

A Proposal Prepared for

Waukee Community School District Waukee, Iowa

for

*The Search and Selection of a
Superintendent of Schools*

submitted by

MCPHERSON  JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT



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January 31, 2019

Board of Education
Waukee Community School District
560 SE University Ave.
Waukee, Iowa 50263

Thank you for the opportunity to present our services to your board. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Waukee Community 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.

With over 100 consultants across the United States, McPherson & Jacobson has been successfully conducting searches for governing boards since 1991.

Our contact information:

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We appreciate 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.

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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.

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

Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 725 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. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

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

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **over seventy-five percent** of administrators are in the position for which they were hired. **Over fifty 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.

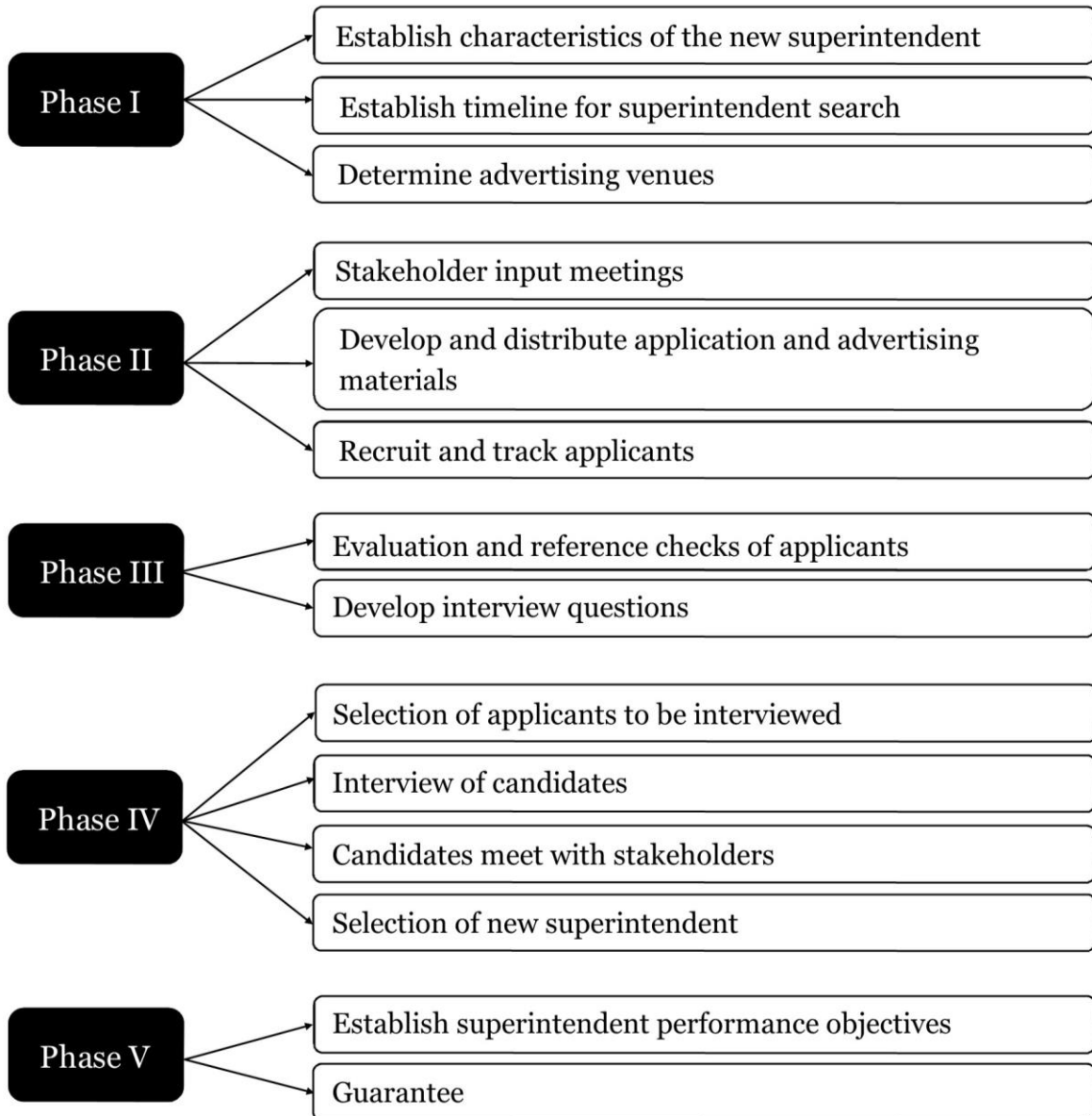
Executive Summary

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



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.

