A Proposal Prepared for

West Contra Costa
Unified School District
Richmond, California

for

The Search and Selection of a
Superintendent of Schools

submitted in collaboration with

California School Boards Association

by

McPherson Jacobson, LLC
Executive Recruitment & Development

7905 L St., Suite 310
Omaha, Nebraska 68127
Phone: 888-375-4814/402-991-7031
Fax: 402-991-7168
Email: mail@macnjake.com
Website: www.macnjake.com
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02/16
February 3, 2016

Mr. Randy Enos, Board President
West Contra Costa Unified School District
1108 Bissell Ave
Richmond, California 94801

Mr. Enos,

Thank you for the opportunity to respond to your RFP. The enclosed proposal describes the professional services the California School Board Association representative, McPherson & Jacobson, L.L.C. will provide West Contra Costa Unified School District in ensuring your superintendent search secures quality leadership for the district.

Our firm’s five-phase protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

McPherson & Jacobson has been conducting searches for boards of education since 1991. We have over 100 consultants across the United States, including 12 in California who will ensure your search results in quality leadership for your district.

Our contact information:

McPherson & Jacobson, L.L.C.
7905 L St., Suite 310
Omaha, Nebraska 68127
Telephone: 402-991-7031/888-375-4814
Fax: 402-991-7168
Email: mail@macnjake.com

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

Sincerely,

Thomas Jacobson

Thomas Jacobson Ph.D.
Owner/CEO, McPherson & Jacobson L.L.C.
Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed over 600 superintendents and other officials in public and non-profit organizations across the United States. McPherson & Jacobson is one of the leading national superintendent search firms.

Nationwide Network of Experienced Consultants

McPherson & Jacobson has over 100 consultants across the nation. Almost one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership.

Over the last five years, over eighty percent of administrators are in the position for which they were hired. Sixty percent of administrators are still in the position for which they were hired within the past ten years. Almost half of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.
Consultants for Search

Robert G. Ferguson

2973 Brookwood Dr
Napa, California 94558

Phone: 707.927.5118
Cell: 707.815.1414

E Mail- bfnapa@comcast.net

Professional Experience

2014 (3/5-7/8) Interim Superintendent - St Helena School District
2013-Present Consultant-McPherson & Jacobson, L.L.C.
(Superintendent Searches)
-WLC Architects and DWK Attorneys
-Executive Coach for Superintendents

2004-2008 Superintendent - Tamalpais Union High School District,
Marin County, California.
Responsible for the educational Program for 4-5,000 students in
three High Schools, two Alternative Program Schools, and an
Adult Education Program.

1998-2004 Superintendent- El Dorado Union High School District,
El Dorado County, California. Responsible for the educational
Program for 8-9000 students in four comprehensive high Schools,
two alternative schools and an adult school.

1996-1998 Assistant Superintendent-Secondary Education, Santa Barbara
Schools, 14,000 students, Santa Barbara County, California.

1985-1996 Principal, San Marcos High School; 2,200 students, Santa Barbara
Schools; Santa Barbara, California

1982-1985 Principal, Potter Junior High School, 1,600 students, Fallbrook,
Fallbrook Elementary District, San Diego County, California.

1969-1982 Assistant Principal, Activities Director, Dean of Students,
Coach, Teacher for Huntington Beach Union High School
District, Orange County, California

1971-1973 Teacher & Coach, Singapore American School and Singapore
National Basketball Team

Education

BA- University of California, Los Angeles (UCLA)
Duel major- History, Psychology

MA- California State University at Long Beach, School
Administration

Ed D work- USIU and UCLA
Teri L. Vigil

CONTACT INFORMATION:
663-150 Dixie Ranch Rd. McArthur, California 96056
Cell: 530-227-0668 Home: 530-336-5902

EDUCATION:
• Fresno City College; AA Liberal Arts Transfer 1984
• Cal Poly San Luis Obispo; Animal Science 1986
• National School Safety Conference 28 hours of training in school safety.
• California Schools Boards Association annual conferences and trainings.
• National School Board Association annual conference and trainings.
• Trained in Interest Based Bargaining.

WORK EXPERIENCE:
Dr. Leroy Krum; 1986-1988 Vet Assistant
• Microbiology
• Dealing with clients
• Working with federal veterinarians on overseas export of cattle

Safe Schools Alliance 2012 to present
McPherson Jacobson, LLC Present

EXPERIENCE IN THE EDUCATION FIELD:
• 1991-1998 Board member for Intermountain Preschool Coop
• 1995-2001 Site Council member for Fall River Elementary
• Fall River Joint Unified School District School 2001-Present Board Trustee

Duties as Board member:
• 2003 to present- Negotiating team member CSEA and FRTA-
I am trained in interest based bargaining. I find this a valuable skill, not only for negotiations, but for dealing with every personal issue that might arise. I have developed a distinctive ability in creative problem solving. Instead of being adversarial in my approach, I look for the common ground where we can come together and solve the problems in a quid pro quo manner.

• Federal Relations Network Attendee-
I have for the past ten years attended the FRN conference put on by NSBA in Washington, D.C. This includes a week of lobbying to our Senators and Congressmen on behalf of the students of California. Also, three or four times a year, I travel to Washington, DC to speak on specific educational issues that might arise.

• Legislative Action Conference Attendee-
I have for the past ten years attended the Legislative Action Conference put on by CSBA. I love the challenge of communicating the needs of our students and advocating for them to our legislature. This is my passion and I feel very strongly that the future of our country depends on the education we provide for our students today. Also, monthly, I am in Sacramento speaking to our legislative
body regarding educational issues pertinent to school districts across the state of California.

- **2012-present  Safe Schools Alliance**  
  Executive Consultant  
  I am a founding member of the Safe Schools Alliance. With my teammates, we go into school districts and evaluate safety plans and facilitate staff trainings in the area of school security. I presented at numerous conferences of the topics of safe schools climates.

- **Present  McPherson Jacobson,LLC**  
  Executive recruitment and development. I am very proud to be a member of the McPherson and Jacobson educational recruitment team. As a long time board member, I understand the importance of a governance team to a school district. The superintendent is integral in the direction and leadership of your district. I work with districts in a transparent and collaborative manner to make the best educational team for each school district.

- **President of the Board of Trustees Fall River Joint Unified School District-**  
  I have served 10 years as President of the Board during my thirteen year tenure. I have had to develop many important skills in association with my duties as president. I think one of my best attributes is in being a problem solver. We have had some dissimilar board members in the past; sometimes it is a daunting task to reach a consensus with such varied ideas. I always go back to my interest based bargaining experience in negotiations; look for common ground. Also, as a board member, I am not afraid to make the hard decision. In these tough economic times, I have had to consider cuts in personnel and programs in our school district. I am responsible together with my other four board members of a budget of about twelve million dollars. I am constantly balancing the needs and wants of our students and the available dollars. Another important aspect of being a board member is community relations. I am a firm believer in good communication skills. Communication is everything when dealing with the public. Being firm and concise in your message is imperative. Also, you need good listening skills. I never underestimate the value making people feel that they are valued and heard. I am a very approachable person. People are very comfortable in speaking with me on any issue. During my time on the Board I also have been through three superintendent searches. This might be the one most important job as a school board member; to determine the educational leader of your school district.
Relevant Experience

The McPherson & Jacobson Difference

“It’s About the Kids”

- WE BELIEVE every student is entitled to a high quality education. We strongly believe quality education is dependent upon quality leadership.

- OUR MISSION is to ensure your search results in quality leadership for education excellence.

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

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process. The openness of the process has not gone unnoticed. In the Transparency—The McPherson & Jacobson Difference section of this proposal you will find a selection from the many articles discussing McPherson & Jacobson’s stakeholder involvement, and editorials from newspapers across the country praising boards for being open, transparent, and doing the public business in the public.

We have an over 80 percent retention rate for our placements in the past five years, 60 percent are in place in the past ten years, and almost half of our placements are still in the position for which we placed them in the past 15 years. These statistics speak for our ability to create a good match.
<table>
<thead>
<tr>
<th>School District</th>
<th>Address</th>
<th>Phone</th>
<th>Search Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benicia Unified School District</td>
<td>350 East K St, Benicia CA 94510</td>
<td>707-747-8300</td>
<td>2014/15</td>
<td>5,000</td>
</tr>
<tr>
<td>Conejo Valley Unified School District</td>
<td>1400 E. Janss Rd, Thousand Oaks CA 91362</td>
<td>805-497-9511</td>
<td>2014/15</td>
<td>19,500</td>
</tr>
<tr>
<td>El Monte Union High School District</td>
<td>3537 Johnson Ave, El Monte CA 91731</td>
<td>626-444-9055</td>
<td>2014/15</td>
<td>9,500</td>
</tr>
<tr>
<td>Elk Grove Unified School District</td>
<td>9510 Elk Grove-Florin Rd, Elk Grove CA 95624</td>
<td>916-686-5085</td>
<td>2014/15</td>
<td>62,000</td>
</tr>
<tr>
<td>Fallbrook Union High School District</td>
<td>2234 South Stagecoach Lane, Fallbrook CA 92028</td>
<td>760-723-6332</td>
<td>2013/14</td>
<td>2,600</td>
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<tr>
<td>Glendale Unified School District</td>
<td>223 North Jackson St, Glendale CA 91206</td>
<td>818-241-3111</td>
<td>2014/15</td>
<td>26,200</td>
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<tr>
<td>Gustine Unified School District</td>
<td>1500 Meredith Ave, Gustine CA 95322</td>
<td>209-854-3784</td>
<td>2014/15</td>
<td>1,830</td>
</tr>
<tr>
<td>Lakeside Union School District</td>
<td>1453 Old River Rd, Bakersfield CA 93311</td>
<td>661-836-6658</td>
<td>2014/15</td>
<td>1,310</td>
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<tr>
<td>Newcastle Elementary School District</td>
<td>450 Main St, PO Box 1028, Newcastle CA 95658</td>
<td>916-259-2832</td>
<td>2014/15</td>
<td>796</td>
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<tr>
<td>Old Adobe Union School District</td>
<td>845 Crinella Dr, Petaluma CA 94954</td>
<td>707-695-6633</td>
<td>2013/14</td>
<td>1,700</td>
</tr>
<tr>
<td>Paso Robles Joint Unified School District</td>
<td>800 Niblick Rd, PO Box 7010, Paso Robles CA 93446</td>
<td>805-769-1000</td>
<td>2013/14</td>
<td>6,500</td>
</tr>
<tr>
<td>School Name</td>
<td>Address</td>
<td>Phone</td>
<td>Search Year</td>
<td>Enrollment</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-----------------------------</td>
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<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>Penn Valley Union Elementary School District</td>
<td>14806 Pleaseant Valley Rd.</td>
<td>530-432-7311</td>
<td>2014/15</td>
<td>700</td>
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<tr>
<td>Pleasanton Unified School District</td>
<td>4665 Bernal Ave.</td>
<td>925-462-5500</td>
<td>2015/16</td>
<td>14,800</td>
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<tr>
<td>Red Bluff Joint Union High School District</td>
<td>1260 Union St.</td>
<td>530-529-8710</td>
<td>2013/14</td>
<td>1,622</td>
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<tr>
<td>Winship-Robbins Elementary School District</td>
<td>4305 S Meridian Rd</td>
<td>530-696-2451</td>
<td>2013/14</td>
<td>200</td>
</tr>
</tbody>
</table>
**McPherson & Jacobson, L.L.C. References**  
*(last five years of searches)*

