm, but believe our ability to conduct the labor-intensive search legwork yet guide the process clearly and appropriately, empowers school boards to confidently take ownership of finding the right superintendent to lead their district.

3. NO HIDDEN FEES

Search costs quickly escalate when firms charge for consultant travel, multi-language surveys, attendance at finalist interviews, transition services, workshops, etc. MSBA stands behind all fee options as outlined in this proposal so your board can rest assured that total search costs will not exceed your expectations.

REFERENCES

1. Dr. Jean Marvin, Rochester Board Chair

Phone: 507-282-3427 Email: jemarvin@rochesterschools.org or cjeanmarvin@gmail.com

2. Tom Bennett, Bloomington Board Chair

Phone: 612-991-6260 Email: tbennett@isd271.org

3. Alison Sherman, Stillwater Board Chair

Phone: 612-532-6495 Email: shermana@stillwaterschools.org



WHY MSBA? (DIRECTLY FROM OUR CLIENTS)

A bonus to working with MSBA is the expertise provided in the search process AND the expertise they have in school board law and process.

- Board Chair, Rochester Public Schools

MSBA was both easy to work with and made a daunting process manageable and enjoyable. I believe it also helped draw our board closer.

- Board member, Byron Public Schools

The process was clear from the beginning and the information supporting the process was extremely organized. There were no extraneous steps or information that complicated the process, so the Board and the community could all be on the same page at all times.

- Board member, Rochester Public Schools

MSBA was invaluable in guiding our district's search process. Their training and guidance were exemplary as they helped the board navigate the decisions we needed to make – reminding us that this was our process.

- Board member, Bloomington Public Schools

MSBA's work allowed the board to focus on the candidates' applications, their strengths and weaknesses, and their letters of support. MSBA's experience provided much-needed guidance while remaining neutral, allowing the board to make all of the decisions.

- Board member, Cook County ISD 166

The training and support throughout the entire process was spot-on! MSBA was always available with expert, professional advice.

- Board member, Intermediate School District 917

MSBA assisted with every step in the process and provided guidance to ensure we held a fair and equitable search. As a board member, it was reassuring to know they were there to help us select the best candidate while also following all of the rules and ethical standards required of us. I would recommend MSBA to any school district having to hire for these critical positions.

- Board member, Houston Public Schools

The search process was very professional and straightforward, and I always felt we were ultimately in charge of the process.

- Board member, Austin Public Schools

The process was very organized and as chair of the board I always felt comfortable working with MSBA. I trusted their advice, appreciated their insights, and felt validated and respected. I can only say good things about the process.

- Board Chair, Bloomington Public Schools



STATEMENT OF ALIGNMENT

Minneapolis Public Schools - Mission, Vision, Commitment, Values

The MSBA Board of Directors and staff created a strategic plan in 2019 that was rooted in the strategic plan from 2017. The first Focus Area of this plan is: Integration of Diversity, Equity, and Inclusion (DEI) resources. The practical application of this Focus Area is that DEIB (Diversity, Equity, Inclusion, and Belonging) are foundationally-included in all our services, conferences, publications, and daily connections with our membership (100% of public school districts in Minnesota and a third of Minnesota’s charter schools). The current Board of Directors recently embarked on a new strategic planning process for the association, and we fully expect the Board will continue to make DEIB the top priority at MSBA.

This strategic plan supports MSBA’s belief that all services provided by MSBA, regardless of district-specific positions, must be rooted in holistic best practices that recognize and honor all students as the focus. When discussing our Board Governance Model, for example, MSBA places students at the center of the graphic, reminding board teams that the students’ well-being is the focus and “heart” of the school district itself.

This philosophy carries over into MSBA’s superintendent search processes as well. Although we recognize Black and Indigenous students, board members and superintendents of color as a priority in our search processes, this is an evolving journey for MSBA. We are proud of our commitment to anti-racist and culturally responsive education for every student in our member districts. It is a priority for MSBA and we will continue on this journey to ensure our alignment with the goals of equity, diversity, inclusion and belonging for each and every student, staff member, board member, and superintendent in Minnesota’s public school system.

This commitment also applies to each step of MSBA’s proposal for the Minneapolis Public Schools superintendent search process. Partnering with MPS in this leadership quest offers both organizations tremendous opportunities to shape the future of education in Minnesota, and MSBA is committed to ensuring the inclusion of district-specific criteria in every part of the superintendent search process. We will not only help find Minneapolis Public Schools a superintendent, but we will help find the *right* superintendent for your district and the families who rely on Minneapolis Public Schools to provide the education they deserve.



TENTATIVE TIMELINE

Early January 2023 to Early February 2023

- School Board holds process facilitation planning meeting with MSBA search team to finalize the search timeline, discuss and revise candidate profile, determine advertising venues, identify recruitment priorities, and finalize all procedures and expectations for conducting the search process.
- School Board approves all advertising materials, including vacancy announcement.
- MSBA search team finalizes application procedures and advertises the vacancy.

Early February 2023 to Late February 2023

- MSBA search team continues to receive applications.
- MSBA search team conducts initial screening of applicants.
- MSBA search team conducts preliminary verification of references, pre-interviews, and vetting of applicants.
- MSBA's search team meets with the School Board to conduct interview training, develop interview questions, clarify interview procedures, and facilitate applicant screening conducted by the School Board to select semi-finalists and finalists for interviews.

Late February 2023 to Mid-March 2023

- School Board conducts first round of interviews with semi-finalists.
- School Board conducts additional reference checks.
- School Board conducts second round of interviews with finalists.
- School Board selects lone finalist.

Late March 2023 to Mid-April 2023

- School Board negotiates terms and conditions of superintendent's contract.
- School Board meets to approve the superintendent's employment contract.
- Superintendent onboarding and orientation process begins.

July 1, 2023

- Superintendent reports to work.

August 2023 to November 2023

- MSBA conducts post-hiring workshop for the new Board / Superintendent team to discuss expectations, Superintendent / Board goals, and parameters of superintendent evaluation process.

Ongoing

- MSBA provides resources and support to ensure success for the new team.

NOTE: This timeline provides a starting point for considering and adopting a superintendent search timeline. Specific dates and times will be determined at the initial planning meeting.



2021-2022 MSBA-LED SEARCHES

- ACGC Public Schools
- Albert Lea Area Schools
- Bemidji Area Schools
- Cass Lake-Bena Public Schools
- Clinton-Graceville-Beardsley Schools
- Dover-Eyota Public Schools
- Fosston Public Schools
- Greenway Public Schools (Limited)
- Kingsland Public Schools (Limited)
- La Crescent-Hokah Public Schools
- Long Prairie-Grey Eagle Public Schools
- Menahga School District
- Mid-State Education District (Limited)
- New London-Spicer School District
- Ortonville Public Schools
- Pequot Lakes Public Schools
- Plainview-Elgin-Millville Community Schools
- Proctor Public Schools
- Red Lake Schools
- ROCORI School District
- South St. Paul Public Schools
- Stillwater Area Public Schools
- Swanville School District (Limited)
- Thief River Falls Public Schools
- Tri-City United Public Schools
- Tri-County / Greenbush-Middle River Schools
- Ulen-Hitterdal Public Schools
- Underwood School District (Underwood)
- Verndale Public School (Limited)
- Waconia Public Schools
- Waterville-Elysian-Morristown Public Schools
- West Central Area School District
- Windom Area Schools

MSBA 2021-2022 SEARCH SERVICE REFERENCES *

* MORE AVAILABLE UPON REQUEST

1. Neal Skaar, School Board Chair, **Albert Lea Area Schools**, neal.skaar@alschools.org
2. Carol Johnson, School Board Chair, **Bemidji Area Schools**, Carol_Johnson@isd31.net
3. Eric Morken, School Board Chair, **La Crescent-Hokah Schools**, eric.morken@isd300.k12.mn.us
4. Kim Bolz-Andolshek, School Board Chair, **Pequot Lakes Public Schools**, kbolz@isd186.org
5. Jennifer McDonald, School Board Chair, **Proctor Public Schools**, jennmcd777@gmail.com
6. Alison Sherman, School Board Chair, **Stillwater Area Schools**, shermana@stillwaterschools.org
7. Dana Geller, School Board Chair, **Waconia Public Schools**, dgeller@isd110.org
8. Gary Michael, School Board Chair, **W-E-M Public Schools**, sba.email@yahoo.com



2020-2021 MSBA-LED SEARCHES

- Austin Public Schools
- Bloomington Public Schools (Limited)
- Byron Public Schools
- Clinton-Graceville-Beardsley Schools
- Cook County ISD 166
- Dilworth-Glyndon-Felton Public Schools
- Greenway Public Schools
- Houston Public Schools
- Intermediate School District 917
- La Crescent-Hokah Public Schools
- Lac qui Parle Valley School District
- Lake Park Audubon School District
- Lynd Public School (Limited)
- Montevideo Public Schools
- Rochester Public Schools
- Royalton Public Schools
- Tri-County Schools
- Ulen-Hitterdal Public Schools

Member districts:

Bloomington, Burnsville-Eagan Savage, Farmington, Hastings, Inver Grove Heights, Lakeville, Randolph, South St. Paul, and West St. Paul-Mendota Heights-Eagan

MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2020-2021 SEARCHES (MORE AVAILABLE UPON REQUEST)

1. Kathy Green, School Board Chair, **Austin Public Schools**, kathy.green@austin.k12.mn.us
2. Nelly Korman, School Board Chair, **Bloomington Public Schools**, nkorman@isd271.org
3. Harvey Bergh, School Board Chair, **Byron Public Schools**, harvey.bergh@byron.k12.mn.us
4. Lindsey Leach, School Board Chair, **DGF Public Schools**, lleach@dgf.k12.mn.us
5. Dr. DeeDee Currier, School Board Chair, **Intermediate School District 917**, dcurrier@isd191.org
6. Kelly Snell, School Board Member, **Montevideo Public Schools**, ksnell@montevideoschools.org
7. Dr. Jean Marvin, School Board Chair, **Rochester Public Schools**, jemarvin@rochesterschools.org