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

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

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

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

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

Phase II

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

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

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

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

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

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

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to 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 on line. 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.

- ✓ **Confidentiality of Applicants**

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

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

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

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

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

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

Phase III

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.

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

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

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

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

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

"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

"Promptness, excellent candidate selection, timely service and professional manner" (what board member liked about the service)

Kevin West, Arkansas Arts Academy, Rogers, AR

Phase IV

In Phase IV McPherson & Jacobson's consultants will:

✓ **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 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.

✓ **Coordinate interview and visitation procedures.**

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

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

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

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

any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

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

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

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

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

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

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

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

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

✓ **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.

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. If the person selected leaves the position, *FOR WHATEVER REASON*, within the guarantee period, we will repeat the process at no charge except actual expenses.

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

"I am sure our Board would look to McPherson & Jacobson again the next time we are looking for a superintendent."

John Rice, Twin River Public Schools, Genoa, NE

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 and video interviews 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

Responsibilities of Waukee Community School District and McPherson & Jacobson, L.L.C.

Event	McPherson & Jacobson's Tasks
1 st board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> ○ Characteristics for the new superintendent ○ The search calendar ○ Compensation parameters ○ Identify the appropriate constituent groups for stakeholder input ○ Advertising venues <input type="checkbox"/> The consultant works with the Point of Contact to compile: <ul style="list-style-type: none"> ○ Information to create the brochure announcing the vacancy ○ The list of names to be invited to the community input meetings
After 1 st meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Application link is posted online <input type="checkbox"/> Brochure announcing the vacancy is created <input type="checkbox"/> Advertising is started <input type="checkbox"/> Vacancy announcements are sent out <input type="checkbox"/> E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening <input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position <input type="checkbox"/> Opening is posted on social media and additional venues
During application period	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants recruit candidates that fit the position <input type="checkbox"/> Monitors applicants and where they are in the application process <input type="checkbox"/> Notifies applicants of the closing date for submitting their materials <input type="checkbox"/> Lead consultant keeps the board up-to-date on the search
Stakeholder meetings are scheduled	<ul style="list-style-type: none"> <input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district
Stakeholder meetings	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input <input type="checkbox"/> 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	<ul style="list-style-type: none"> <input type="checkbox"/> Consultant summarizes key themes and gives the results to the district <input type="checkbox"/> Copy of summary is sent to Home Office <input type="checkbox"/> The stakeholder input summary report is created
2 nd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Review stakeholder input summary report and provide copies to the district <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> ○ Interview questions ○ Length of contract, moving and interview expenses ○ Spouse/significant other's involvement in interview process ○ District Interview Schedule ○ Candidate Daily Interview Schedule <input type="checkbox"/> Interview questions are sent to Home Office to be formatted
Prior to 3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed <input type="checkbox"/> Contact candidates on short list and verify their interest in the position <input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures, and screen questions

Event	McPherson & Jacobson's Tasks
3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant facilitates the board's <ul style="list-style-type: none"> <input type="checkbox"/> Review of the list of all applicants <input type="checkbox"/> Overview of candidates on short list <input type="checkbox"/> Selection of finalists <input type="checkbox"/> Finalizing of interview dates & schedule <input type="checkbox"/> Review of interview questions & procedures <input type="checkbox"/> Finalizing candidate & spouse/significant other arrangements <input type="checkbox"/> Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues <input type="checkbox"/> Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) <input type="checkbox"/> Send Candidate Daily Interview Schedule to each finalist <input type="checkbox"/> Notify the applicants who were not selected to be interviewed
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> Call Point of Contact after 1st interview to learn how it went <input type="checkbox"/> Call 1st candidate to learn their perspective and how the interview went <input type="checkbox"/> Suggest any possible improvements <input type="checkbox"/> Be available for questions <input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service)
Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Verify acceptance <input type="checkbox"/> Conduct criminal/financial/credential verification check on selected candidate <input type="checkbox"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept <input type="checkbox"/> Consultant reviews superintendent's plan