**Note:** All searches listed are for school superintendents unless otherwise noted

### Alabama

<table>
<thead>
<tr>
<th>School District</th>
<th>Location</th>
<th>Year</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham City Schools, Birmingham</td>
<td>(2014/15)</td>
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<td>24,500</td>
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### Arizona

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<thead>
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<th>Location</th>
<th>Year</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunnyside Unified School District No. 12, Tucson</td>
<td>Tucson</td>
<td>(2014/15)</td>
<td>17,400</td>
</tr>
<tr>
<td>Maricopa Unified School District #20, Maricopa</td>
<td>Maricopa</td>
<td>(2011/12)</td>
<td>6,095</td>
</tr>
<tr>
<td>Tucson Unified School District—</td>
<td>Tucson</td>
<td>(2013/14)</td>
<td>3,000</td>
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### Arkansas

<table>
<thead>
<tr>
<th>School District</th>
<th>Location</th>
<th>Year</th>
<th>Number of Students</th>
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<tr>
<td>Little Rock School District, Little Rock</td>
<td>Little Rock</td>
<td>(2012/13)</td>
<td>26,000</td>
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<tr>
<td>Little Rock School District, Little Rock</td>
<td>(2010/11)</td>
<td></td>
<td>25,743</td>
</tr>
<tr>
<td>North Little Rock School District, North Little Rock</td>
<td>(2011/12)</td>
<td></td>
<td>8,900</td>
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<tr>
<td>Van Buren School District, Van Buren</td>
<td>(2014/15)</td>
<td></td>
<td>5,900</td>
</tr>
<tr>
<td>West Memphis School District, West Memphis</td>
<td>(2012/13)</td>
<td></td>
<td>5,629</td>
</tr>
<tr>
<td>Pine Bluff School District, Pine Bluff</td>
<td>(2010/11)</td>
<td></td>
<td>4,900</td>
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<tr>
<td>Texarkana School District, Texarkana</td>
<td>(2012/13)</td>
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<td>4,400</td>
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<tr>
<td>Sheridan School District, Sheridan</td>
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<td>Jacksonville-North Pulaski School District, Jacksonville</td>
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<tr>
<td>Hot Springs School District, Hot Springs</td>
<td>(2014/15)</td>
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<td>3,689</td>
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<td>Magnolia Public School District, Magnolia</td>
<td>(2012/13)</td>
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<tr>
<td>Vilonia Public Schools, Vilonia</td>
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<tr>
<td>Watson Chapel School District, Pine Bluff</td>
<td>(2014/15)</td>
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<td>2,721</td>
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<td>Crossett School District, Crossett</td>
<td>(2010/11)</td>
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<td>1,985</td>
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<td>Berryville School District, Berryville</td>
<td>(2013/14)</td>
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<td>1,925</td>
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<td>Star City School District, Star City</td>
<td>(2010/11)</td>
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<td>Bauxite Public Schools, Bauxite</td>
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<td>Dumas Public Schools, Dumas</td>
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<td>Paris School District, Paris</td>
<td>(2011/12)</td>
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<td>Glen Rose School District, Malvern</td>
<td>(2013/14)</td>
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<td>Smackover School District, Smackover</td>
<td>(2012/13)</td>
<td></td>
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<tr>
<td>Valley Springs School District, Valley Springs</td>
<td>(2013/14)</td>
<td></td>
<td>934</td>
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<tr>
<td>Danville Public Schools, Danville</td>
<td>(2010/11)</td>
<td></td>
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<tr>
<td>Horatio School District, Horatio</td>
<td>(2013/14)</td>
<td></td>
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<tr>
<td>Arkansas Arts Academy (formerly Benton County School of the Arts), Rogers</td>
<td>(2013/14)</td>
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<tr>
<td>Parkers Chapel School District #35, El Dorado</td>
<td>(2012/13)</td>
<td></td>
<td>674</td>
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<tr>
<td>Eureka Springs School District, Eureka Springs</td>
<td>(2011/12)</td>
<td></td>
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<tr>
<td>East End School District, Bigelow</td>
<td>(2010/11)</td>
<td></td>
<td>630</td>
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<tr>
<td>East End School District, Bigelow</td>
<td>(2014/15)</td>
<td></td>
<td>622</td>
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<tr>
<td>Junction City School District, Junction City</td>
<td>(2013/14)</td>
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<tr>
<td>Magazine School District, Magazine</td>
<td>(2014/15)</td>
<td></td>
<td>520</td>
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<tr>
<td>Midland School District, Pleasant Plains</td>
<td>(2013/14)</td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>Augusta School District, Augusta</td>
<td>(2012/13)</td>
<td></td>
<td>475</td>
</tr>
<tr>
<td>Hermitage School District, Hermitage</td>
<td>(2013/14)</td>
<td></td>
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</tbody>
</table>
**California**
Elk Grove Unified School District, Elk Grove (2014/15)  62,000 students  
Glendale Unified School District, Glendale (2014/15)  26,200 students  
Conejo Valley Unified School District, Thousand Oaks (2014/15)  19,500 students  
El Monte Union High School District, El Monte (2014/15)  9,500 students  
Paso Robles Joint Unified School District, Paso Robles (2013/14)  6,500 students  
Benicia Unified School District, Benicia (2014/15)  5,000 students  
Fallbrook Union High School District, Fallbrook (2013/14)  2,600 students  
Gustine Unified School District, Gustine (2014/15)  1,830 students  
Old Adobe Union School District, Petaluma (2013/14)  1,700 students  
Red Bluff Joint Union High School District, Red Bluff (2013/14)  1,622 students  
Lakeside Union School District, Bakersfield (2014/15)  1,310 students  
Newcastle Elementary School District, Newcastle (2014/15)  796 students  
Penn Valley Union Elementary School District, Penn Valley (2014/15)  700 students  
Winship-Robbins Elementary School District, Meridian (2013/14)  200 students  

**Colorado**
Durango School District 9-R, Durango (2011/12)  4,500 students  

**Connecticut**
Groton Public Schools, Groton (2012/13)  4,826 students  
New London Public Schools, New London (2013/14)  3,500 students  

**Delaware**
Seaford School District, Seaford (2010/11)  3,500 students  

**Florida**
Orange County Public Schools, Orlando (2010/11)  181,425 students  
Duval County Public Schools, Jacksonville (2011/12)  125,188 students  

**Georgia**
Muscogee County School District, Columbus (2011/12)  32,000 students  

**Idaho**
Lewiston Independent School District No. 1, Lewiston (2012/13)  4,800 students  
Moscow School District, Moscow (2012/13)  2,250 students  
Idaho Association of School Administrators-Executive Director, Boise (2010/11)  

**Illinois**
Moline School District No. 40, Moline (2011/12)  7,433 students  
Bethalto Community Unit #8, Bethalto (2012/13)  2,610 students  
Galena Unit School District #120, Galena (2012/13)  828 students  
Secales Mound Community Unit School District #211, Secales Mound (2014/15)  245 students  

**Indiana**
South Bend Community School Corporation, South Bend (2010/11)  20,771 students  

**Iowa**
Cedar Falls Community School District, Cedar Falls (2012/13)  5,041 students  
Western Dubuque Community School District, Farley (2014/15)  2,991 students
Carlisle Community Schools, Carlisle (2012/13)       2,000 students
Clarke Community Schools, Osceola (2012/13)       1,447 students
Bondurant-Farrar Community School District (Business Manager), Bondurant (2012/13)       1,400 students
Saydel Community School District, Des Moines (2013/14)       1,200 students
PCM Community School District, Monroe (2014/15)       1,100 students
Cherokee Community School District, Cherokee (2014/15)       940 students
West Branch Community Schools, West Branch (2010/11)       812 students
Belmond-Klemme Community School District, Belmond (2012/13)       765 students
Sibley-Ocheyedan Community School District, Sibley (2012/13)       755 students
Colfax-Mingo School District, Colfax (2014/15)       746 students
North Butler Community Schools, Allison (2013/14)       707 students
Sioux Central Community Schools, Sioux Rapids (2011/12)       675 students
Lisbon Community School District, Lisbon (2012/13)       647 students
AGWSR Community School District, Ackley (2013/14)       600 students
Colo-NESCO Community School District, Colo (2010/11)       506 students
Holy Trinity Catholic Schools (Chief Admin. Officer/Principal), Ft. Madison (2011/12)       350 students
PCM Community School District--Principal Search, Monroe (2014/15)

**Kansas**
Salina Public Schools, Salina (2010/11)       7,260 students
Valley Center Public Schools, Valley Center (2011/12)       2,624 students
Independence USD #446, Independence (2014/15)       2,000 students
Kaw Valley USD 321, St. Marys (2012/13)       1,113 students
Chapman USD 473, Chapman (2010/11)       1,014 students
Caney Valley USD #436, Caney (2014/15)       810 students
Cheney USD 268, Cheney (2011/12)       744 students
Southeast of Saline USD 306, Gypsum (2010/11)       740 students
Marysville USD #364, Marysville (2012/13)       677 students
Osage City Schools USD 420, Osage City (2011/12)       672 students
Solomon Public Schools, Solomon (2012/13)       355 students
Clifton-Clyde USD 224, Clyde (2011/12)       320 students
Rawlins County Schools USD 105, Atwood (2013/14)       317 students
Kansas State Department of Education—Commissioner of Education, Topeka (2013/14)
Sumner County Educational Services Interlocal District #619—Exec. Dir, Wellington (2010/11)