2019-2020 MSBA-LED SEARCHES

- Adrian Public Schools
- Alexandria Public Schools
- Browns Valley Public School (Interim)
- Carlton Public Schools (Interim)
- Detroit Lakes Public Schools
- Hastings Public Schools (Interim)
- Hastings Public Schools
- Hermantown Community Schools
- Kenyon-Wanamingo Public Schools
- LeRoy-Ostrander Public Schools
- Lewiston-Altura Public School District
- McGregor Public Schools
- Mora Public Schools
- Ortonville Public Schools
- Pine River-Backus Schools
- St. Clair Public School
- St. James Public Schools
- St. Peter Public Schools
- Thief River Falls Public Schools
- Tri-City United Public Schools
- Warren-Alvarado-Oslo School District

MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2019-2020 SEARCHES (MORE AVAILABLE UPON REQUEST)

1. Kelsey Waits, School Board Chair, **Hastings Public Schools**, kwaits@hastings.k12.mn.us
2. Ben Leonard, School Board Chair, **St. Peter Public Schools**, ben.leonard@stpeterschools.org
3. Dean Anderson, School Board Chair, **Alexandria Public Schools**, dadds7@gmail.com
4. Dianne Mathews, School Board Chair, **Hermantown Community Schools**, dmathews@isd700.org
5. Marsha Franek, School Board Chair, **Tri-City United Public Schools**, MFranek@tcu2905.us
6. Jack May, School Board Chair, **St. Clair Public School**, jmay@stclaircyclones.org
7. Chris Cunningham, **Pine River-Backus Schools**, ccunningham@prbschools.org



2018-2019 MSBA-LED SEARCHES

- Badger Independent School District
- Bagley School District
- Barnesville Public Schools
- Buffalo Lake-Hector-Stewart Schools
- Cannon Falls Area Schools
- Central Public Schools
- Fosston School District
- Greenbush Middle River School District
- Jackson County Central School District
- Kaleidoscope Charter School
- Lake Park Audubon Schools
- Lester Prairie Schools
- Lynd Public Schools
- Morris Area Schools
- Red Rock Central Public School District
- Roseau Community Schools
- Warroad Public Schools
- West Central Area School District
- Winona Area Public Schools

OTHER MSBA-LED SEARCHES

- Annandale Independent School District
- Atwater-Cosmos-Grove City Public Schools
- Blackduck Independent School District
- Brooklyn Center Community Schools
- Butterfield-Odin Public School
- Canby Public Schools
- Clinton-Graceville-Beardsley Public Schools
- Cook County Schools
- Crookston Public Schools
- Forest Lake Area Schools
- Grand Rapids School District
- Hermantown Community Schools
- Hibbing Public Schools
- La Crescent-Hokah Public Schools
- Lac qui Parle Valley Area Schools
- Monticello School District
- Moose Lake Community Schools
- Moorhead Area Public Schools
- Nashwauk-Keewatin Schools
- Northland Community Schools
- Odyssey Academy Charter School
- Pelican Rapids School District
- Pillager School District
- Pine River-Backus Schools
- Red Lake School District
- Russell-Tyler-Ruthton (RTR) School District
- South Koochiching-Rainy River School District
- St. Louis County Public Schools
- Tri-County Public Schools
- Ulen-Hitterdal Public School District
- Underwood School District
- Willmar Public Schools
- Winona Area Public Schools
- Wright Technical Center
- Yellow Medicine East Schools



SEARCH TEAM — MSBA STAFF

MSBA's search team is comprised of experienced MSBA staff and service providers. Search team members understand that selecting a superintendent is one of the Board's most important duties and have a vested interest in the success of your search. Below are brief résumés of MSBA's search team.

▪ **BARB DORN**

Barb has more than 30 years of experience in nonprofit leadership, marketing and communications, consulting, and process facilitation. She has worked across public, private, and nonprofit sectors to build collaborative and viable partnerships, deliver high-impact workshops, and produce outcomes based on common goals and shared decision-making processes. Barb has also served on the Boards of Directors for Greater Mankato's City Center Partnership and the area chapter of Leave a Legacy. She joined MSBA in 2019 and is a member of the National Affiliation of Superintendent Searchers.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Leadership Development and Executive Search
- YWCA Mankato: Executive Director
- March of Dimes: Division Director
- Minnesota State University Mankato: Adjunct Professor
- Pathways Marketing: Owner / Marketing Consultant
- DLR Group: Business Development / Referendum Consultant

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search, Mutual Expectations, and Superintendent Evaluation
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Superintendent Search
 - o Various other topics
- Program and Brand Management, Marketing, and Public Relations
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter
- Presenter at other professional workshops and conferences:
 - o Leadership Development Series including:
 - Collaboration and Teamwork
 - Diversity, Equity, and Inclusion
 - Conflict Management
 - Resiliency
 - Communication and Team-Building
 - o Community Relations
 - o Strategy and Visioning



SEARCH TEAM — MSBA STAFF

▪ JOHN WARD, JD, Ph.D

John holds more than three decades of experience working in Minnesota public education, with his last 25 years spent working for the Mounds View Public School District. There he served in a variety of leadership roles including General Counsel, Director of Secondary Schools and Director of H.R. and Operations. He finished his career in Mounds View as District Assistant Superintendent. John has also served on the Board for the Minnesota Association of School Administrators. He holds a bachelor's degree in political science from St. John's University, his Juris Doctorate from William Mitchell College of Law, and a Ph.D in Organizational Leadership from the University of Minnesota. John recently joined MSBA to provide Executive Search services to MSBA members, and below is a summary of his work history and relevant work experience.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Strategic Governance
- Mounds View Public Schools
 - ◊ Assistant Superintendent
 - ◊ Director of H.R. and Operations
 - ◊ Director of Secondary Schools
 - ◊ General Counsel/Assistant to the Superintendent
 - ◊ Associate Principal/Activities Director Mounds View High School
- St. Louis Park Public Schools: Social Studies Instructor
- St. John the Baptist School Savage: Middle School Social Studies Instructor
- McGraw and Ward P.A., Hutchinson: Attorney
- Peterson, Engberg and Peterson, Minneapolis: Law Clerk

RELEVANT WORK EXPERIENCE

- Active leadership team participant in school district strategic planning, implementation and assessment initiatives
- Negotiation of over twenty labor contracts with teachers and other bargaining groups
- Leadership of multiple district/community task force groups in areas such as facilities, community education and athletics
- Cooperative working relationships with school district governance boards
- Led district safe school initiatives and response preparation
- Managed student behavior issues and advised and managed district policy and legal issues
- Engagement and assistance with the leadership of several successful referendum campaigns
- District liaison to local municipalities and law enforcement agencies
- Presenter — MSBA workshops, seminars, and conferences
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter



SEARCH TEAM — MSBA CONSULTANT

■ Craig Morris

Craig is a culturally-aware and highly-strategic Diversity, Equity and Inclusion and Human Resources administrator. With over twenty years of direct support of national executive recruitment and retention efforts, he has led successful Human Resources programs, as well as EEOC, Title VII, and IX compliance administration in both the public and private sectors. Craig is a thought leader and recruiter committed to equity leadership who has dedicated his career to ensuring fair, innovative, equal access, and equity compliance programs. Knowledgeable in the principles and practices of policy creation, Craig has served metro and rural school boards to facilitate strong collaboration and improve channels of communication in order to serve constituents and stakeholders exceedingly well. He is also known for building trust and credibility among diverse communities by utilizing his skills to work with people from different socio-economic, racial and ethnic backgrounds. Exercising exceptional judgment and integrity in all endeavors, Craig has served as an elected or appointed official in Minnesota for more than 22 years and on the Boards of Directors for a multitude of community organizations, commissions and councils.

WORK HISTORY

- Saint Paul College – VP Human Resources and Employee Equity
- Ray and Associates – Superintendent Search National Recruiter
- Metropolitan State University – Sr. Director, Equity, Inclusion and AA
- University of Wisconsin, Madison – Director of Academic and Global Programs
- University of Wisconsin, River Falls – Inclusion Officer
- Qwest Communications Int'l – Human Resources Director

RELEVANT WORK EXPERIENCE

- Superintendent search recruiting experience on a national scale
- Restorative Justice Facilitator
- Cultural Diversity Trainer, NATL. Training Laboratories (Cape Cod Inst.)
- Conflict Resolution – providing services to metro and rural districts in Minnesota and Wisconsin
- Evaluation/assessment leader for organizational and operational effectiveness improvements
- Presenter of workshops including:
 - Diversity & Equity Leadership
 - Collaboration and Teamwork
 - Conflict Management
 - Teambuilding
 - Community Relations
- Title IX Compliance Officer Certification (ATIXA)
- National Employment Law Institute
- Supreme Court Rule 114 Qualified Neutral Mediator Wisconsin Certified Family Mediator
- Facilitation of conversations across diverse populations to develop responsive and appropriate strategies for engaging cultural differences



SEARCH TEAM — MSBA STAFF

▪ Amy Jordan

With 25 years of leadership experience primarily in the nonprofit sector, Amy is a collaborative leader committed to serving the public, with a focus on youth. She has experience in recruitment, training, creating partnerships, policy and compliance, and program management and evaluation. As an empathetic partner, Amy is skilled at finding commonalities and consensus amongst diverse groups. The development of her action plan led her team's work to receive national recognition for exceeding key performance indicators in diversity and inclusion while working for a national nonprofit. With strengths in execution and relationship building, she is a natural cultivator of the potential in others and strives for continuous improvement. Amy is goal-oriented, ethical, deliberative, and possesses basic language skills in both Spanish and ASL (American Sign Language).