Waukee Community School District

Event	School District's Tasks
1 st Board Meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Provides consultant with the necessary information to create the brochure; the name of the Point of Contact; and the board member list <input type="checkbox"/> Reviews the brochure
Community meetings are scheduled	<ul style="list-style-type: none"> <input type="checkbox"/> Names and addresses are sent to Home Office for community member stakeholder meeting invitations <input type="checkbox"/> Notifies internal stakeholders of times and locations for stakeholder meetings <input type="checkbox"/> Posts dates, times and locations of meetings and public forum(s) and encourages stakeholder attendance <input type="checkbox"/> Publishes link to online stakeholder input survey
3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Board decides if they wish to conduct semi-finalist interviews <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour <input type="checkbox"/> Arrange logistics for stakeholder focus groups
Semi-finalist Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> The board interviews each semi-finalist <input type="checkbox"/> The board determines the finalists to be interviewed
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> One candidate per day <input type="checkbox"/> Board member greets each candidate upon arrival to district <input type="checkbox"/> Coordinates candidate's meeting with stakeholder focus groups and retrieval of input forms <input type="checkbox"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated
Meeting to Select Finalists/ Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Board members meet and discuss each candidate individually <input type="checkbox"/> Individually rank order candidates <input type="checkbox"/> Read input forms submitted by stakeholder focus groups <input type="checkbox"/> Select minimum of #1 and #2 candidates <input type="checkbox"/> Contact consultant with selection results <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board completes an evaluation of the search service provided by McPherson & Jacobson
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Board adopts plan <input type="checkbox"/> Send copy of plan to Home Office

Investment

The investment for conducting the superintendent search is \$15,900 for Phases I-V.

The total not to exceed amount including expenses is \$19,900 .

Included in the expenses is

- 30 days of advertising on AASA
- 30 days of advertising on TopSchoolJobs
- Two (2) days of stakeholder meetings
- Consultant travel expenses for four (4) trips to the district
- One online stakeholder input survey (in English)
- Video interviews for five (5) candidates
- Criminal/financial/credential verification background check for the final candidate
- Office expenses

NOTE:

- Interview expenses for the candidates are not included in the expenses listed.
- There is an additional fee and expenses for the consultants to attend the interview sessions.

McPherson & Jacobson 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.

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.

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. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

Process for Obtaining Parent and Community Input

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

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

Process for Obtaining Online Stakeholder Input

McPherson & Jacobson will create an online input survey to allow stakeholders to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

***Iowa Searches Conducted by
McPherson & Jacobson, L.L.C.***

Year	District
2017/18	AGWSR Community Schools
2013/14	AGWSR Community Schools
2007/08	AGWSR Community Schools
2008/09	Allison-Bristow Community School District
2005/06	Anamosa Community School District
2009/10	Atlantic Community School District
2005/06	Ballard Community School District
2006/07	Bellevue Community School District
2015/16	Belmond-Klemme Community School District
2012/13	Belmond-Klemme Community School District
2008/09	Bettendorf Community School District
2004/05	Bettendorf Community School District
2006/07	Bondurant-Farrar Community School District
2012/13	Carlisle Community School District
2015/16	Center Point-Urbana Community School District
2004/05	Center Point-Urbana Community School District
2006/07	Chariton Community School District
2014/15	Cherokee Community School District
2012/13	Clarke Community Schools, Osceola
2015/16	Clear Lake Community Schools
2014/15	Colfax-Mingo School District
2010/11	Colo-Nesco Community School District
2003/04	Davenport Community Schools
2008/09	Dubuque Community School District
2007/08	Dunkerton Community School District
2008/09	Eagle Grove Community School District
2007/08	East Union Community Schools
2004/05	Fort Madison Community School District
2009/10	Glenwood Community School District
2004/05	Hamburg Community School District
2005/06	Harmony Community School District
2004/05	Harmony Community School District
2011/12	Holy Trinity Catholic Schools, Ft. Madison
2004/05	Hubbard-Radcliffe Community School District
2002/03	Hubbard-Radcliffe Community School District
2002/03	Humboldt Community School District
2007/08	Janesville Community School District