**Kentucky**
Jefferson County Public Schools, Louisville (2010/11)       99,775 students
Fayette County Public Schools, Lexington (2010/11)       37,000 students
### Louisiana
- Caddo Parish Public Schools, Shreveport (2013/14) 41,000 students
- Rapides Parish School District, Alexandria (2012/13) 24,061 students
- Bogalusa City Schools, Bogalusa (2010/11) 2,178 students
- Louisiana School Boards Association—Executive Director, Baton Rouge (2011/12)

### Massachusetts
- Gardner Public Schools, Gardner (2013/14) 2,528 students

### Missouri
- Springfield Public Schools, Springfield (2013/14) 25,000 students

### Montana
- Billings Public Schools, Billings (2011/12) 15,715 students
- Helena School District #1, Helena (2011/12) 8,500 students
- Polson School District #23, Polson (2011/12) 1,684 students
- Whitefish School District, Whitefish (2010/11) 1,600 students
- Bainville School, Bainville (2011/12) 140 students

### Nebraska
- Learning Community of Douglas and Sarpy Counties, Omaha—Chief Executive Officer (2014/15)
  - Grand Island Public Schools, Grand Island (2010/11) 8,820 students
  - Westside Community Schools, Omaha (2010/11) 5,990 students
  - North Platte Public Schools, North Platte (2011/12) 4,100 students
  - Blair Community Schools, Blair (2011/12) 2,400 students
  - Beatrice Public Schools, Beatrice (2012/13) 2,200 students
  - Alliance Public Schools, Alliance (2012/13) 1,700 students
  - Fairbury Public Schools, Fairbury (2014/15) 901 students
  - Broken Bow Public Schools, Broken Bow (2014/15) 810 students
  - Central City Public Schools, Central City (2013/14) 690 students
  - Tekamah-Herman Community Schools, Tekamah (2010/11) 579 students
  - Wood River Rural Schools, Wood River (2013/14) 549 students
  - Kimball Public Schools, Kimball (2012/13) 543 students
  - Logan View Public Schools, Hooper (2011/12) 527 students
  - Bridgeport Public Schools, Bridgeport (2013/14) 500 students
  - Twin River Public Schools, Genoa (2013/14) 480 students
  - Yutan Public Schools, Yutan (2014/15) 477 students
  - Dundy County Stratton Public Schools, Benkelman (2011/12) 403 students
  - Axtell Community School, Axtell (2011/12) 301 students
  - Shelton Public Schools, Shelton (2010/11) 300 students
  - Pawnee City Public Schools, Pawnee City (2014/15) 297 students
  - Creek Valley Public Schools, Chappell (2014/15) 252 students
  - Meridian Public Schools, Daykin (2013/14) 200 students

- Meridian Public Schools, Daykin (2010/11) 200 students
- Mount Michael Benedictine—Head of Schools, Elkhorn (2010/11) 200 students
- Potter-Dix Public Schools, Potter (2014/15) 191 students
<table>
<thead>
<tr>
<th>State</th>
<th>School Name</th>
<th>Students</th>
</tr>
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<tbody>
<tr>
<td>New Jersey</td>
<td>Colts Neck Township Schools, Colts Neck (2014/15)</td>
<td>969</td>
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<tr>
<td></td>
<td>Harding Township School, New Vernon (2014/15)</td>
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<td>Unity Charter School, Morristown (2014/15)</td>
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<td>New Mexico</td>
<td>Grants-Cibola County Schools, Grants (2012/13)</td>
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<td>Santa Fe Indian School (7-12 boarding school), Santa Fe (2012/13)</td>
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<td>Laguna Department of Education, Laguna (2012/13)</td>
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<td>North Carolina</td>
<td>Wake County Public School System, Cary (2012/13)</td>
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<td>North Dakota</td>
<td>Enderlin Area Schools, Enderlin (2011/12)</td>
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<td>Parshall Public School District #3, Parshall (2010/11)</td>
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<td>Oklahoma</td>
<td>Jenks Public Schools, Jenks (2011/12)</td>
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<td>Oregon</td>
<td>Bend-La Pine Schools, Bend (2014/15)</td>
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<td>Reynolds School District, Fairview (2011/12)</td>
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<td>Pennsylvania</td>
<td>Upper Merion Area School District, King of Prussia (2014/15)</td>
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<td>Camp Hill School District, Camp Hill (2010/11)</td>
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<td>Bishop McCort Catholic High School--Principal, Johnstown (2013/14)</td>
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<td>South Dakota</td>
<td>Meade School District 46-1, Sturgis (2010/11)</td>
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<td>Hot Springs School District 23-2, Hot Springs (2012/13)</td>
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<td>McLaughlin School District 15-2, McLaughlin (2010/11)</td>
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<td>Oelrichs School District 23-3, Oelrichs (2010/11)</td>
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<td>Virginia</td>
<td>Culpeper County Public Schools, Culpeper (2014/15)</td>
<td>8,001</td>
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<td>Washington</td>
<td>Seattle Public Schools—</td>
<td>52,999</td>
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<td>Director of Enrollment Planning, Seattle (2014/15)</td>
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<td></td>
<td>Bellevue School District—</td>
<td>19,000</td>
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<td>Exec. Dir of Human Resources, Bellevue (2013/14)</td>
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<td>Bellevue School District, Bellevue (2011/12)</td>
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<td>Battle Ground School District, Battle Ground/Brush Prairie (2013/14)</td>
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<td>Richland Public Schools, Richland (2012/13)</td>
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<td>Olympia School District, Olympia (2011/12)</td>
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<td>Tumwater School District, Tumwater (2014/15)</td>
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<td></td>
<td>North Kitsap School District, Poulsbo (2011/12)</td>
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<tr>
<td></td>
<td>Longview School District No. 122, Longview (2014/15)</td>
<td>6,320</td>
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</table>
Kelso School District, Kelso (2010/11)  
West Valley School District, Yakima (2010/11)  
Kelso School District, Kelso (2013/14)  
Shelton School District, Shelton (2010/11)  
Shelton School District, Shelton (2014/15)  
Centralia School District #401, Centralia (2013/14)  
Sequim School District, Sequim (2014/15)  
Sequim School District No. 323, Sequim (2011/12)  
Ridgefield School District, Ridgefield (2013/14)  
Mount Baker School District, Deming (2011/12)  
Eatonville School District, Eatonville (2012/13)  
South Whidbey School District, Langley (2010/11)  
Port Townsend School District, Port Townsend (2011/12)  
Tonasket School District, Tonasket (2014/15)  
Tenino School District, Tenino (2013/14)  
Chimacum School District, Chimacum (2014/15)  
Kalama Schools, Kalama (2014/15)  
Coupeville School District, Coupeville (2012/13)  
Chief Leschi Schools, Puyallup (2014/15)  
Orcas Island School District #137, Eastsound (2013/14)  
San Juan Island School District, Friday Harbor (2014/15)  
Ocosta School District, Westport (2010/11)  
Kittitas School District, Kittitas (2014/15)  
Kittitas School District--Secondary Principal, Kittitas (2014/15)  
McCleary School District, McCleary (2012/13)  
Morton School District No. 214, Morton (2013/14)  
McCleary School District, McCleary (2014/15)  
Kittitas School District—Elementary Principal, Kittitas (2014/15)  
Crescent School District, Joyce (2011/12)  
Mary M Knight School District #311, Elma (2013/14)  
Wishkah Valley School District, Aberdeen (2014/15)  
Skykomish School District, Skykomish (2013/14)  
Skykomish School District, Skykomish (2011/12)  

**Washington, D.C.**
Magnet Schools of America--Executive Director, Washington (2011/12)

**Wisconsin**
Clinton Community School District, Clinton (2014/15)  

**Wyoming**
Goshen County School District, Torrington (2012/13)  
Fremont County School District 1, Lander (2010/11)
References

Glendale Unified School District
223 North Jackson St.
Glendale CA  91206
School Phone: 818-241-3111
School District Contact: Phyllis Ishisaka
Board Contact: Christin Walters, 818-749-5885
Search Year: 2014/15
Enrollment: 26,200

Elk Grove Unified School District
9510 Elk Grove-Florin Rd.
Elk Grove CA  95624
School Phone: 916-686-5085
School District Contact: Arlene Hein
Board Contact: Priscilla Cox, 916-689-3518
Search Year: 2014/15
Enrollment: 62,000

Conejo Valley Unified School District
1400 E. Janss Rd
Thousand Oaks CA  91362
School Phone: 805-497-9511
Board Contact: Dr. Betsy Connolly, 805-498-3638
Search Year: 2014/15
Enrollment: 19,500
Proposed Time Commitment and Overall Cost of Services

Executive Summary

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

- Our process is comprehensive and provides critical support for the most time consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.

- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.

- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.

- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.

- McPherson & Jacobson’s consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.

- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.

- We continue to work with your school district until a superintendent is hired and in place.

- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent’s first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.

- We are so confident of our ability to identify the district’s criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.

Our mission is to ensure your search results in quality leadership for education excellence.
### Five Phases of a Superintendent Search

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Establish characteristics of the new superintendent</th>
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<tbody>
<tr>
<td></td>
<td>Establish timeline for superintendent search</td>
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<td></td>
<td>Determine advertising venues</td>
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<tr>
<td>Phase II</td>
<td>Stakeholder input meetings</td>
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<td></td>
<td>Develop and distribute application and advertising materials</td>
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<td></td>
<td>Recruit and track applicants</td>
</tr>
<tr>
<td>Phase III</td>
<td>Evaluation and reference checks of applicants</td>
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<tr>
<td></td>
<td>Selection of applicants to be interviewed</td>
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<td></td>
<td>Develop interview questions</td>
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<tr>
<td>Phase IV</td>
<td>Interview of candidates</td>
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<tr>
<td></td>
<td>Candidates meet with stakeholders</td>
</tr>
<tr>
<td></td>
<td>Selection of new superintendent</td>
</tr>
<tr>
<td>Phase V</td>
<td>Establish superintendent performance objectives</td>
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<tr>
<td></td>
<td>Evaluation of superintendent</td>
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<td>Guarantee</td>
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</table>
Phase I

Working with the Board, and stakeholder groups identified by the Board, McPherson & Jacobson’s consultants will:

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

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

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

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

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

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

✓ **Identify appropriate stakeholder groups.**

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

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

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

“I have been through this process several times. This process was one of the best”
Jeanette J. Amavisca, Elk Grove Unified School District, CA

“I would highly recommend your firm to other school districts.”
Field Gibson, Paso Robles Joint Unified School District, CA

“I was very pleased with the search in every aspect.”
Peggy Buckles, Conejo Valley Unified School District, Thousand Oaks, CA
Phase II

In Phase II McPherson & Jacobson’s consultants will:

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

✔ Meet with groups identified by the board to provide stakeholder input into the selection process.
The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess. For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

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

✔ Prepare and place announcement of vacancy.
McPherson & Jacobson’s staff will prepare and place the announcement of vacancy. It will be sent to all state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 150,000 hits per month.