WORK HISTORY

- Minnesota School Boards Association – Executive Search Specialist
- Miracle League of North Mankato – Executive Director
- YWCA Mankato – Director of Programs for Women and Girls
- Girls on the Run of Greater Mankato – Council Director
- The Artisan Gallery - Manager

RELEVANT WORK EXPERIENCE

- Leadership of and engagement with multiple community groups
- Collaborator with cooperative working relationships with multiple stakeholder groups
- Leadership of multiple community programs for women, girls, immigrant and refugee women and their families, and people with disabilities
- Policy development and compliance
- Evaluation management
- Plan development to put best practices into action
- Brand management and communications
- Facilitated the national training for hundreds of leaders on:
 - Inclusive language and conversations
 - Facilitation
 - Context
 - Conflict resolution
 - Relationship-building/Teambuilding
 - Mastery experiences for self-efficacy
- Presenter — MSBA workshops, seminars, and conferences
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter



SEARCH TEAM — MSBA STAFF

▪ **AMY FULLENKAMP-TAYLOR, S.P.H.R., SHRM-SCP**

Amy has more than 20 years of experience in human resources including recruitment, total rewards, employee relations, employment and labor law compliance, and employee training. She has worked for a variety of industries including Nonprofit, Gaming, Retail, Telecommunications, and Manufacturing. Amy has also achieved the designations of Senior Professional in Human Resources from the Human Resource Certification Institute and SHRM Senior Certified Professional from the Society for Human Resource Management. Amy joined MSBA in 2007, and below is a summary of her work history and relevant work experience.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Management Services
- Jones Metal Products: Director of Human Resources
- Midwest Wireless: Human Resources Specialist
- Sears Roebuck & Company: Human Resources Specialist
- Argosy V Belle of Sioux City: Director of Human Resources

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Negotiations
 - o Leadership Foundations—School Finance and Management: Phase II
 - o Various Other Topics
- Analyze superintendent employment contracts and licensed and non-licensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions
- Presenter at other professional workshops and conferences
 - o Americans with Disabilities Act
 - o Family and Medical Leave Act
 - o Collective Bargaining
 - o Unrequested Leaves of Absence
- Created employee handbooks
- Superintendent Search



SEARCH TEAM — MSBA STAFF

▪ GARY LEE

Gary has 30+ years of experience in private business — both in a large corporate setting and as an owner/president of small rural businesses. Gary is a former member of the Fertile-Beltrami School Board. Gary also served on the MSBA Board of Directors, the Northwest Service Cooperative Board of Directors, the Minnesota Service Cooperatives Board of Directors, the MSBA Insurance Trust Board of Directors, and the Big Three working group. Gary joined MSBA in 2009.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Deputy Executive Director
- Lee Nursery, Inc.: Owner and President
- Lee Nursery Supplies, Inc.: Owner and President
- Sondreli Business Services: Owner
- UNISYS (formerly Sperry) Defense Systems: IT Manager

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search and School Board-Superintendent Relationship
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Teacher Development and Evaluation
 - o Area Negotiations
 - o Board Treasurers
 - o Strategic Planning
 - o Various Other Financial and Data Trainings
- Analyze superintendent employment contracts and licensed and non-licensed master agreements
- Contributor to The MSBA *Leader* newsletter
- Daily telephone/email responses to MSBA school board member questions



SEARCH TEAM — MSBA STAFF

▪ SHELBY HERRERA

Shelby has more than 20 years of experience in education — as a classroom teacher, a paraprofessional, and a teaching assistant at the university level. Shelby joined MSBA in 2019.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Administrative Assistant to Strategic Governance
- Mankato Public Schools: Science Teacher
- Mankato Public Schools: Paraprofessional
- Minnesota State University, Mankato: Teaching assistant

RELEVANT WORK EXPERIENCE

- Conduct research and compile data
- Handle information requests
- Interact with a wide range of staff, business partners, and members
- Prepare reports, memos, letters, and other documents, using word processing, spreadsheet, database, etc.
- Assist applicants and board members with Revelus, MSBA's proprietary application platform

▪ BRUCE LOMBARD

Bruce has more than 10 years of experience providing a full range of administrative support services. Bruce joined MSBA in 2008.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Communications and Marketing
- Mankato Free Press: Copy Editor
- Washington Unified School District (West Sacramento, California): Substitute Teacher
- Sogon University Language Program (Seoul, South Korea): English Language Instructor

RELEVANT WORK EXPERIENCE

- Answer and direct phone calls to appropriate parties
- Handle information requests
- Interact with a wide range of staff, business partners, and members
- Prepare search proposal and advertising materials



SEARCH TEAM — MSBA STAFF

▪ MARIA LONIS

Juris Doctor and educator with over 10 years' experience as a community servant. Maria joined MSBA in 2018.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Management Services and Charter School Liaison
- Marshall Brennan Constitutional Literacy Project Fellow
- Law Clerk at Hennepin County Attorney's Office
- Cambridge Academy East (Mesa, Arizona): Fifth/Sixth Grade English Teacher
- Milan C-2 School District (Milan, Missouri) Fifth/Sixth Grade Reading Teacher

RELEVANT WORK EXPERIENCE

- Facilitate community, staff, and student input sessions
- Ensure compliance with data privacy statutes by redacting resumes
- Consolidate staff and community responses to surveys and interviews
- Help members interpret state and federal statutes regarding human resources, data practices and contracts

▪ JOEL STENCEL, CPA

Joel has more than 20 years of accounting and auditing experience providing a full range of support services. Joel joined MSBA in 2017.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Association Finance
- Eide Bailly LLP: Audit Manager

RELEVANT WORK EXPERIENCE

- School District Auditor
- Answer and direct phone calls to appropriate parties
- Interact with a wide range of staff, business partners, and members
- Gathers salary information for Districts selected.
- Assists with EMD analysis submitted by school board members.



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ PAUL CARLSON

Paul has 37 years of experience in education as a teacher, principal, and 20 years as a superintendent. He is committed to delivering effective guidance for educational excellence to ensure optimal education opportunities for all students.

WORK HISTORY

- ACGC Public Schools: Interim Superintendent
- Hancock Public Schools: Part-time Superintendent (3 Years)
- New London-Spicer Schools: Superintendent (17 years)
- New London-Spicer Schools: High School Principal
- Sleepy Eye Public Schools: High School Principal
- Sleepy Eye Public Schools: Business Education Teacher

RELEVANT WORK EXPERIENCE

- Implemented long-range planning and goal-setting processes gathering community input and student achievement data resulting in facilities maintenance and energy project.

▪ RENAE TOSTENSON, Ed.S.

Renaë has nearly 40 years of experience in education. She has served as superintendent (Lac qui Parle Valley Schools, 2011-2017), principal (Appleton Elementary School, 2007-2011), teacher coach (Lac qui Parle Valley Schools, 2005-2007), and as an elementary school teacher.

WORK HISTORY

- Lac qui Parle Valley Schools: Superintendent
- Lac qui Parle Valley Schools: Principal
- Lac qui Parle Valley Schools: Teacher coach

RELEVANT WORK EXPERIENCE

- Presenter at MASA and MSBA conferences and workshops
- Facilitated superintendent searches



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ BRUCE KLAEHN

Bruce has recently retired from 41 years as a Minnesota educator, serving as a teacher, coach, principal, and superintendent, as well as an adjunct college instructor in educational administration. He has extensive experience in financial budgeting, school construction projects, administrative mentoring, and contract negotiations.

WORK HISTORY

- Southeast Service Cooperative: Educational Consultant
- Winona State University: Adjunct Instructor
- Dover-Eyota Public School District: Superintendent
- Grand Meadow Public Schools: Superintendent
- Granada-Huntley-East Chain School District: Principal
- Madelia Public Schools: Teacher and Coach

RELEVANT WORK EXPERIENCE

- Experience facilitating superintendent searches
- Mentor of new superintendents in southeast Minnesota

▪ LEE WARNE, Ed. S.

Lee has 48 years of experience in education, including serving as a high school principal, superintendent, service cooperative executive director, Minnesota Rural Education Association executive director, and Association of Educational Service Agencies executive director. Lee has served at all levels of leadership in local, state, and national organizations. Lee has also received numerous awards at the regional, state, and national levels.

WORK HISTORY

- Greenway Public Schools: Interim Superintendent
- RTR (Russell-Tyler-Ruthton) Schools: Interim Superintendent
- Association of Educational Service Agencies: Executive Director
- MN Rural Education Association: Executive Director
- Lake Benton School: Interim Superintendent
- SW/WC Service Cooperative: Executive Director
- West Central Area Schools: Superintendent
- Norman County West: High School Principal
- Halstad Public School: High School Principal

RELEVANT WORK EXPERIENCE

- Facilitated numerous superintendent searches and school district strategic planning sessions
- Provided assistance to school boards and superintendents in various aspects of leadership and training



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ GARY KUPHAL

Gary has 42 years of experience in education, all but four years in Minnesota. He has served as a high school principal in Henderson, assistant high school principal and middle school principal in La Crescent, and superintendent in Southland, LeRoy-Ostrander, Plainview-Elgin-Millville, and Mabel-Canton.

WORK HISTORY

- Southland School District: Superintendent
- LeRoy-Ostrander School District: Superintendent
- Plainview-Elgin-Millville Community Schools: Superintendent
- Mabel-Canton Schools: Superintendent
- La Crescent-Hokah Public Schools: Middle School Principal
- Henderson School District: High School Principal
- Henderson School District: Counselor
- Cleveland School District: Counselor
- Union-Whitten School District (Iowa): Teacher

RELEVANT WORK EXPERIENCE

- Facilitated superintendent searches, board development, and school district strategic planning sessions
- Facilitated community task force on facilities planning

▪ STEVE NIKLAUS

Steve Niklaus brings 43 years of experience in education including serving as superintendent (Annandale Public Schools, 1992-2017) and principal (Annandale High School, 1986-1992, and Atwater-Grove City High Schools, 1980-1986). Steve has served on several state and regional professional boards and committees. Steve has worked in both Minnesota and North Dakota school districts.

WORK HISTORY

- Annandale Public Schools: Superintendent
- Annandale Public Schools: Principal
- Atwater-Grove City High Schools: Principal
- Welcome High School: Principal
- Oakes High School, Oakes, North Dakota: High School Teacher

RELEVANT WORK EXPERIENCE

- Led six successful operating levy elections and four successful building bond elections
- Experience facilitating with superintendent searches



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ SANDI NOVAK, Ed. S.

Sandi has 40 years of experience as a teacher, principal, curriculum director, assistant superintendent, acting superintendent, education consultant, and author. Specifically, she served as the acting superintendent in Butterfield-Odin School District (February-June 2016), as assistant superintendent in the Burnsville-Eagan-Savage Schools (2004-2010), and has served on the Board of Minnesota ASCD.