✔ Develop an application unique to your vacancy that reflects the selection criteria determined by the board.
McPherson & Jacobson’s staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.
✓ Post application information and notify interested applicants.

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

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

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

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

✓ Assist the board in determining interview procedures.

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

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

✓ Assist the board in determining compensation parameters.

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

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

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

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

In Phase III McPherson & Jacobson’s consultants will:

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

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

✓ **Conduct reference checks.**

   We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant’s qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualification. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant’s strengths and weaknesses.

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

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

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

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

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

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

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

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

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

In Phase IV McPherson & Jacobson’s consultants will:

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

   Working with the board and the point of contact, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

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

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

✓ Assist the board in making final arrangements for each candidate’s visit.
   It is common practice for the district to pay interview expenses for the candidates and their spouses/significant others. In order to ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

✓ Contact all finalists and schedule their interview dates.
   The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates’ visits to the district.
✓ **Personally contact each finalist who was not offered the position.**

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

✓ **Conduct background checks.**

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

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“We were really impressed with the interview process. This was my third time in twenty years to select a superintendent and this was the best. We had an opportunity to meet informally and formally in a quiet setting and really get to know the candidates better.”

Priscilla Cox, Elk Grove Unified School District, CA

“It gave us peace if [of] mind and made our work much easier. We could focus on our needs rather than getting bogged down and frustrated with the process.”

Janet Alonso, Winship-Robbins Elementary School District, Meridian, CA

“The brochure looked very professional, we were pleased.”

Tamara Jones, Lakeside Union School District, Bakersfield, CA

“Thorough and open review of all candidates.”

Michael Leydon, Newcastle Elementary School District, Newcastle, CA

“Best price, best service.”

Bobbie Singh-Allen, Elk Grove Unified School District, CA
Phase V

In Phase V McPherson & Jacobson’s consultants will:

✔ Establish performance objectives for new superintendent.

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

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

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives. The action plan will be presented to the board for formal approval and forwarded to McPherson & Jacobson’s home office.

✔ Provide a guarantee.

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

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

“This was the first time our district had used a stakeholder committee in addition to the board for input on finalists. The search firm provided outstanding guidance and worked well with district staff to establish a thoughtful productive process.”

Priscilla Cox, Elk Grove Unified School District, CA

“High level of professionalism accompanied by a personable and transparent consultant leading a very good process to a very good outcome.”

Michael Leydon, Newcastle Elementary School District, Newcastle, CA

“Know what school boards need for district size. Easy to do business with.”

Chet Madison, Elk Grove Unified School District, CA
Based on past searches, the above graph represents board members’ investment of time with the search process as compared to McPherson & Jacobson.

McPherson & Jacobson has designed a protocol that allows the board to concentrate on your most important responsibility, selecting the best-qualified leader for your district.
Timeline

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

Search sequence:

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

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

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

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

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

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

**Initial stakeholder input sessions**

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

**Meeting the candidates**

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

**Process for Obtaining Staff Input**

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input.
Process for Obtaining Parent and Community Input

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

McPherson & Jacobson will also allow stakeholders to submit their input online.
Identifying and Recruiting Applicants

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

Over one-fourth of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at many national and state education conferences. We participate in Job Central at the American Association of School Administrators (AASA) Conference, the National School Boards Association annual conference, and others such as the AASA Women’s & Minority Leadership Conference. In addition, McPherson & Jacobson consultants are members of the National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

Once the board has identified its selection criteria, the consultants of McPherson & Jacobson will immediately begin to identify potential applicants both locally and nationally. McPherson & Jacobson has over 100 consultants across the United States; we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. Those candidates will be invited to apply. Some of our best candidates may not be actively seeking another position and will need to be recruited.

We do not maintain a stable of candidates, but we do follow the careers of successful administrators. Individuals who are currently looking to take a new position are encouraged to register with us so they can receive notification of the vacancies we are representing. We have over 900 potential applicants currently registered with McPherson & Jacobson who will receive notification of the superintendent opening. Additionally, we will vigorously pursue current or emerging leaders through personal contact.

We have maintained an ongoing presence at the American Association of School Administrators’ Job Central at their annual conference where we have an opportunity to meet and interact with potential applicants. We have been invited two years in a row to be the only national firm to have a presence at the American Association of School Administrators’ Female and Minority Administrators’ conference. In addition, we have maintained an ongoing presence at the National Association of School Boards’ annual conference. We represent three state school board associations as their superintendent search process; therefore we are the only private firm allowed to participate in their Job Central.
**Screening, Reference Checks, Interviews of Final Applicants**

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

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

The consultants will present a complete list of applicants to the board for its review. We do not eliminate any applicants. We will submit a short list of those applicants who we feel most closely meet the district’s criteria and will present a written analysis for each.

Upon reviewing the applicants, the consultants will assist the board in determining which applicants it wishes to consider as candidates for interviews.

The consultants will assist the board in establishing the interview schedule. Working with the board, the consultants will set up an interview schedule that will give the candidate a tour of the district and community. The consultants will also help the board identify groups for each candidate to meet. Typically, the same groups the consultants met with to receive input into the selection process will also spend time with each candidate. Finally, the consultants will help coordinate the formal and informal interview process with the board.

The consultants will contact each final candidate; notifying them they are a finalist for the position and scheduling their interview date. The consultants will be the contact for answering any questions and coordinating the candidates’ visits to the district.

Once the board has offered a contract to the final candidate, and it has been accepted by the candidate, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *Final candidates are not notified until a contract has been signed.* If by chance you lose your top candidate, we want to keep viable candidates available.
<table>
<thead>
<tr>
<th>Event</th>
<th>McPherson &amp; Jacobson’s Tasks</th>
</tr>
</thead>
</table>
| 1st board meeting             | - The consultant guides the board in determining the following items  
  - Characteristics for the new superintendent  
  - The search calendar  
  - Compensation parameters  
  - Identify the appropriate constituent groups for stakeholder input  
  - Advertising venues  
  - The consultant works with the Point of Contact to compile:  
    - Information to create the brochure announcing the vacancy  
    - The list of names to be invited to the community input meetings                                                                                                                                                                                                                                                  |
| After 1st meeting             | - Application link is posted online  
  - Brochure announcing the vacancy is created  
  - Advertising is started  
  - Vacancy announcements are sent out  
  - E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening  
  - E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position  
  - Opening is posted on social media and additional venues                                                                                                                                                                                                                                                         |
| During application period     | - Consultants recruit candidates that fit the position  
  - Monitors applicants and where they are in the application process  
  - Notifies applicants of the closing date for submitting their materials  
  - Lead consultant keeps the board chair up-to-date on the search                                                                                                                                                                                                                                                  |
| Stakeholder meetings are      | - Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district                                                                                                                                                                                                                                           |
| scheduled                      |                                                                                                                                                                                                                                                                                                                                                                               |
| Stakeholder meetings          | - Consultants facilitate the stakeholder meetings, recording the input  
  - An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post                                                                                                                                                                                                                           |
| Stakeholder meetings completed | - Consultant summarizes key themes and gives the results to the district  
  - Copy of summary is sent to Home Office  
  - The stakeholder input summary report is created                                                                                                                                                                                                                                                                   |
| 2nd board meeting             | - Review stakeholder input summary report and provide copies to the district  
  - Review press release  
  - The consultant guides the board in determining the following items  
    - Interview questions  
    - Length of contract, moving and interview expenses  
    - Spouse/significant other’s involvement in interview process  
    - District Interview Schedule  
    - Candidate Daily Interview Schedule  
  - Interview questions are sent to Home Office to be formatted                                                                                                                                                                                                                                                  |
| Prior to 3rd board meeting    | - Applicant packets are reviewed by the consultants and reference checks are performed  
  - Contact candidates on short list and verify their interest in the position  
  - Meet with stakeholder group chairs to review schedule, procedures and screen questions                                                                                                           |
<table>
<thead>
<tr>
<th>Event</th>
<th>McPherson &amp; Jacobson’s Tasks</th>
</tr>
</thead>
</table>
| 3rd board meeting | - The consultant facilitates the board’s  
| |   - Review of the list of all applicants  
| |   - Overview of candidates on short list  
| |   - Selection of finalists  
| |   - Finalizing of interview dates & schedule  
| |   - Review of interview questions & procedures  
| |   - Finalizing candidate & spouse/significant other arrangements  
| | - Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues  
| | - Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.)  
| | - Send Candidate Daily Interview Schedule to each finalist  
| | - Notify the applicants who were not selected to be interviewed  
| Interviews | - Call Point of Contact after 1st interview to learn how it went  
| | - Call 1st candidate to learn their perspective and how the interview went  
| | - Suggest any possible improvements  
| | - Be available for questions  
| | - Be present at interviews if request is made by school district  
| Finalist selected and accepted | - Call and make offer to candidate  
| | - Verify acceptance  
| | - Conduct criminal/financial/credential verification check on selected candidate  
| | - Call other finalists  
| | - Sends out letter of congratulations to candidate who was chosen  
| Phase V | - Facilitate board and superintendent’s identification of 2-3 performance objectives and evidence of progress the board will accept  
| | - Consultant reviews superintendent’s plan  


### West Contra Costa Unified School District

<table>
<thead>
<tr>
<th>Event</th>
<th>School District’s Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Board Meeting</td>
<td>- Provides consultant with the necessary information to create the brochure; the name of the Point of Contact; and the board member list</td>
</tr>
<tr>
<td></td>
<td>- Reviews the brochure</td>
</tr>
<tr>
<td>Community meetings are</td>
<td>- Names and addresses are sent to Home Office for community member stakeholder meeting invitations</td>
</tr>
<tr>
<td>scheduled</td>
<td>- Notifies internal stakeholders of times and locations for stakeholder meetings</td>
</tr>
<tr>
<td></td>
<td>- Posts dates, times and locations of meetings and public forum(s) and encourages stakeholder attendance</td>
</tr>
<tr>
<td></td>
<td>- Publishes link to online stakeholder input survey</td>
</tr>
<tr>
<td>3rd board meeting</td>
<td>- Board decides if they wish to conduct semi-finalist interviews</td>
</tr>
<tr>
<td></td>
<td>- Assist with lodging arrangements and welcome gifts</td>
</tr>
<tr>
<td></td>
<td>- Arrange for spouse/significant other tour</td>
</tr>
<tr>
<td></td>
<td>- Arrange logistics for stakeholder focus groups</td>
</tr>
<tr>
<td>Semi-finalist Interviews</td>
<td>- The board interviews each semi-finalist</td>
</tr>
<tr>
<td></td>
<td>- The board determines the finalists to be interviewed</td>
</tr>
<tr>
<td>Interviews</td>
<td>- One candidate per day</td>
</tr>
<tr>
<td></td>
<td>- Board member greets each candidate upon arrival to district</td>
</tr>
<tr>
<td></td>
<td>- Coordinates candidate’s meeting with stakeholder focus groups and retrieval of input forms</td>
</tr>
<tr>
<td></td>
<td>- Informal interview-social setting</td>
</tr>
<tr>
<td></td>
<td>- Formal interview</td>
</tr>
<tr>
<td></td>
<td>- Spouse/significant other’s visitation is coordinated</td>
</tr>
<tr>
<td>Meeting to Select Finalists/</td>
<td>- Board members meet and discuss each candidate individually</td>
</tr>
<tr>
<td>Finalist selected and</td>
<td>- Read input forms submitted by stakeholder focus groups</td>
</tr>
<tr>
<td>accepted</td>
<td>- Individually rank order candidates</td>
</tr>
<tr>
<td></td>
<td>- Select minimum of #1 and #2 candidates</td>
</tr>
<tr>
<td></td>
<td>- Contact consultant with selection results</td>
</tr>
<tr>
<td></td>
<td>- Send interview forms and files to the Home Office</td>
</tr>
<tr>
<td></td>
<td>- Board completes an evaluation of the search service provided by McPherson &amp; Jacobson</td>
</tr>
<tr>
<td>Phase V</td>
<td>- Superintendent creates plan with target objectives and timelines</td>
</tr>
<tr>
<td></td>
<td>- Board adopts plan</td>
</tr>
<tr>
<td></td>
<td>- Send copy of plan to Home Office</td>
</tr>
</tbody>
</table>
The investment for conducting the superintendent search is $30,000 for Phases I-V. McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses, there is not an additional fee.

Expenses in addition to the consulting fee are: cost of media advertisement selected by the board; office expenses; telephone charges for reference checks; travel and expenses for consultants in district visits; consultants’ attendance at the interviews or additional meetings. All expenses will be explained and agreed to prior to the commitment of the search process.

Estimate of expenses:
The following expenses are calculated on a basis of up to, but not to exceed. Therefore, actual costs may be less. McPherson & Jacobson is willing to provide a maximum not to exceed amount, which includes the fee and expenses.

I. Advertising Expenses $ 2,000*
II. Travel Expenses $ 4,700**
III. Office Expenses $ 800***
IV. Criminal/Financial Background Checks $ ****

* Includes 30 days on EdJoin, 30 days on EdCal, one EdCal print ad, 30 days on American Association of School Administrators website (AASA.org) and 30 days on TopSchoolJobs.org, this amount will increase if the board chooses additional advertising media.
** Includes travel, lodging, and meals for all consultants for the trips included in the proposal to the district. (This expense includes one (1) team of two (2) consultants for three (3) days of stakeholder meetings. This amount may decrease or increase dependent upon the number of stakeholder meetings the board chooses to have McPherson & Jacobson conduct.)
*** Includes development and printing of Announcement of Vacancy, copying costs, telephone expenses, and postage
**** Included in the fee is the criminal/financial/credential verification background check for the selected candidate. If the board chooses to conduct background checks on all the finalist candidates, the expense is approximately $125 per candidate.

NOTE:
- Interview expenses for the candidates are not included in the expenses listed above.
Additional Services:

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

- Assist the board in revising and updating the superintendent’s job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.
- Schedule an on-site visitation to the finalist’s home district.
<table>
<thead>
<tr>
<th>Phase</th>
<th>Description of Services</th>
<th>Fee</th>
<th>Expenses</th>
<th>Additional Costs/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Meet with board to start search process. Start development of application materials. Initiate advertising.</td>
<td>$6,750</td>
<td>$2,900</td>
<td>Expenses include consultant travel and $2,000 in advertising costs. Advertising costs are determined by the media selected by the board; therefore, this amount is an estimate only.</td>
</tr>
<tr>
<td>II</td>
<td>Conduct stakeholder input meetings. Begin candidate recruitment.</td>
<td>$7,500</td>
<td>$3,000</td>
<td>Expenses are based on one (1) team of two (2) consultants conducting stakeholder meetings for three (3) days. If the board chooses additional meetings beyond the three (3) days, the expenses will increase. The fee for additional days of stakeholder meetings is $500 per day per consultant plus expenses.</td>
</tr>
<tr>
<td>III</td>
<td>Continue candidate recruitment. Conduct reference checks on applicants.</td>
<td>$7,500</td>
<td>$300</td>
<td>Expenses include office expenses for candidate recruitment and conducting reference checks.</td>
</tr>
<tr>
<td>IV</td>
<td>Meet with the board to review applicants and identify finalists to be interviewed. Assist board with interview questions and schedule. Coordinate candidate visits to the district.</td>
<td>$6,750</td>
<td>$900</td>
<td>Expenses include preparation of materials and consultant travel expenses.</td>
</tr>
<tr>
<td>V</td>
<td>Meet with the board to determine the superintendent performance objectives.</td>
<td>$1,500</td>
<td>$400</td>
<td>Expenses include preparation of materials and consultant travel expenses.</td>
</tr>
</tbody>
</table>
| Totals|                                                        | $30,000 | $7,500   | Fees and/or expenses will increase if  
1. the board chooses advertising media over $2,000;  
2. the board requests more than three (3) days of stakeholder input sessions;  
3. the board requests consultants be present at meetings not included above;  
4. actual travel costs increase due to changing prices. |
| Total* |                                                       | $37,500 |          | *based on parameters above |
Guarantee

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

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

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

Transparency—The McPherson & Jacobson Difference

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process. The openness of the process has not gone unnoticed. The following articles discussing McPherson & Jacobson’s stakeholder involvement, and editorials from newspapers across the country praising boards for being open, transparent, and doing the public’s business in public.

An open process

“All government entity wanting to conduct a model search for a high-profile executive would be well-served by the studying the hiring of a new superintendent by the Sioux City Community School District.”…

“As interested, affected observers and taxpayers, residents of the district should appreciate the openness with which the school system approached the stretch run of the search.

The public was provided with specific details about the last stages of the process, all the way through the final decision, which was announced Friday.”…

“When government does not act in proper open fashion, we criticize. Conversely, government deserves credit when it goes the extra mile to provide the public with information it wants and to which it is entitled.

Instead of cloaking its careful, thorough search for a superintendent in dark secrecy as a decision neared, the Sioux City school district opened it to the sunshine of public discourse. As a result, residents of Sioux City can feel comfortable with the choice…and with the process by which he was selected.”

Taken in part from the Sioux City Journal, April 15, 2008.

www.Siouxcityjournal.com
Open search process, solid choice

“…

“A lot has changed in the Fayette County Public Schools in the eight years since the school board smuggled in a candidate for superintendent under an umbrella to hide his identity from the public.

“The search that just culminated with the hiring of Tom Shelton was as commendable for its openness as that earlier search was memorable for its silliness — and its unfortunate outcome: the winner resigned after just eight months.

“Process does matter. It matters a lot when selecting the leader of a public institution. So, before moving on to the next chapter, the board deserves a shout out for the way this search was managed.

“…

“Having been chosen through an open process in which stakeholders had the chance to participate gives him a leg up on gaining that trust and respect. We wish him well.”


Wake names three superintendent finalists

“Veteran career educators from North Carolina, Virginia, and Texas are the three finalists vying to replace Tony Tata as superintendent of Wake County school system.

“…

“The three will meet with the public at a forum scheduled for Tuesday. The board will interview them the next day with the final vote possibly coming during the June 4 meeting….

“…

“Not since 1995 had the school board released the names of the finalists for superintendent. McPherson & Jacobson, the Nebraska-based search firm hired by the board, said that naming the finalists and having them meet with the public would make the process more transparent and lead to greater public support when the board makes its choice.

“The school board reviewed 23 applications, ultimately choosing semi-finalists who were on a short list recommended by the search firm. The board interviewed the four semi-finalists last week.

“…”

Taken in part from www.newsobserver.com/2013/05/22/2908354/wake-names-superintendent-finalists.html
May 22, 2013
Superintendent hiring process involves significant cross-section of G.I. [Grand Island]

“The Grand Island school board, and in fact the entire community, is in the midst of an extremely important process. That is selecting a new school superintendent.

The school board has set up a very open process in which each of the four finalists are coming to Grand Island this week for a full day, visiting with teachers, school officials, community members, business people, the media and being interviewed by the school board.

While it certainly makes for a full week, it is a good process that allows a variety of community members an opportunity to meet the finalists and give their input on the selection.

…

…The board has also taken the important step of opening the process to the community, rather than just keeping it among board members.

It’s important that the school board receive input from as much of the community as possible. Ultimately, it will be the board’s decision on whom to hire, but involving the community in the process was a wise move.

The timing of the selection of the finalists and the interviews also have been good. The Grand Island board is going through the process early enough in the school year so that whomever they select won’t be leaving their current school district in a lurch in finding a new superintendent.

…”

Taken in part from The Grand Island Independent, December 1, 2010.
Grand Island, NE

Opinion

“We … want to salute the five school board members for the open and inclusive process they followed in narrowing the field of candidates and reaching out to the North Thurston community to come to the best choice [new superintendent] for the district and its 13,500 students.”…

“It was an excellent, open and transparent superintendent selection process and the board members deserve credit not only for the process but for listening to their community.”

Taken in part from The Olympian, April 8, 2009
An open superintendent search process is good for the community

“Now that the search is on for a candidate [superintendent], I believe the entire process could not be in better hands [McPherson & Jacobson]….When the CCEA [Culpeper County Education Association] executive board members met with them [McPherson & Jacobson], my first impression was one of complete relief.”