WORK HISTORY

- Butterfield-Odin Schools: Acting Superintendent
- Burnsville-Eagan-Savage Schools: Assistant Superintendent
- Burnsville-Eagan-Savage Schools: Curriculum/Professional Development Director
- Burnsville-Eagan-Savage Schools: Principal
- Owatonna Schools: Interim Principal
- Burnsville-Eagan-Savage Schools: Teacher/Coach
- Mazeppa Elementary School: Teacher

RELEVANT WORK EXPERIENCE

- Presenter at NSBA, MSBA, ASCD and other national conferences
- Coached leadership teams across the country on effective literacy instructional practices

▪ TERRY QUIST, Ph.D.

Terry has more than 40 years of experience in education including serving as superintendent (Alexandria Public Schools, 2006-2012), assistant superintendent (Alexandria Public Schools, 1999-2006), director of teaching and learning (Alexandria Public Schools, 1987-1999), and administrative assistant (Apple Valley High School, 1983-1987).

WORK HISTORY

- Alexandria Public Schools: Superintendent
- Alexandria Public Schools: Assistant Superintendent
- Alexandria Public Schools: Director of Teaching and Learning
- Apple Valley High School: Administrative Assistant
- Hastings High School: Teacher/Coach
- Dodge Center Public Schools: Teacher/Coach

RELEVANT WORK EXPERIENCE

- Facilitated strategic planning processes in several Minnesota school districts
- Led and implemented district's long-range facility plan, including the construction of a new elementary school, a new high school, and several building renovations and air quality upgrades



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ **BILL TOMHAVE, Ph.D.**

Bill has more than 45 years of extensive experience in education starting as a high school mathematics teacher and including 40 years in higher education involved with teacher preparation. Bill was elected to the Moorhead Area Schools Board of Directors in 2001, serving through 2018.

WORK HISTORY

- Concordia College, Moorhead, Minnesota: Assistant/Associate/Professor, Mathematics
- University of Minnesota, Morris, Minnesota: Assistant Professor, Mathematics
- Iowa State University, Ames, Iowa: Instructor, Mathematics
- Oregon Consolidated Schools, Oregon: Teacher, High School Mathematics

RELEVANT WORK EXPERIENCE

- Director of Moorhead Area School Board 2002-2018, held positions of Chair, Vice-Chair, and Treasurer
- Board of Directors for Lakes Country Service Cooperative 2007-2018
- Experience assisting with community discussions and candidate screenings and interviews
- Ambassador, Minnesota School Boards Association (MSBA), 2006—2009
- Region 1 Joint Powers Board, 2010—2018; Vice Chair 2012—2018

▪ **DAVE THOMPSON, Ed.D.**

Dave has more than 40 years of experience in education including serving as superintendent (Stewartville Public Schools, 2000-2017), director of secondary education and middle school principal (Farmington Public Schools, 1993-2000), high school principal (Stewartville Public Schools, 1986-1993), high school principal (Goodhue Public Schools, 1984-1986), athletic director, teacher, and coach (Elgin-Millville Public Schools, 1977-1984). Dave has served on several local and regional organization committees.

WORK HISTORY

- Stewartville Public Schools: Superintendent
- Farmington Public Schools: Director of Secondary Education & Middle School Principal
- Stewartville Public Schools: High School Principal
- Goodhue Public Schools: High School Principal
- Elgin-Millville Public Schools: Athletic Director/ Teacher / Coach

RELEVANT WORK EXPERIENCE

- Led four successful operating levy campaigns and two successful bond levy campaigns.
- Led and implemented district's long-range facility plan
- Coordinated and participated as a mentor in the SEMASA Superintendent's Mentor/Mentee program



SEARCH TEAM — MSBA SERVICE PROVIDERS

JEFF OLSON, Ph.D.

Jeff has over 45 years of experience in education, including serving as a Curriculum Director, High School Principal, Superintendent of Schools, consultant to the Minnesota School Boards Association and as an educational consultant to Minnesota school districts. Jeff has received numerous regional and state leadership awards, including being named as the 2013 Minnesota Superintendent of the Year and receiving the 2020 MASA Polaris Leadership Award.

WORK HISTORY

- Minnesota Valley Education District: Interim Executive Director (2020-2021)
- Saint Peter Public Schools: Interim Superintendent (2019-2020)
- Saint Peter Public Schools: Superintendent of Schools (2003-2014)
- Saint Peter Public Schools: High School Principal (1993-2003)
- Saint Peter Public Schools: Curriculum Director (1988-2003)
- Saint Peter Public Schools: Teacher/Coach (1975-1988)

RELEVANT WORK EXPERIENCE

- Facilitated strategic planning sessions and superintendent search services in numerous Minnesota districts
- Led school district facilities planning and construction projects in several Minnesota school districts
- Served as a mentor to new superintendents at both a regional and state level

WENDY SCHOOLMEESTER, Ed.D.

Wendy has 35 years of experience in education including as an elementary teacher, elementary principal, professor of education, and school board member.

WORK HISTORY

- Southwest Minnesota State University (SMSU): Professor of Education (20 years)
- Minnesota Rural Education Association: Board Member representing Higher Education (2-year appointment)
- Pipestone Area Schools (PAS): School Board Member (5.5 years)/School Board Chair (3 years)
- Russell-Tyler-Ruthton Schools: Elementary School Principal
- Pipestone/Jasper Schools: Elementary Teacher

RELEVANT WORK EXPERIENCE

- Served on and chaired several search committees for SMSU
- Guided PAS Superintendent search as board chair
- Presented numerous educational keynotes and sessions locally, state-wide, and internationally
- Collaborated with PAS to begin an Educators Rising Club to address teacher shortage in Minnesota



NATIONAL AFFILIATE OF SUPERINTENDENT SEARCHERS



August 2022

Dear School Board Members:

You are preparing to start a process that will culminate in your board making one of the most significant decisions of your school board tenure – selecting a superintendent. No other staff member is likely to have more long-term impact in your district. Choosing, not only the most highly qualified individual, but one who also represents the ideal fit in your community will be critical. For this and many other reasons, we believe your state school board association’s superintendent search service is best qualified to facilitate your superintendent search.

The members of the National Affiliation of Superintendent Searchers (NASS) – which includes the search consultant(s) from your state school board association – stand ready, as the most experienced network of search professionals in the United States, to execute a national campaign to find your district’s next superintendent. NASS consultants are located in 39 states and include more than 100 professional superintendent search consultants who exclusively represent the best interests of school boards throughout the country. Supported by the National School Boards Association (NSBA), NASS harnesses the skills and experiences of many search professionals with proven track records of accomplishment, characterized by integrity, passion, and focus. Your state school board association’s search professional and NASS member *knows your state and local laws, knows your district, and understands* that each search is unique. They know your school board wants a customized search to meet your community’s specific needs. They also understand the importance of maintaining a successful, long-term relationship between your board and your state school board association.

NASS members serve school boards every day. As chairperson of NASS, I can promise you will receive individual, customized attention and a commitment from your NASS professionals to assist in a dedicated and confidential manner, as state laws permit. The successful executive search begins with a strong team of professional search consultants and ends with a solid, long-term relationship between the school district and its top administrative leaders. The NASS mission is *finding top executive leadership for school districts throughout the United States through our core values – ethics, integrity, leadership, and teamwork*. If retaining a successful, long-term leader is a priority for your district, relying on a member of your local NASS team is your first step toward realizing that goal!

Sincerely,

Michael Adamson

Michael T. Adamson, Ed.D. (IN)
NASS Chairperson





**National Affiliation of
Superintendent Searchers (NASS)**

- | | |
|----------------------|-----------------------|
| Alabama | Nebraska |
| Alaska | New Hampshire |
| Arizona | New Jersey |
| Colorado | New Mexico |
| Connecticut | North Carolina |
| Florida | North Dakota |
| Georgia | Ohio |
| Idaho | Oklahoma |
| Illinois | Oregon |
| Indiana | Pennsylvania |
| Kansas | South Carolina |
| Kentucky | Tennessee |
| Maine | Texas |
| Maryland | Utah |
| Massachusetts | Vermont |
| Michigan | Virginia |
| Minnesota | West Virginia |
| Mississippi | Wisconsin |
| Missouri | Wyoming |
| Montana | |



Where School Boards Learn to Lead

Executive Search Service

January 17, 2023

Minneapolis Public Schools



Minneapolis Superintendent Search Leadership Team

Barb Dorn

- MSBA Director of Leadership Development and Executive Search
- Resume on Page 16 of proposal
- Process facilitation, communication and oversight of the MPS search

John Ward

- MSBA Associate Director of Strategic Governance
- Resume on Page 17 of proposal
- Large district administrative know-how / Minnesota and Twin Cities metro network

Craig Morris

- VP Human Resources and Employee Equity at Saint Paul College
- Resume on Page 18 of proposal
- National superintendent search recruiting expertise / Equity / National network



Recruiting, advertising, and Minnesota law

National search

- National Affiliation of Superintendent Searchers (NASS) – Revelus database
- Posting on national educational websites (AASA, NABSE, ALAS, EdWeek, NIEA)

Targeted outreach

- Communications sent to Superintendents, Assistant/Associate Superintendents, Cabinet members, Principals/Assistant Principals, Charter School Directors, etc.
- Direct contacts through MSBA, MASA, and personal/professional networks

MSBA understands Minnesota law governing search activities

- Open Meeting Law, Government Data Practices Act, model policies, state statutes, data requests, and EEOC requirements



Prep for candidate interviews

Training for the School Board on interview protocols includes:

- ❑ Relevant law, interview mistakes, implicit bias, candidate considerations, and how to deliberate in public when discussing private data. MSBA also applies an equity lens to our work throughout the search to ensure candidates are represented and viewed by the board without bias.

Input Forums

- ❑ Structure as well as opportunities/pitfalls of stakeholder involvement in the interview process

Round 1 and Round 2 interview questions

- ❑ Questions are developed based on the District's hiring criteria and Leadership Profile gleaned through community engagement process



Screen and vet candidates

1

Review applicant files using District's Leadership Profile as a guide

2

Identify applicants who best meet School Board's hiring criteria

3

Conduct preliminary verification of references and pre-interview of recommended applicants

All completed applications will be provided to School Board members for their review.