“They [McPherson & Jacobson] explained that before any candidates come before the School Board, they will be vetted with deep background checks and will be matched up with the profile for the CCPS [Culpeper County Public Schools] position. Each candidate will not only be thoroughly interviewed by the School Board, but also will have a chance to meet with stakeholders before the final decision is made.”

“…I commend the board for its decision to contract with McPherson and Jacobson to handle our superintendent search.

This is not just a corporate head-hunting firm seeking a field of generic candidates.”

“The fact that the process had complete transparency is good for all stakeholders.”

Taken in part from Walker, Jeff, 2009. Culpeper Star Exponent, February 4

Conducting a super search

“We don’t know who will ultimately be selected to lead the South Bend Community School Corp. into the future, but we—and indeed the public—know plenty about the process leading up to the hiring of the next superintendent.

“…So far, the search has been transparent. It has been inclusive, not merely accepting public input, but firmly demanding it.

“…”

“From the start, members of the public were included in the search. A citizen advisory committee was formed and charged with soliciting input from community members about the challenges and strengths of the district, and the qualities the next super should possess.

“…”

“The search also included 29 community forums, in various locations across the community, for the public in general, as well as such specific groups as teachers, not-for-profits and government boards.

“In short, the process of finding South Bend’s schools chief has been a model for how such a search ought to be conducted…”

“…”

Taken in part from southbendtribune.com/news/opinion/sbt-20111103sbtmicha-07-04-20111103,0,58885628.story
Board of Education Scores New Superintendent

“The process to find the new super [superintendent for the Marshalltown Community School District] was done in collaborated fashion over three months which included hiring the search firm McPherson & Jacobson to collect applications and put them through vigorous interviews in order to narrow the field to five finalists. In the home stretch, several focus groups (represented by community members, parents, teaching staff, students, businesses, central office staff, and building administrators) interviewed the five candidates in five days before the board rendered its choice Saturday afternoon….

“…remarked Macmillan [Board President Adrienne Macmillan] ‘The expertise and professionalism that McPherson & Jacobson brought into this process was phenomenal. They really made themselves an extension of our educational community and worked with us in a very detailed level to help work through our selection criteria. It really made our job very easy in the fact that we got 18 total candidates at this time of the year and with the vast majority having solid superintendent experience, it is a credit to their firm.’

“In all, the Board was pleased how the community and focus groups rallied around choosing the new leader, exhibiting a team effort, as well as spirit. Macmillan concluded. ‘It truly demonstrates that whole adage about how it takes a village to raise a child, and this was it.’”


West Central’s Openness a Model

“When the West Central School District recently made public the names of five finalists to replace retiring Superintendent David Fischer, it represented a high water mark in open government.

No muss. No fuss. Just, ‘Here they are.’

Flash back to last year, when the Sioux Falls School District was trying to replace retiring Superintendent Jack Keegan. Lengthy School Board discussions on confidentiality and corrupting the process. Worries about the effect on job candidates—more important, apparently, than parents and taxpayers.

In the end, the board was dragged kicking and screaming into a small measure of openness.

How different in the West Central district. Simply, ‘Here they are.’ ”

Taken in part from *The Argus Leader*, February 15, 2005. Sioux Falls, SD
Public or Secret: Districts Hire Top Leaders Differently

“Davenport, Iowa—Local school boards have been put to the test: pick a superintendent in the light of day or do it behind closed doors. When hiring a new leader in Iowa, it’s ultimately school board members who decide whether to involve the community that elected them.”

“In the North Scott School District, board members decided to … conduct their search in secret. Next door, the Bettendorf school board opted for another route: transparency. … In Bettendorf’s case, the board made its final selection with input from an informed public that knew the candidates and their backgrounds.”

“ ‘One of the arguments is that no one will apply if we do it publicly,’ said Charles Davis, executive director of the National Freedom of Information Coalition. ‘I guess that was refuted by the fact that you did have candidates for both jobs. There is not a (bit) of evidence out there supporting that thesis.’

From the beginning, Ray and Associates, the search firm hired by North Scott… promised applicants confidentiality, some finalists said. McPherson & Jacobson, a search firm hired by Bettendorf…told candidates the process would become public once the board selected finalists. Despite their different approaches, both attracted dozens of candidates from across the country. Both searches, members in Bettendorf and North Scott said, ended in the hiring of a qualified candidate.

Those who favor more open searches say the promise of confidentiality doesn’t dissuade a majority of applicants. Instead, it allows parents and other residents an opportunity to take part in the selection process, they said. ‘The people in Bettendorf know whether or not the applicant pool was diverse,’ Davis said. ‘They know whether the applicant pool was filled with experienced or inexperienced candidates. They know whether an insider candidate was rejected for an outsider candidate. They can compare one person’s resume against another. In North Scott, we don’t know anything, and we never will. There is certainly something that gets lost in that.’

“The board [Bettendorf] decided early in the process after consulting with McPherson & Jacobson to keep the process open, something the search firm supported, said Wayne Rand, a search consultant for McPherson & Jacobson. To accommodate the board members’ decision, the district held public forums for each finalist so residents who wanted to could attend.

The board wanted to send a clear message that ‘the stakeholders’ input was valued,’ said Judy Miller, human resources director for Bettendorf. ‘There is no reason to keep that information from the public. They are interested in knowing who we are looking at and why.’

Rand said his experience in Bettendorf isn’t unique. Instead, every school board he’s dealt with during superintendent searches in Iowa has kept the process open for the public. And, each time, his search firm was able to land a large pool of qualified candidates… Taxpayers are interested in knowing because of the money being spent. If you exclude people, it’s natural that they feel left out, and they want to be involved in something like this.

Taken in part from The Quad City Times, March 9, 2009
Editorial

“Being involved in the search process for the new superintendent for Culpeper County Public Schools puts me a position that I do not mind being in. It is not a position of power, but I am involved, as are the other employees of CCPS and the community.”

“…McPherson and Jacobson’s representatives…began the process of finding out what the School Board and other stakeholders were looking for, finding and vetting the potential candidates and presenting the narrowed field to the board.”

“During this process, to my knowledge, the Culpeper County School Board has followed the recommendations of McPherson and Jacobson very closely. I believe they did this out of a sense of the importance of the situation and a respect for the professionals they charged with carrying out the task of helping match up a superintendent with our school system.”

“…This executive search firm has either completed or is in the process of approximately 40 searches in 11 states for superintendent and other top administrators.”

“Remember a school superintendent is not an elected official; he or she serves at the will of a School Board. The Culpeper County School Board has involved various segments of the school division and the public in the process. Veteran teachers who have been in Culpeper long enough to have worked under more than one superintendent have said the current process is the most open they have seen. By the end of this week, many individuals will have had a chance to see and hear and interact with the five candidates. Their input will be looked at. But, ultimately, the decision of whom to hire rests solely on the shoulders of the members of the elected School Board. That is one of the basic tasks of a School Board.”

“Don’t we owe it to the 8,317 individuals under their [the new superintendent] leadership the opportunity for the process to find the right person for the job? And shouldn’t the manner in which we find the new superintendent be open and honest and without premature judgment?”

Taken in part from Walker, Jeff, 2009. Culpeper Star Exponent, April 1

Wake wise to announce superintendent final

“The Wake County school board is looking for a new superintendent of schools. Whether it will make the right choice remains to be seen, but it bodes well that it’s making the choice right away.

“The board, following the advice of its search firm, McPherson & Jacobson, has agreed to publicly identify its two or three finalists for the job of leading the state’s largest school district. The final candidates won’t only be named, they’ll come to Wake County and meet with the public.

“What a refreshing and sensible change from the secrecy that has surrounded the selection of new superintendents…..

“….”

Superintendent—District hires firm to assist in search; student provide input through student interview panel

“… The Board of Education… chose to hire the executive recruiting and development service, McPherson and Jacobson, to find Westside’s next leader.

‘ ‘The board, in an open meeting, defined what we saw as our key objectives—what are the criteria? What are the qualities we would like to see in our next superintendent?’ said Scott Hazelrigg, one of the directors on the Board of Education…

“McPherson and Jacobson used the criteria the board established and the Stakeholders input report to select certain individuals to encourage applying.

….  

“From Jan 16-20, Westside hosted the five finalists of the superintendent search for a series of interviews. Each day, a different candidate was welcomed into the Westside community by a coffee with school board members. The candidates then went on to participate in interviews with students, community members, teachers, administrators and the Board of Education.

“Though the board will ultimately make the decision about who the next superintendent will be, students received the opportunity to be involved in the process.

‘ ‘One of the things we liked about the consultant was that they historically engaged a student group in the process,’ Hazelrigg said.

“Every morning a small group of juniors and seniors gathered in the conference room to meet the candidates…

“The questions the student panel asked included, ‘Why/how do you feel the input from the students is necessary when making choices?’ and ‘How do you make sure all students' needs are met with so much diversity?’

“Junior Maddie Ryan led the student panel. Ryan prepared for the interviews by compiling questions suggested by the search firm in addition to those students requested, and doing preliminary research on the candidates.

“ ‘I think that it’s a really great opportunity that they are asking students, and I hope that whoever the superintendent is will continue to have student involvement,’ Ryan said.

“During the interviews, all students were engaged by asking candid questions and diligently taking notes.

‘ ‘Everyone is pretty engaged; they are asking intelligent, thoughtful questions,’ Ryan said.

“… Other focus groups include teachers, key community members and members of the Westside Foundation.

“The student interviews allowed the board not only to get insight into what the students thought of the candidates, but also provided the candidates with an opportunity to hear from the students.

‘ ‘There aren’t any adults here, which is really nice because I think students are more open, and I feel the candidates are more receptive because you’re not worried about what sounds good or what would offend someone,’ Ryan said.

“ ‘I think it gives [the candidates] really good insight, and us a really good insight too,’ Ryan said.”

Taken in part from Goodman, Maddie, Westside Lance, Spring 2012
A Community Effort for a Community Superintendent

FIRM DECISION

District hires unbiased executive search firm

“The school district hired the firm McPherson and Jacobson to assist in the search for our next superintendent. The firm specializes in executive searches and has helped with both the advertising and interview processes.

…

“Five different panels—a student, Westside Foundation, volunteer, teacher and administrative panel—interviewed each candidate separately.