Page 4 in proposal



Closing steps of the search process

Candidate interviews

- Coordinate and clarify expectations with candidates and School Board
- Assist in developing Round 1 and Round 2 interview questions
- Provide guidance to Board on potential stakeholder involvement and all remaining steps of the interview process

Background checks on all semi-finalists and finalists

- Conducted through GoodHire (a Checkr company) – criminal, also verification of educational credentials, employment, and licensure

Follow-up to help ensure success for the new Board team

- Transition plan development
- Post-hiring workshop with Board and Superintendent

Pages 5-6 in proposal



Why Minneapolis Public Schools?

- Seeks to become an anti-racist learning district
- Ensures that its work supports the best interests of students, staff, and the communities it serves
- Engages in best practices that will support the hopes, dreams, and aspirations of its students
- Engages with the community's leaders and resources to focus those resources in a catalytic fashion, and to leverage them in ways that otherwise may not be possible





Why MSBA?

- Lens of School Board Leadership
 - MSBA knows Minnesota school board best practices, including superintendent search services
- Transparency and Communication
 - Board members see all applications for the District's superintendent position
 - Optional: **Q & A with MSBA** provides access, inclusion, and transparency for all stakeholders
- No Hidden Fees
 - No additional charges for consultant travel, copies, transition services or workshops
 - TBD re: amount of support needed by community engagement firm to craft the leadership profile
- Superintendent Search Leadership Team
 - The unique strengths and perspectives of Barb Dorn, John Ward, and Craig Morris will provide superior service and support to MPS throughout the search. We will also employ national best practices to ensure the integrity of the search and will maintain the highest standards to ensure public confidence that a fair, impartial, and equitable process was followed.



Why MSBA?

MSBA far surpassed our expectations. They are the perfect guide to help school boards navigate the superintendent search process, and I would absolutely recommend MSBA because of their depth of expertise and ability to empower boards to make informed decisions. Also - and this is no small thing - the candidates they brought forward were exceptional. I cannot imagine how we could have navigated this experience without them.

- Board Chair, Rochester Public Schools

The training and support throughout the process was spot-on! MSBA was always available with expert, professional advice.

- Board member, Intermediate School District 917

The process was very organized and as Chair of the board I always felt comfortable working with MSBA. I trusted their advice, appreciated their insights, and felt validated and respected. I can only say good things about the process.

- Board Chair, Bloomington Public Schools

The process was clear from the beginning and the information supporting the process was extremely organized. There were no extraneous steps or information that complicated the process, so the Board and the community could all be on the same page at all times.

- Board member, Rochester Public Schools



PROPOSAL
FOR
SUPERINTENDENT SEARCH SERVICES
RFP #23-10



Submitted by:



15927 East Echo Drive
Fountain Hills, AZ 85268
888 319 7949

info@grrecruiting.com
www.GRRecruiting.com

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Arizona Office Fountain Hills, AZ 85268	Iowa Office Council Bluffs, IA 51503	Missouri Office St. Louis, MO 63130	South Carolina Office Rock Hill, SC 29732	Texas Office Hutto, TX 78634
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October 13, 2022

Kim Ellison, Chair
Board of Education
Minneapolis Public Schools
1250 W. Broadway Ave
Minneapolis, MN 55411

Dear Board Chair Ms. Ellis and Board of Education,

This letter is in response to a request for professional executive search services to assist in the search for a Superintendent for your district. We are a state, regional and national search firm dedicated to meeting the needs of every district seeking excellent leadership. The firm is comprised of a diverse team of 50 plus associates throughout the country, each with extensive search experience. Our state and national recruiting network allow us to meet any timeline established by our clients and consistently deliver a quality pool of candidates. On the pages that follow, our proposal will indicate those personnel to be assigned to your search.

We provide experience and expertise of many people who have led large, medium and small districts, and in recruiting candidates who met or exceeded school board expectations. We have conducted executive searches for many of the Districts of the Great City Schools, complete list on page 16. In Minnesota, our previous searches include St. Paul, St. Cloud and Edina Public School Districts. Our proposal will also outline successful searches we have completed nationwide; in districts of various sizes and demographics.

To be cost effective, our firm relies on up-to-date technology including video conferencing, candidate video interviews and frequent emails or telephone contacts as necessary, while still providing in-person contacts as requested. Our ability to provide multiple forms of communication with our clients assures that our clients are involved and well-informed throughout the process.

We will aggressively recruit excellent candidates who have been thoroughly investigated and determined to be a very good match to the position profile.

Your satisfaction is our goal. To that end, we will work tirelessly to achieve that goal by first finding and recruiting the highest quality candidates for the Board's consideration. After the search, the Minneapolis at *K12 Insight*, in the form of useful data and improved communication with stakeholders and parents.

Sincerely,

Gary L. Ray

President
GR Recruiting

EXECUTIVE SUMMARY

GR Recruiting is a diverse firm with a wealth of experience. We are able to meet all the requirements of the Minneapolis Public School District's search. Owner/founder Gary Ray, has over forty (40) years of extensive experience in educational leadership and recruiting top quality candidates for searches. GR Recruiting's Associates' personal careers in school leadership and their search efforts average more than ten (10) years. The firm's key to success is that every Associate understands educational leadership and what it takes to match candidates to the School Board's expectations. A brief sample of searches that have been conducted by GR Recruiting Associates are exhibited on pages 14 and 15.

We have extensive experience working with diverse, urban districts. We have completed successful searches for most of the District members of Great City Schools. Refer to page 16 for a complete list.

Our firm is dedicated to excellence and to delivering utmost client satisfaction. We are highly sensitive to issues of equity and diversity. We have relationships with organizations that address the needs of individuals of color and women in leadership roles. Our firm also employs a very diverse group of search leaders and team members. We will provide our clients with a diverse pool of candidates to meet the District's profile criteria. Over the last 5 years, 42% of GR Recruiting and our Associates' placements have been people of color.

GR Recruiting has strong relationships with key state, regional and national organizations, including the Council of Great City Schools, American Association of School Administrators (AASA), National School Boards Associations (NSBA), State Administrator and School Boards Associations, National Alliance of Black School Educators (NABSE), Association of Latino Administrators and Superintendents (ALAS).

GR Recruiting has always emphasized the performance of not only the Superintendent once in office, but the actual performance of the District under their leadership. To undertake support and improvement in these areas, we developed a network of resources to assist the district after the search is completed. We work with *K12 Insight*, a company dedicated to effective communication practices and customer service. Our objective is to provide our clients with the best possible opportunities for improved district management and student achievement.

Our recruitment efforts will be both aggressive and pertinent to the position profile, which is created with input from all stake holders: School Board, teachers, staff, student and constituents. We are unsurpassed in pursuing likely candidates who have good jobs, therefore need to be recruited. All applications are screened, and only those who meet the District's profile will be advanced to candidate status for further intensive background investigations.

Please note, we find people for jobs and not jobs for people. We take care of all applicants to encourage and process their submissions. But it must be noted that we never accept fees from candidates. Our client school districts understand that we work for them exclusively, and we will provide highly qualified candidates; all of whom will be capable of meeting or exceeding your expectations. No surprises!

For Minneapolis Public Schools Proposal #23-10

GR Recruiting

Proposed Service Delivery Model, please note:

Community Engagement Facilitation services appear in blue

Executive Search Process Facilitation services appear in purple

“Proposal Minimum Requirements” will be identified with red headings

PROPOSED SERVICE DELIVERY MODEL
SCOPE OF WORK
FOR
MINNEAPOLIS PUBLIC SCHOOLS

The Process



Step 1. The Board Involvement at the Start

- ◆ Individual Facetime, Zoom, Google type interviews with each member to assess perspectives that lead to an accurate profile for the position.
- ◆ Establish a comprehensive timeline for the search.
- ◆ Determine the salary range and benefits package.
- ◆ In consultation with the Board, we will develop a marketing and recruitment plan. We will place the search information on the district and GR Recruiting websites and the National Alliance of Black School Educators (NASBE), the Association of Latino Administrators (ALAS) and Education Week.

The Process (CONT.)

Staff and Stakeholder Involvement

- ◆ Assess Board and stakeholder concerns and preferences utilizing our firm's 28 item research-based survey which is available in a variety of languages. The survey is done in conjunction with our partnership with K12 Insight which specializes in community engagement data.
- ◆ We will provide in person, virtual or a combination of both for meetings with predetermined groups of people approved by the Board to interact with them about characteristics that are vital for the position profile

Step 3. Recruitment and Screening of Applications

- ◆ Ensure communication with associates working the search and any known details that are relevant.
- ◆ **Aggressively recruit applications from individuals known for their traits that match those of the District.**
- ◆ Make broad contacts throughout the educational profession for referrals of individuals to strongly consider.
- ◆ Screen all applications to determine whether to move them forward as possible candidates. Screening is always performed carefully considering the District's profile for the position.
- ◆ We will interview all candidates to assess actual interest and viability. This is accomplished by virtual candidate interviews responding to a set of questions relevant to District, professional and personal information.
- ◆ Perform extensive background investigations on top candidates. Much of this work is done to protect the confidentiality of both the candidate and the persons who are willing to become references. This, of course, goes far beyond the references listed by the candidates.

Step 4. Presenting the Candidates

- ◆ We will provide an overview of the entire candidate pool.
- ◆ We will give an analysis of the top qualified candidates.
- ◆ The Board will view top candidate interview videos.
- ◆ The Consultant will discuss each candidate's qualifications.
- ◆ Board members will participate in a consensus building exercise to develop a ranking of candidates to determine those to advance for further interviews.
- ◆ Top candidates' interviews via in person, Zoom, Google or by the Board's preferred platform.
- ◆ Consultant and Board will finalize board approved interview questions for the top candidates.
- ◆ Firm will assist in all scheduling details necessary to enhance the Board's interview process.
- ◆ We will develop all standard application forms to ensure compliance with state laws.

The Process (CONT.)

- ◆ Firm will provide the Board with criminal, civil, social security, DMV records to ensure that there are no last-minute surprises. This also includes verification of past employment and education degrees. This is provided at no additional cost for the top candidates.

Step 5. Concluding the Search

- ◆ If requested, assist the District's legal staff in negotiating a contract with the new Superintendent.
- ◆ All files will be subject to disposal and all unsuccessful candidates will be respectively notified.
- ◆ The Firm will assist the Board in developing a press release announcing the selection of the new Superintendent.
- ◆ GR Recruiting has a unique partnership with the nationally recognized company, K12 Insight which specializes in solutions for Community Engagement, Online Surveys, Customer Service for Schools, and School Communications. Our survey results provide the Board with valuable information that can enhance the new superintendent's transition into the district.

COMMUNITY ENGAGEMENT FOR THE MINNEAPOLIS PUBLIC SCHOOLS SUPERINTENDENT SEARCH

GR Recruiting has a unique partnership with K12 Insight, a nationally recognized company specializing in Community Engagement, Customer Service for Schools, and School Communications.

- As a part of the profile development, we will meet in person or virtually with any stakeholder groups designated by the board, teachers, staff, students, and parents to collect input.
- Data from our survey of desirable traits, as well as input from meetings is promptly made available to the School Board to guide them in identifying those characteristics most desired.
- Our process provides valuable information to the Board, staff and community during the search process. And we also provide data that can enhance the new superintendent's transition into the district. This process is provided at no additional cost; and no other firm provides this service.

GR Recruiting will solicit suggestions for potential selection committee members from Board members and key staff. This committee will represent a cross section of the Minneapolis community stakeholders.

**Proposed Timeline for Delivery of Superintendent Search Services
For
Minneapolis Public Schools
(Actual dates will be determined with the Board)**

Phase of Search	Tasks at Each Phase	Estimates
I Board Involvement	<ul style="list-style-type: none"> • Meet with the School Board to do the following: • Establish Superintendent search operating procedures, timelines, meeting dates, strategies for advertising and recruiting, and develop announcement materials of leadership opportunity • Notify GR Recruiting Associates and professionals in the field of vacancy. 	1 week
II Staff and Stakeholder Involvement	<ul style="list-style-type: none"> • District notifies all component school districts, staff and stakeholders regarding input opportunities. • Survey link is posted on-line to gather input and develop the candidate profile – available on-site website • Finalize Superintendent Profile & approve online application 	2 weeks
III Recruitment & Applicant Screening	<ul style="list-style-type: none"> • Targeted, confidential outreach to leaders who might not be seeking a new job. • Accept candidate applications & outreach to candidates matching the District Profile • Deadline for all applicants • Paper screen and complete candidate reference checks 	4-6 weeks
IV Present Slate of Candidates	<ul style="list-style-type: none"> • Search team reviews matching candidates and determines slate • Search team meets with School Board in closed session to discuss/determine candidates to be interviewed in the 1st level Interview. • Board finalizes Round 1 candidate interview questions 	1 week
V Interviews & Concluding the Search	<ul style="list-style-type: none"> • Schedule all Round I and Round 2 (if needed) interviews. • The School Board and consultants will agree upon an interview format that is best suited to the needs of the District. • GR Recruiting consultants will facilitate the interview and subsequent deliberation process as needed, after which Round II interview questions are finalized. • Round II interviews and subsequent deliberation process facilitated by GR Recruiting as needed • While the basic compensation package will be developed at the outset of the search, GR Recruiting will ensure that contract negotiations and the eventual employment agreement reflect all parties' understanding and expectations. 	1 week
VI Ongoing Support for Superintendent & Board	<ul style="list-style-type: none"> • Customizable support for the School Board and new Superintendent includes: <ul style="list-style-type: none"> ○ Entry plan assistance for the Superintendent and Board. ○ Assistance in preparing an introduction for the new Superintendent. 	Ongoing

GENERAL BUSINESS INFORMATION

GR Recruiting is a national firm with regional offices in Arizona, Iowa, Missouri, South Carolina, and Texas. Our associates average more than ten (10) years in the school executive search business, and understand educational leadership and what it takes to match candidates to School Boards' expectations.

BRIEF HISTORY

The founder of GR Recruiting, Gary Ray, began conducting educational leadership searches in 1975. Since that time, he has conducted 860 searches across the country for Superintendents, Interim Superintendents, Cabinet Level, positions, building principals and State Superintendents of Schools. In addition, Gary's team provided key Board and new superintendent support during the transition. At that time the company was Gary Ray and Associates.

Over the years, Gary has employed hundreds of highly qualified Associates to assist him in locating candidates, vetting candidates and ensuring successful placements.

In 2019 Gary regrouped and began GR Recruiting. The new company has retained many of the former associates who continue to be loyal to the integrity and professionalism exhibited by the founder and president, Gary Ray.

INDIVIDUALS ASSIGNED TO THE PROJECT

These are the principal/project coordinators who will be directly involved in working with the Minneapolis Public District. Also, our 50 plus associates across the country ensure that every region will be covered, and we will recruit the best candidates. We have professional contacts throughout your region as well as across the nation. The firm may engage additional Associates as needed.



Gary Ray is President GR Recruiting possessing over 40 years of experience in the school executive search business. He supervises all searches conducted by the firm and will directly interact with the team on this search and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards spanning over four decades. Gary has long been a leader among executive search firms, including a frequently sought-after presenter and keynote speaker at state and national conventions. His knowledge of successful educational leaders and his relationship with them has proven to be an invaluable resource in our searches.



Ryan Ray earned his Bachelor's degree in Business/Communications from the University of Missouri and earned his Master's degree in Human Resources Business Management from Lindenwood University. He spent the last 15 years as President of Ray and Associates and now helps lead GR Recruiting. He has been the lead on some of the biggest national searches across the country including Seattle, Baltimore, Hillsborough County FL, Kansas City and Austin Texas to name a few. He has also led State Superintendent searches for the states of Hawaii, Colorado, Michigan, Ohio and Alabama. He has been an exhibitor and presenter at national conventions (AASA-American Association of School Administrators, NSBA-National School Boards Association, ALAS- Association of Latino Administrators and Superintendents (ALAS), Council of Great City Schools (CGCS), Chiefs for Change, American Association of School Administrators (AASA), National School Boards Association (NSBA) and State Administrators and School Boards Associations. Ryan will serve as a lead associate who will recruit, interview and vet candidates as well as lead community forums to gather input for the profile of the new superintendent.



Robert Alfaro has a masters' degree from Sul Ross State University in Alpine, Texas. Robert is a graduate of the Broad Urban Superintendent's Academy. Robert served as an area superintendent in the Clark County School District, one of the largest School Districts in the Country, Associate Superintendent in San Antonio Independent School District and Superintendent in Premont School District in Texas. Robert has conducted numerous searches in the Southwest region of the country, as well as nationally for diverse school districts. Mr. Alfaro has been involved with the ALAS Cohort program for many years.



Carla Santorno, a national award-winning superintendent, has led an academic improvement effort that has increased the Tacoma Public Schools graduation to 89.8 percent for the class of 2019. That's up from 55 percent when she joined the district in 2009 as deputy superintendent. AASA, the School Superintendent's Association, named Carla the winner of its national 2016 Women in School Leadership Award. Carla collaborated with the Tacoma Public Schools Board of Directors to adopt the district's first strategic plan in 2011 with four goal areas and 35 benchmarks of success. An advanced data system and a strong project management office insured transparency regarding that progress.



Jim Hager following his tenure as a school superintendent, spent seven (7) years as a Professor-in-Residence at the University of Nevada, Las Vegas (UNLV) in the College of Education in the Department of Educational Leadership. Jim Co-Directed the Center for Education Policy Studies and the Superintendents' Institutes and coordinated the Executive Leadership Doctoral Program. Jim was honored in 2004 by receiving numerous prestigious awards for his leadership as Superintendent. He was named State Superintendent of the Year by both the Nevada State Superintendent's and the Nevada School Board Associations. He was one of four (4) finalists for AASA National Superintendent of the Year. He also received various local leadership awards including Educator of the Year by the Reno Chapter of the NAACP. In 2007, he was inducted into the Nevada Education Hall of Fame for his state leadership.



Gloria Davis has been an educator for over 46 years primarily in the area of administration. She served as Superintendent of Schools for the past 16 years in urban and multi-cultural school districts in Decatur, Illinois and Dodge City Kansas. She was most recently responsible for leading the education reform initiative as Superintendent of Schools for the Illinois Department of Juvenile Justice. Ms. Davis has served as an elementary teacher, elementary and middle school principal and Assistant Superintendent of Curriculum and Instruction in University City, Missouri, which is an inner-ring suburb of St. Louis, MO. Gloria's recent presentations include the "School To Prison Pipeline" and "How To Enhance Achievement For All Students." Gloria has served on the NASBE Board, assisting them with their Superintendent Commission. As a consultant, Ms. Davis has completed numerous Superintendent Searches over the last seven years, placing excellent Superintendents in Districts where they continue to be successful. She will recruit and vet and interview candidates as well as lead community forums to gather input for the profile of the new superintendent.

REFERENCES FROM RECENT SEARCHES CONDUCTED BY GARY RAY AND THE GR RECRUITING ASSOCIATES

Jacqueline McGourty, President
Northshore School District, WA
sbdistrict@nsd.org
425-408-7683

Megan Jernigan, President
Shoreline School District, WA
megan.jernigan@shorlineschools.org
917-749-3055

Dr. Nancy Katims, President
Edmonds Public Schools, WA
nancykatims4kids@gmail.com
206-930-1221

Fairfax County Public Schools
8115 Gatehouse Road Falls Church, VA 22042
Stella Pekarsky, School Board President
571-253-4522
sgpekarsky@fcps.edu
January-April 2022

Montgomery County Public Schools
Sue Kass, School Board President
540-558-8525
skass@mcps.org

Alonzo Burton, Bd. President
Raytown Quality Schools
6608 Raytown Rd. Raytown, MO
Alonzo.burton@raytownschools.org
816-446-7452

Kirk Twigg
Spotsylvania County Public Schools
ktwigg@spotsylvania.k12.va.us
540-842-6164

REFERENCES (Cont.)