“All five panels submitted a formal write-up detailing their opinions of the five candidates. The school board will take the panels’ opinions into consideration when making the final decision.

…

“…we believe hiring an experienced form to help with selecting our next superintendent was a great idea.

“McPherson and Jacobson was responsible for bringing in 28 candidates from all over the country, giving the district greater variety than it would have had choosing a superintendent internally.

“The firm also oversaw a more extensive selection process. It suggested the district create the five panels to interview each candidate, helped choose the panels and provided questions the panels should ask the candidate.

“The superintendent deals with the entire community, so it is only logical that the decision is a community effort.

…

“[The school board] gained a student opinion, a thoughtful, careful consideration of us and what we want in a superintendent, which they can’t always get themselves,” senior and student panelist Jacob Lehr said.

“This process allowed each group to offer its unique perspective and will encourage the school board to choose a well-rounded candidate.

…”

“In addition, this extensive process will hopefully produce an unbiased decision.

“‘I was very pleased with how with how it went,’ [Principal Maryanne] Ricketts said. ‘I like how all the Stakeholder groups were involved. I liked that we had a student group who met with each candidate. Everybody took this very seriously. The groups gave the school board good feedback.’

“Every part of the process went through the firm, and, as a result, the process went smoothly.

“The Lance believes the school board made the correct decision in hiring McPherson and Jacobson to assist in the superintendent search.”

Taken in part from Westside Lance, Spring 2012
Residents, teachers and students in the Elk Grove Unified School District are all looking for the same characteristics in a new superintendent, according to report from McPherson & Jacobson LLC, an executive search firm hired by the district.

They want someone who is collaborative, culturally competent, approachable, has integrity and strong communication skills and is visible at schools. They also want someone who can lobby for legislation, policy and resources at the state and federal level, according to the report.

The report, compiled from more than 20 meetings with community members and stakeholders, was distributed to board members and others at a school board workshop Wednesday afternoon.

“It’s a good process – to get a feel for the community, employees and students,” said board President Priscilla Cox.

The report also says that stakeholders are in sync about issues at the district that they would like a new superintendent to know about. They list the achievement gap at the top of their list of concerns, as well as institutional racism and equity in the distribution of resources between schools.

They want the new superintendent to know that there is a split on the school board that makes it difficult for staff to work with trustees and that there is a need to re-establish trust between the administration and staff, according to the report.

The report will be used to help select a superintendent and will be distributed to the candidates so they can understand the community’s needs, said Bob Ferguson, a consultant for McPherson and Jacobson LLC. The new superintendent also will receive a copy as a guide to taking the helm of the district.

The process is very effective, said William Huyett, a consultant for McPherson and Jacobson. By the third or fourth meeting, common themes began to emerge.

“It’s a healthy thing to talk to your stakeholders and to find out what the issues are,” Huyett said.

The school board adjourned to a closed session with the expectation that it would identify finalists for interviews that will begin Friday.

The entire board will conduct formal interviews of candidates in closed sessions. Interviews could continue Monday if the board selects more than four finalists. Representatives of employee, district and community organizations have also been selected to participate in the interviews.

Taken in part from Lambert, Diana, Sacramento Bee, Wednesday, Sep. 3, 2014 - 9:30 pm
Fayette school board might announce superintendent finalists Tuesday

“The search for a new Fayette County Public Schools superintendent is entering its final, crucial phase, and the names of finalists for the post could be revealed Tuesday night.

“…

“…McPherson & Jacobson, the schools’ superintendent search firm, plans to notify probably finalists to stand by for calls Tuesday night, so notifying those selected could take only a few minutes. That would allow the board to make the names public soon after members make their decisions.

“…

“Board members plan to bring each finalist to Lexington for tours of the school district; interviews with the board, meetings with education, civic groups and the media; and a session with the public. One finalist would visit each day of that process.

“…”

Taken in part from

June 2, 2011

From: Nancy VanBeek [mailto:NVanBeek@WashingtonPavilion.org]
Sent: Wednesday, November 29, 2006 4:24 PM
To: t.jacobson@macnjake.com
Subject: Thank you

Mr. Jacobson

Thank you so much for your time with us yesterday. The meeting was (surprisingly enough) enjoyable and the way you were able to draw out our ideas, insecurities, needs and wishes. The meeting once again gave me hope for the future of the work we do here.

I look forward to meeting the candidates you feel will be able to meet our varied needs and I am very grateful that you will be with the new Director as he/she takes the position. This transition time will be made much easier with a mentor to provide insight into all the different expectations of the position.

Thank you for being a good listener and a super facilitator.

Nancy Van Beek
KSDC Education Manager
Washington Pavilion of Arts and Science
301 S. Main Ave.
Sioux Falls SD 57104
(605) 367-7307 ext 2374
www.washingtonpavilion.org
Dear Dr. Jacobson

Your company has been extremely helpful to me as I have stepped into the superintendency, and I certainly recommend McPherson and Jacobson to anyone that I can! More than anything else, I have no doubt that the follow-up work that is done with School Boards and Superintendents is the most essential piece. I cannot thank you and your consulting team enough for how your leadership and guidance has truly turned our district around! I wish every school district had the opportunity to experience what we have with McPherson and Jacobson.

Thank you again,

Laura Bednar
Superintendent
Stuttgart School District
What Board Members Say About the Service of McPherson & Jacobson, L.L.C.

Dr. Thomas Jacobson  
McPherson & Jacobson  
7905 I Street Suite 310  
Omaha NE 68127

Dear Dr. Jacobson,

My name is Robert Homan and I am the School Board President with the Eatonville School District. I just wanted to drop you a note of extreme satisfaction about Al Cohen and Mike Boring, two of your consultants. We have enlisted their services twice now in the last three years and I wanted to let you know what outstanding individuals they are and what a pleasure it has been to work with them!

Al and Mike impressed our Board with their knowledge of the process in hiring a qualified Superintendent. Their ability to advise us on timelines, qualities to look for and experience levels that will work well in our district was invaluable. Finally their professionalism is unmatched when it comes to their ability to work with people and understand perspectives. Their skills to assimilate information and to apply that information to attain the best outcome for the needs of our district was impressive.

Needless to say, that we are and were very happy with the candidate pool along with the selections we have made for our Superintendents of Eatonville Public Schools. I would have no problem recommending either one or both of these men to any District looking for consultants for this process.

We will definitely keep your firm at the top of the list when it comes to consulting on this and any other pertinent service you offer.

On behalf of myself and the rest of the Board of Eatonville School District, we wish to express our appreciation.

Respectfully,

Robert Homan  
Board President  
Eatonville School District #404

June 21, 2013
March 1, 2013

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

Dear Dr. Jacobson:

On behalf of the Little Rock School District Board of Directors, I would like to thank you for the professional manner in which the search process for our next superintendent has been conducted. I commend our lead consultant, Ms. Loe Dunn, and her assistants, Dr. Kieth Williams and Dr. John Smith, for guiding us through the process of selecting and interviewing our next leader.

I would recommend your organization to anyone who requires the services of an executive firm to coordinate their search process.

Again, thank you for the professionalism demonstrated by your team. Your service has been invaluable to us.

Sincerely,

Dianne Curry, President
LRSD Board of Directors
Date: Wednesday, September 26, 2012, 10:33 PM

“…. 
“The entire process of a Superintendent search firm from start to finish has been a learning experience for me and I strongly believe it was made easier because of your knowledge, expertise, just being excellent to work with as well as the over professionalism of the firm.

“Again, thank you for all the assistance you provided to our district…."

Thanks,
Connie McElyea
Moline [Illinois] Board of Education
April 26, 2012

To Whom It May Concern:

I am the Chair of the Reynolds School District, serve on the Board of a non-profit Women's Shelter, am a Consumer Arbitrator, a very active community advocate, and have extensive Executive and Human Resource Management experience. I am compelled to write on behalf of the firm McPherson & Jacobson’s Executive Search Consultant Services.

This year our district contracted with the McPherson & Jacobson to conduct a national search to replace our retiring Superintendent. As promised, they delivered excellent, comprehensive services from start to finish. The fact that we were assigned a senior partner and two regional consultants created synergy and success in the process. Their multi-pronged protocols ensured that all stakeholders both internal and external experienced high levels of confidence in both the process and the outcome.

The range and quality of the service delivery was superior. From facilitating widespread community input for design and delivery of a professional search brochure, to national advertising, screening committee management, a survey, stakeholder forums and press releases our board, staff and community strongly supported the process and are very satisfied.

The individuals assigned to us were Dr. Tom Jacobson, Dr. Bill Dean and Mr. Rich Parker. Their varied skills and years of educational experience is an excellent match for any district. They spent tireless hours of support to address staff, citizen and community involvement concerns. They innovatively united diverse processes and combined their energies to accomplish our goals on an extremely tight timeline during a difficult time for our district. Through it all they remained highly organized, exhibited excellent verbal, written and interpersonal skills, while remaining versatile and reliable. Their services were not only strategic but enthusiastic, effective and solution oriented. They delivered results.

In conclusion, their professional services combined with a caring style made our search robust and effective. Your organization would be fortunate to have them provide the same service.

Please share this information with any parties that are interested or may affect decisions regarding this matter. If you require elaboration, please feel free to contact me. I would be happy to share more information.

Respectfully,

Theresa Delaney Davis
Theresa Delaney Davis
Chair

A great place for learning.

www.reynolds.k-12.or.us/schools/
November 10, 2009

Mr. Tom Jacobson
McPherson & Jacobson, LLC
7905 L St., Suite 310
Omaha, NE 68127

Dear Tom:

I wanted to take a moment to offer my sincere appreciation for all your help in our recent superintendent search.

While hiring a superintendent may be a Boards’ most important responsibility, it isn’t something any of us do on a regular basis if ever at all. I can’t imagine trying to make our way through this without your guidance. You brought us a process that was able to meet the needs of our community. You told us to trust the process, we did, and it worked.

On behalf of the Board and the entire District, I want to extend our thanks to you and all your colleagues at McPherson & Jacobson for a job well done.

Sincerely,

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

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

I heartily endorse McPherson & Jacobson.

Rosie Zweiback
Vice President
Westside Community Schools Board of Education
Rzweiback@westside66.org
Comments/references from Westside Community Schools, Omaha, Nebraska

November 6, 2012

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

Dear Tom:

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

- **Focus:** The Board discussion and consensus on the key attributes to be sought in candidates for our position – a key step in McPherson & Jacobson's recommended process – maintained the focus of the search on the Board's top priorities.

- **Responsiveness:** McPherson & Jacobson responded to our requests for assistance, predictable or last minute, in a timely and professional manner.

- **National Reach:** The benefits of your national network of consultants were evident both in the field of candidates you were able to access as well as in your ability to vet those candidates effectively.

- **Integrity:** Superintendent searches are notoriously stressful for school boards. McPherson & Jacobson dealt with the difficult and unexpected turns in the process with unwavering integrity and professionalism.

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

Best regards,

Kathleen Bradley
June 3, 2014

To Whom It May Concern:

I am writing this letter on behalf of Drs. Don and Molly Helms. We recently hired them through your firm to aide us in our search for a superintendent for the Winship-Robbins Elementary School District. The search started in mid March and concluded in late April with the successful hiring of Dr. Laurie Goodman.

Throughout the process Don and Molly Helms were professional, well informed, and organized. What started out as a seemingly daunting task proved to be efficient, manageable, and rather exhilarating. We felt the list of questions thoroughly covered our needs and the timeline was smooth. The advertising certainly attracted more applicants than we would have been able to accomplish on our own. Don and Molly also recruited which brought in one particularly good candidate. Their screening of applicants streamlined our job. We felt confident with their guidance and appreciated their commitment to helping us achieve our important goal.

We look forward to the new school year with the confidence that comes from feeling we have hired the right superintendent to serve the needs of our entire school community. Our sincere thanks go to Don and Molly for their valuable contribution.

Sincerely,

Winship-Robbins Elementary School Board

Hassan Mohsen, President

Janet Alonso, Clerk
Applicant Diversity

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

Over 25 percent of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

McPherson & Jacobson’s minority/female placements are listed below:

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<tr>
<th>Search Year</th>
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<td>Birmingham City Schools, AL</td>
<td>Dr. Kelley Gacutan</td>
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<td>Chief Leschi Schools, Puyallup, WA</td>
<td>Dr. Amy Eveskeige</td>
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<td>Colts Neck Township Schools, NJ</td>
<td>Ms. Mary Jane Garibay</td>
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<td>El Monte Union High School Dist., CA</td>
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<td>2010-2011</td>
<td>South Whidbey School District, Langley, WA</td>
<td>Dr. Josephine Moccia</td>
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<td>2010-2011</td>
<td>Stuttgart Public Schools, AR</td>
<td>Dr. Melvin Bryant</td>
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<td>2010-2011</td>
<td>Sumner County Educational Services</td>
<td>Ms. Heather Bristor</td>
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<td>Interlocal District #619, KS</td>
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<td>2010-2011</td>
<td>Whitefish School District, MT</td>
<td>Ms. Kathryn Orozco</td>
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<td>2009-2010</td>
<td>Clark County School District</td>
<td>Mr. Dwight Jones</td>
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<td></td>
<td>Las Vegas, NV</td>
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<tr>
<td>2009-2010</td>
<td>Faith School District, AR</td>
<td>Ms. Elsie Baye</td>
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<td>2009-2010</td>
<td>Monroe City Schools, LA</td>
<td>Dr. Kathleen Harris</td>
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<td>2009-2010</td>
<td>Searcy School District, AR</td>
<td>Ms. Diane Barrett</td>
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<td>2009-2010</td>
<td>Vicksburg-Warren, MS</td>
<td>Dr. Elizabeth Swinford</td>
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<td>2008-2009</td>
<td>Blair Community Schools, NE</td>
<td>Dr. Jane Stavem</td>
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<td>2008-2009</td>
<td>Central Dauphin School District, PA</td>
<td>Dr. Luis Gonzalez</td>
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<td>2008-2009</td>
<td>Culpeper County Schools, VA</td>
<td>Dr. Bobbi Johnson</td>
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<td>2008-2009</td>
<td>Dubuque CSD, IA</td>
<td>Dr. Larie Godinez</td>
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<td>2008-2009</td>
<td>Greenville School District, MS</td>
<td>Dr. Harvey Franklin</td>
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<td>2008-2009</td>
<td>Ipswich School District, SD</td>
<td>Ms. Beverly Myer</td>
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<tr>
<td>2008-2009</td>
<td>North Thurston Schools, Lacey, WA</td>
<td>Mr. Rajinder Manhas</td>
</tr>
<tr>
<td>Year</td>
<td>District/Parish/Position</td>
<td>Name</td>
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<td>2008-2009</td>
<td>Northland ISD #118, Remer, MN</td>
<td>Ms. Theresa Meyers</td>
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<tr>
<td>2008-2009</td>
<td>Orting School District, WA</td>
<td>Ms. Michelle Corker-Curry</td>
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<td>2008-2009</td>
<td>St. John the Baptist Parish, LA (asst. supt. position)</td>
<td>Dr. Leigh Ann Beard</td>
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<td>2007-2008</td>
<td>Arlington School District, WA</td>
<td>Dr. Kristine McDuffy</td>
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<td>2007-2008</td>
<td>Clover Park School District, WA</td>
<td>Ms. Debbie LeBeau</td>
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<td>2007-2008</td>
<td>East Union CSD, IA</td>
<td>Ms. Pam Armstrong-Vogel</td>
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<td>2007-2008</td>
<td>PCM CSD, Prairie City, IA</td>
<td>Ms. Jane Hartz Babcock</td>
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<td>2007-2008</td>
<td>Radnor Township, PA</td>
<td>Dr. Linda Grobman</td>
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<td>2007-2008</td>
<td>St. John the Baptist Parish, LA</td>
<td>Dr. Courtney Millet</td>
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<td>2007-2008</td>
<td>Selma City Schools, Selma, AL</td>
<td>Dr. Austin Obasohan</td>
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<td>2007-2008</td>
<td>Shaw Island School District, WA</td>
<td>Dr. Marie Phillips</td>
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<td>2007-2008</td>
<td>Tukwila School District, WA</td>
<td>Ms. Ethelda Burke</td>
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<td>2007-2008</td>
<td>Wynne School District, AR</td>
<td>Dr. Benjamin Perry</td>
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<td>2006-2007</td>
<td>Anselmo-Merna Schools, NE</td>
<td>Ms. Sue McNeil</td>
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<td>2006-2007</td>
<td>Bondurant-Farrar CSD, IA</td>
<td>Ms. Peggy Huisman</td>
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<td>2006-2007</td>
<td>Chariton CSD, IA</td>
<td>Ms. Paula Jo Wright</td>
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<td>2006-2007</td>
<td>East End, AR</td>
<td>Ms. Myra Graham</td>
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<td>2006-2007</td>
<td>East Grand, Granby, CO</td>
<td>Ms. Nancy Karas</td>
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<td>2006-2007</td>
<td>Hot Springs, AR</td>
<td>Ms. Joyce Craft</td>
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<td>2006-2007</td>
<td>Rochester School District, MN</td>
<td>Dr. Romain Dallemann</td>
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<td>2006-2007</td>
<td>Todd County School Dist., SD</td>
<td>Dr. Margo Heinert</td>
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<td>2006-2007</td>
<td>Washington Pavilion of Arts &amp; Science, Sioux Falls, SD</td>
<td>Ms. Mary Guerra</td>
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<td>2005-2006</td>
<td>Garden County Schools, NE</td>
<td>Dr. Paula Sissel</td>
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<td>2005-2006</td>
<td>Madison Parish, LA</td>
<td>Mr. Michael Johnson</td>
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<td>2005-2006</td>
<td>Pulaski County School Dist., AR</td>
<td>Mr. James Sharpe</td>
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<td>2005-2006</td>
<td>Rapid City Catholic Schools, SD</td>
<td>Ms. Barbara Honeycutt</td>
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<td>2004-2005</td>
<td>Fordyce Public Schools, AR</td>
<td>Ms. Pam Blake</td>
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<td>2004-2005</td>
<td>Holdrege Public Schools, NE</td>
<td>Ms. Cynthia Wendell</td>
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<td>2004-2005</td>
<td>Lyons USD #405, KS</td>
<td>Ms. Anne Lassey</td>
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<td>2004-2005</td>
<td>Madison Parish, Tallulah, LA</td>
<td>Mr. Michael Johnson</td>
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<td>2004-2005</td>
<td>Stuttgart School District, AR</td>
<td>Dr. Laura Bednar</td>
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<td>2003-2004</td>
<td>Banner County, NE</td>
<td>Ms. Lana Sides</td>
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<td>2003-2004</td>
<td>Davenport CSD, IA</td>
<td>Mr. Julio Almanza</td>
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<td>2003-2004</td>
<td>Wagner, SD</td>
<td>Ms. Susan Smit</td>
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<td>2002-2003</td>
<td>Carlsbad, NM</td>
<td>Ms. Charlotte Neill</td>
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<td>2002-2003</td>
<td>Hope, AR</td>
<td>Mr. Thomas Muldrew</td>
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<td>2002-2003</td>
<td>Humboldt CSD, IA</td>
<td>Ms. Joyce Judas</td>
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<td>2002-2003</td>
<td>Newcastle, NE</td>
<td>Ms. Vickie Caldwell</td>
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<td>2001-2002</td>
<td>Iroquois School Dist., SD</td>
<td>Ms. Lori Wehlander</td>
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<td>2001-2002</td>
<td>Parsons, KS</td>
<td>Dr. Deborah Perbeck</td>
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<td>2001-2002</td>
<td>Plattsmouth School District, NE</td>
<td>Mrs. Renee Jacobson</td>
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<td>2001-2002</td>
<td>Walnut Grove R-V, MO</td>
<td>Ms. Tanya Hunter</td>
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<td>2000-2001</td>
<td>Texarkana, AR</td>
<td>Ms. Katherine Lease</td>
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<td>1999-2000</td>
<td>Bison School District, SD</td>
<td>Ms. Sharon Soehren</td>
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<td>1999-2000</td>
<td>Montrose School Dist., SD</td>
<td>Ms. Mary Austad</td>
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<td>1997-1998</td>
<td>Ralston, NE</td>
<td>Dr. Virginia Moon</td>
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<td>1997-1998</td>
<td>Randolph, NE</td>
<td>Dr. Marlene Uhing</td>
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<td>1994-1995</td>
<td>Clarks, NE</td>
<td>Ms. Delores Raider</td>
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All of our professionally trained consultants are involved with education. Every consultant believes that every child in every district is entitled to the highest quality educational opportunities. They also believe that quality education begins with quality leadership.

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