District	State	Enrolled	Referent	Phone	Email
Springfield Public Schools	MO	23,000	Alina Lehnert Board President	417.984.3820	alehnert@spsmail.org
Olathe School District	KS	29,244	Rick Schier Board President	913.530.3544	rickschierboe@gmail.com
Dallas Independent School District	TX	156,832	Michael Hinojosa Superintendent	214.986.3978	eliuh@aol.com
Bentendorf Community School District	IA	4,489	Adam Holland, Past Board President	563.219.9300	aholland@bettendorfk12.ia.us
Hillsborough County Public Schools	FL	223,305	Lynn Gray, Board Chairman	813.804.6871	Maria.dejesusColumna@hcps.net
Bloomfield Hills School District	MI	5,470	Paull Kolin President	203.570.2155	pkolin@bloomfield.com
Green Hills Area Education Agency	IA	38,000	John Gambs Board President	712.789.1339	gambsjohn@mac.com
Boulder Valley School District	CO	31,000	Tina Marquis Board Member	303.941.5672	Tina.marquis@bvsd.org
Edmonds School District	WA	21,000	Deborah Kilgore, Ph.D. Board President	425.223.8330	Kilgored952@edmonds.wednet.edu
Everett Public School	WA	21,000	Caroline Mason Board President	425.238.7308	Caroline.mason@everettsd.org
Gresham Barlow School District	OR	11,900	Kris Howatt, Board Member	503.830.3608	howatt@gresham.k12.or.us
School District of Palm Beach County	FL	321,230	Chuck Shaw, Chairman of the Board	561.313.8825	charlesshaw@bellsouth.net
Indian Prairie School District 204	IL	28,500	Michael Raczak President	630.421.0714	Mike.raczak@ispd.org
Lake Oswego School District	OR	9,000	Liz Hartman, Former President	503.697.7727	Liz.hartman@loswego.k2.or.us
Omaha Public Schools	NE	52,000	Marque Snow President	402.915.2885	Marque.snow@ops.org

SUMMARY OF QUALIFICATIONS AND SUCCESSFUL EXPERIENCE WORKING ON SIMILAR PROJECTS

GR Recruiting recently completed superintendent searches for Fairfax County Public Schools, Virginia - Raytown Quality Schools, Missouri - Marion County School District, Florida - Hillsborough County Public Schools, Florida - West Maricopa Education Center, Arizona - Everett Public Schools, Washington - Spotsylvania County Public Schools, Virginia and Montgomery Public Schools, Virginia.

We are presently conducting searches for Fayetteville Arkansas; Central Rivers Area Education Agency, Cedar Falls; and Sioux City Community Schools, Iowa.

This is a list of **SEARCHES CONDUCTED BY GARY RAY AND GR RECRUITING ASSOCIATES FOR DISTRICT MEMBERS OF THE COUNCIL OF GREAT CITY SCHOOLS**

Albuquerque Public Schools
Anchorage School District
Austin Independent School District
Baltimore City Public Schools
Birmingham City Schools
Broward County Public Schools
Charlotte-Mecklenburg Schools
Clark County School District
Cincinnati Public Schools
Des Moines Public Schools
Detroit Public Schools Community District
Duval County Public Schools
El Paso Independent School District
Fayette County Public Schools
Ft. Worth Indep. School District-Dr. Melody Johnson; Dr. Kent Scribner
Hawaii State Department of Education
Hillsborough County Public Schools
Jackson Public Schools
Jefferson County Public Schools
Kansas City Public Schools
Milwaukee Public Schools
Norfolk Public Schools
Oakland Unified School District
Oklahoma City Public Schools
Omaha Public Schools
Rochester City Schools District
Sacramento City Unified School District
Seattle Public Schools
Shelby County Schools (Formerly Memphis City Schools)
St. Paul Public Schools
The School District of Palm Beach County

ALIGNMENT TO MINNEAPOLIS PUBLIC SCHOOLS MISSION, VISION AND VALUES

GR Recruiting is committed to providing services that are equitable, culturally responsive and anti-racist. Our [search process](#) and [community engagement process](#) assure that the candidates we recruit will be dedicated to addressing the challenges and desired outcomes needed to provide equity throughout the district. We will only present candidates whose values and experience align with the mission and vision as well as the data-based [Superintendent profile developed by the Minneapolis Board and community stakeholders](#).

GR Recruiting's equity program, on the following page, aligns with the mission, vision, commitment and values of Minneapolis Public Schools.

GR Recruiting Equity Program

The GR Recruiting Equity Program is developed on the concept of strengthening leadership at all levels while continuing to establish a positive direction for school districts that includes maintaining positive improvements where every student is getting what they need for true success.

The GR Recruiting Equity Program contains five modules that have been designed to address the key areas which will assist any district.

GR RECRUITING FIVE EQUITY MODULES:

I. SUPERINTENDENT AS AN EQUITY LEADER

The Superintendent as an Equity Leader Module is a unique, professional learning program designed to assist veteran, early-career, and prospective superintendents with the effective work of change and equity leadership in complex educational systems. One of the critical areas this module is focused on is assisting superintendents with forming a meaningful guiding coalition around change and equity which empowers others to act on the same vision.

II. BOARD - GOVERNANCE THROUGH EQUITY LEADERSHIP

This Board/Superintendent Governance Module includes unique, professional learning elements designed to assist board members and their superintendents in helping to maintain and establish the effective work of school board governance and equity leadership. Among the topics covered will be a review of Board Policies and Agreements on how the board and superintendent come to consensus on how to work together in the best interest of the district especially as it relates to equity issues.

III. EXTERNAL STAKEHOLDERS FOCUSED ON EQUITY

The External Stakeholders Module is focused on helping school superintendents and their executive staff provide insight and perspective about equity to external stakeholders. The goal is to gain support from all stakeholders and develop viable partnerships that foster opportunities for all students to excel.

IV. SUCCESS BASED ON EQUITY FOR DISTRICT STAFF – THE POSITIVE BENEFITS

The Staff Equity Module is a unique professional learning opportunity designed to provide veteran, early-career staff, along with building and central level administrators with knowledge and skills needed to ensure that equity is an integral component of the entire district which includes overall building and classroom culture. This module will focus on the importance of leadership at all levels, in and outside of the classroom, and assist districts with the tools needed to make sure equity is prioritized in every aspect of the district and school environment to achieve excellence for students and staff.

V. EQUITY FOR ALL AS IT RELATES TO DISABILITIES -

“Inclusion is a mindset, not a specific activity or program”

The Equity for All as it relates to students with disabilities module is a unique professional learning for board members, superintendents, district curriculum leaders, administrators, and teacher leaders.

Areas of focus in this module include policies, processes and placement related to identification and service delivery for students with disabilities. Focus will also be on building district capacity for leading and supporting inclusive practices at school sites, as well as, providing inclusive scheduling for students. This would include providing support for students in inclusive classrooms and other general education settings. This module will also focus on collaborative teaching practices which allow general and special educators opportunities to collaborate on instruction, assessment, behavioral and learning support goals for students with disabilities.

The primary focus will be - Providing an atmosphere that promotes a sense of belonging, equity, acceptance, and individual worth.

FEES AND COST

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 thirty-eight thousand five hundred dollars). ***Additional costs for Community Engagement facilitation are listed below, with Associate per Diem of \$1,500.00 per Associate per day plus expenses.*** 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. There is no charge by GR Recruiting for the services to assist the School Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Any fee for services requested beyond the scope of work described in this proposal would be approved by the board prior to requested services being performed.

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.

Advertising Expenses. Will be billed separately to the district with board approval.

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 as they occur.

Cost Saving Expense Options. GR Recruiting is aware of budget concerns and therefore offers several cost saving options: 1) Conduct meetings with our consultants via Minneapolis Public School Board.

Estimated Cost for Superintendent Search Services for Minneapolis Public Schools

CATEGORY	PRICE
BASE FEE (Without Stakeholder Sessions included)	\$29,500.00
TRAVEL (As Needed) Estimated cost for GR Recruiting Associates to travel to Minneapolis for on-site meetings (to be inclusive of all travel, lodging, meals, etc.) ¹	\$3,000.00
ADVERTISING Estimated expense for board approved advertisements ²	\$2,500.00
TOTAL Does not include candidate interview expenses.	\$35,000.00

¹ The \$1,500.00 travel expense would be a cost savings if search meetings were conducted via virtual medium

² All Board approved advertising would be billed to the District

Estimated Cost for Community Engagement Services for Minneapolis Public Schools

CATEGORY	PRICE
\$1,500.00 PER DAY, PER ASSOCIATE (Estimate 2 Associates per day)	\$3,000.00 per day
TRAVEL (As Needed) Estimated cost for GR Recruiting Associates to travel to Minneapolis for on-site meetings (to be inclusive of all travel, lodging, meals, etc.) ³	\$3,000.00
ADVERTISING Estimated expense for board approved advertisements ⁴	\$2,500.00
ESTIMATED TOTAL: (This total is based on 2 associates per day)	8,500.00 Per day

CONFIDENTIALITY

We commit that our search processes will be confidential, professional, and supportive for you, the Board and community. *This means that GR Recruiting will hold in the strictest confidence any information which becomes known to us, as a result of the services rendered to the Board.* We work together, you as our client, will also need to maintain the confidentiality of information provided by GR Recruiting.

SATISFACTION GUARANTEED

We provide a termination provision in our contract with the Minneapolis Public Schools. If the District or GR Recruiting terminate this agreement, the District will be charged only for the work performed and expenses incurred up to the date of termination. If the School Board is dissatisfied with the new Superintendent *within two (2) years from the date of employment* of the Superintendent and if either party dissolves that relationship by resignation or termination within a two (2) year period of the initial employment, the firm of GR Recruiting will conduct a new Superintendent search at *no cost* to the District, except for expenses incurred.

GR Recruiting



**Experience is Key
to**



MINNEAPOLIS
PUBLIC
SCHOOLS

GR Recruiting



Nationwide Search Experience



MISSION STATEMENT:

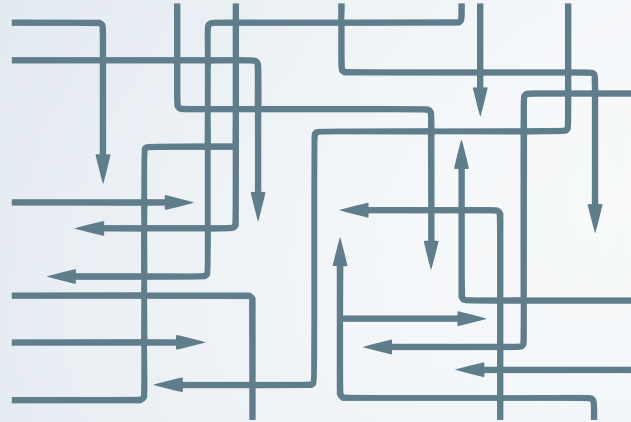
"Committed to our Clients by recruiting and supporting outstanding educational leaders."



Experience

- ❖ **GR Recruiting, Inc. is a professional diverse organization that specializes in school executive leadership searches and support of candidates placed. This is our primary business.**
- ❖ **Our professional consultants include men and women with various backgrounds in education, non-profits, military and private sectors.**
- ❖ **Our team has experience in using technology and virtual options to engage stakeholders.**

ASSOCIATE EXPERIENCE



- ❖ **Our associates have a wealth of experiences and are committed to constant communication with our clients and our search team.**
- ❖ **Our associates have strong national connections and are committed to making your search a success.**
- ❖ **We have extensive experience in Minnesota, Midwest Region and working with the Council of Great City Schools.**

CANDIDATE POOL



- ❖ **Our large and diverse pool of candidates, uses our nationwide associates to reach out to educational leaders .**
- ❖ **Continual personal candidate communications allow us to attract and maintain strong candidate interest in the position throughout the search process.**

Candidates

- ❖ **Screen candidates utilizing Profile.**
- ❖ **Complete thorough, extensive background and internet investigations of top candidates. (using Google, Yahoo, Twitter, Facebook /other media sources).**
- ❖ **Present a slate of top candidates to the Board of Directors for consideration.**
- ❖ **Provide candidate applications and video interviews to the Board of Directors.**
- ❖ **Criminal, civil litigation, social security, sex offender, motor vehicle record checks and verification of educational degrees can be conducted for top (2-3) candidates at no additional fee.**

NO surprises!

We, at GR Recruiting



This Photo by Unknown Author is licensed under [CC BY-NC](#)

- ❖ **Our associates include men and women of color who provide a wide range of ideas, contacts, and different perspectives in determining the recruitment and selection of candidates**

The Process



- Thorough Process
- Experienced Team
- Flexible Search, Customized to **Minneapolis Public Schools**

Board of Directors Input

Individual Board Member in-person/virtual interviews

Determines Stakeholder Groups

Sets Timeline and Finalizes Process

Finalizes Profile and Key Themes of Interest

Provides Promotional Strategies

Determines candidate compensation

Regular Board of Directors Communication

This is Your Process, not Ours



In-person/Virtual Input

- ❖ **Stakeholder Input – Survey**
- ❖ **Online Survey**
 - Option of foreign language surveys at no additional cost**
 - Research Based - 28 Traits**
 - Inclusion of Stakeholder Comments**
- ❖ **The Board Determines Profile after considering survey trait results and key survey themes**

Recruitment

- ❖ **Aggressively RECRUIT top candidates to the profile set by Board of Directors and to district challenges.**
- ❖ **Personally CONTACT highly qualified, diverse candidate pools.**
- ❖ **GR Recruiting website (with several thousand hits per month) offers an interactive and informative site.**
- ❖ **Advertise through professional sites and our website.**
- ❖ **We are the only firm to utilize a candidate interactive social media App & LinkedIn, Glass Door, Indeed, Twitter, Instagram and Facebook.**
- ❖ **Commit to not recruit any placed candidate for a minimum of four year period.**
- ❖ **Establish a large pool of qualified candidates.**



Board of Directors Selects Slate

- ❖ **Provide an objective scoring instrument**
- ❖ **Select candidates for interviews (either one or two rounds)**
- ❖ **Review top candidate applications and videos**
- ❖ **Deliberate/discuss and reach consensus**
- ❖ **Assist in development of interview questions**
- ❖ **Organize Interviews that lead to final candidate selection.**
- ❖ **Assist the District in reaching contract agreement.**



Final Steps & Ongoing Critical Support

- ❖ **Two (2) year guarantee on Superintendent search.**
- ❖ **Provide a Superintendent Two Year Mentoring Program**
- ❖ **Building and Supporting the new leadership team with our educational partner:**

K12 Insight 

Transition Support & Superintendent Mentoring

Our Educational Partner & Additional Client Support

K12 Insight 

- Recognized thought leader in building trust
- Powered by the latest supportive customer service technology
- Informed by feedback, analysis, and research
- Selecting the right leader, at the right time for your community
- Building and sustaining a ‘culture of trust’

Estimated Cost Sheet

**Prepared for :
Minneapolis Public Schools**

*** \$38,500 – Estimated Search Cost**

*** \$3,000 – Estimated Advertising**

***\$3,500 -Estimated Travel (TBD)**

\$45,000 – Estimated Total Cost

**SEARCHES CONDUCTED BY GARY RAY AND THE GR RECRUITING ASSOCIATES
DISTRICT MEMBERS OF THE COUNCIL OF GREAT CITY SCHOOLS**

Albuquerque Public Schools
Anchorage School District
Austin Independent School District
Baltimore City Public Schools
Birmingham City Schools
Broward County Public Schools
Charlotte-Mecklenburg Schools
Clark County School District
Cincinnati Public Schools
Des Moines Public Schools
Detroit Public Schools Community District
Duval County Public Schools
El Paso Independent School District
Fayette County Public Schools
Fort Worth Independent School District

**SEARCHES CONDUCTED BY GARY RAY AND THE GR RECRUITING ASSOCIATES
DISTRICT MEMBERS OF THE COUNCIL OF GREAT CITY SCHOOLS
(Cont.)**

Hawaii State Department of Education
Hillsborough County Public Schools
Jackson Public Schools
Jefferson County Public Schools
Kansas City Public Schools
Milwaukee Public Schools
Norfolk Public Schools
Oakland Unified School District
Oklahoma City Public Schools
Omaha Public Schools
Richmond Public Schools
Rochester City Schools District
Sacramento City Unified School District
Seattle Public Schools
Shelby County Schools (Formerly Memphis City Schools)
St. Paul Public Schools
The School District of Palm Beach County

REFERENCES

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Rich Schier
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913-530-3544

Chuck Shaw
School District of Palm Beach County
charlesshaw@bellsouth.net
561-313-8825

WHY GR RECRUITING IS UNIQUE

- *Our trademark is recruiting highly qualified candidates.*
- *Our Team is familiar with Minneapolis Public Schools and Minnesota having placed Joe Gothard in the St. Paul Public Schools in 2017.*
- *We have the most experienced, diverse and aggressive team of over 50 associates across the nation.*
- *Our process is thorough and customized to meet the unique needs of your District.*
- *We have strong recruiting relationships through state and national organizations*
- *We assign Associates who will become strongly aware of your District's needs in order to coordinate your search; our team includes diverse men and women with wide ranging accomplishments in education; in nonprofits, military and the private sector.*
- *We conduct thorough background checks of top candidates.*
- *We have a long history placing women and individuals of color in leadership positions.*
- *We have a proven record of aggressively recruiting a diverse pool of candidates to match our client profile.*

WHY GR RECRUITING IS UNIQUE (Cont.)

- *We are known for our success in long tenure placement of candidates by our associates.*
- *We aggressively recruit highly accomplished individuals who may not currently be in the job market, including "rising stars"*
- *GR Recruiting has a unique partnership with a nationally recognized company, K12 Insight which specializes in solutions for Community Engagement through Online Surveys, Customer Service for Schools, and School Communications.*
- *Our partners at K12 Insight provide actionable data to enhance the success of the Board and Superintendent.*
- *We have significant experience in recruiting and placing non-traditional and hybrid candidates with non-traditional backgrounds in both education and other fields in the private sector.*
- *After the search is completed, GR Recruiting can provide ongoing leader mentoring/support from some of the most experienced, diverse consultants in the nation.*
- *Our candidate profile provides valuable information from the Board of Directors, staff and community during the search process; and we also provide survey data that can be used to enhance the new superintendent's transition into the district. This process is provided at no additional cost. No other firm provides this service.*
- *We provide a two-year guarantee on placement of candidates. And we include complete professional background checks of top candidates conducted by an external firm at no added cost.*

Mission Statement:

"Committed to our Clients by recruiting and supporting outstanding educational leaders"



*Our firm will provide the
Minneapolis Public Schools
with a proven search process
and ongoing leadership
support customized to the
needs of your district.*

**Special School District Number 1
Board of Education Resolution**



Resolution No. 2023-0014
January 17, 2023

Resolution selecting superintendent executive search services and vendor and authorizing contract negotiations

WHEREAS, the Board requires executive search services to assist in its superintendent search and selection process; and

WHEREAS, specific desired executive search services include, but are not limited to:

- Recruitment of a talented and diverse pool of highly qualified candidates
- Application management
- Design and facilitate selection and decision-making process with the selection committee and School Board
- Ensure selection and decision-making process aligns to the community engagement findings
- Facilitation of candidate screening and reference and background checks; and

WHEREAS, a request for proposals was issued to solicit prospective contracted service providers; and

WHEREAS, the Board has reviewed proposals and interviewed finalists; and

WHEREAS, the Board has selected _____ as its preferred contracted service provider.

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of Special School District No. 1 (Minneapolis Public Schools) hereby authorizes the General Counsel and the Assistant to the Superintendent and Board to negotiate a contract with the preferred vendor for the abovementioned services, in an amount not to exceed \$XX,XXX, and authorizes the Board Chair to execute such contract.

ADOPTED this 17th day of January 2023.

Sharon El-Amin, Chair

Lori Norvell, Clerk

RECORD OF BOARD VOTE (2023-0014)				
DIRECTOR	AYE	NAY	ABSTAIN	ABSENT
Abdi				
El-Amin				
Feerayarre				
Cerrillo				
Norvell				
Jourdain				
Beachy				
Ellison				
Emerick				

DRAFT