Year	District
2002/03	Lamoni Community Schools
2012/13	Lisbon Community School District
2008/09	Lisbon Community School District
2003/04	Marcus-Meriden-Cleghorn Community Schools
2015/16	Marshalltown Community School District
2007/08	Marshalltown Community School District
2017/18	MMCRU Schools, Marcus & Remsen
2015/16	Monticello Community School District
2006/07	Monticello Community School District
2008/09	Murray Community School District
2003/04	Newell-Fonda Community Schools
2013/14	North Butler Community Schools, Allison
2008/09	North Butler (Allison-Bristow CSD & Greene CSD)
2015/16	North Cedar Community School District, Stanwood
2015/16	North Kossuth CSD, Swea City and North Union CSD,
2008/09	North Polk Community School District, Alleman
2003/04	Northwood-Kensett Community Schools
2017/18	Ogden Community School District
2015/16	Ottumwa Community School District
2014/15	PCM Community School District
2007/08	Prairie City Monroe Community School District
2012/13	Saydel Community School District
2018/19	Sibley-Ocheyedan Community School District
2012/13	Sibley-Ocheyedan Community School District
2011/12	Sioux Central Community School District
2005/06	Sioux Central Community School District
2007/08	Sioux City Community School District
2003/04	South Page Community School District
2004/05	Wapello Community School District
2017/18	Webster City Community Schools
2017/18	West Branch Community School District
2010/11	West Branch Community Schools
2016/17	West Liberty Community School District
2005/06	West Monona Community School District
2014/15	Western Dubuque Comm. School Dist., Farley
2003/04	Williamsburg Community Schools
2004/05	Wilton Community School District
2008/09	Winfield-Mt. Union Community School District

Consultants for Search

Thomas Jacobson
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Omaha, NE 68136
Email: t_jacobson@macnjake.com
Phone: 402-943-7540

Educational Background

Ph.D.	1986	University of Minnesota	Educational Administration
Ed.S.	1980	University of Minnesota	Educational Administration
M.S.	1973	St. Cloud State University	Educational Administration
B.S.	1969	Bemidji State University	Elementary Education

Professional Experience

Dates		Title	District	Location
1996	to Present	CEO/Owner	Key Concepts, L.L.C.	Omaha, NE
1991	to Present	CEO/Owner	McPherson & Jacobson, L.L.C.	Omaha, NE
1991	to Present	Associate Professor	University of Nebraska at Kearney	Kearney, NE
1988	to 1991	President	Consortium for School Improvement	Gunnison, CO
1986	to 1990	Superintendent	Gunnison Watershed School District	Gunnison, CO
1987	to 1989	Adjunct Professor	Western State College	Gunnison, CO
1980	to 1986	Superintendent	Remer/Longville ISD #118	Remer, MN
1982	to 1984	Supervising Superintendent	Tri-County Coop	Grand Rapids, MN
1979	to 1980	Asst. Superintendent for Curriculum, Instruction, and Personnel	Remer/Longville ISD #118	Remer, MN
1975	to 1979	Elementary Principal	Remer/Longville ISD #118	Remer, MN
1969	to 1975	Elementary Teacher	Mounds View ISD #621	Mounds View, MN

Professional Organization Memberships

Name of Organization	Dates	Offices Held
American Association of School Administrators		Chair Search Committee Chairperson
Educational Administration Department	2007 to 2007	Member
College of Education Rank and Tenure Committee	1997 to 2007	Member
Nebraska Counsel of School Administrators		Region IV President, Vice President
Nebraska School Masters		Member
Horace Mann League		Member

K. Richard Sundblad
Ankeny, Iowa
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Phone: 515-975-3718

Educational Background

Ph.D.	1984	University of Iowa	Educational Administration
Ed.S.	1981	Western Illinois University	Educational Administration
M.A.	1971	San Diego State University	Mathematics
B.A.	1966	University of Northern University	Mathematics

Professional Experience

Dates		Title	District	Location
2007	to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE
1990	to 2006	Superintendent	Johnston Community Schools	Johnston, IA
1984	to 1990	Principal		Bettendorf, IA
1983	to 1984	Assistant to the Director	Institute for School Executives- Univ. of IA	Iowa City, IA
1980	to 1983	Associate Principal	Clinton Community School District	Clinton, IA
1971	to 1980	Teacher	Clinton Community School District	Clinton, IA
1967	to 1970	Teacher	Iowa City Community School District	Iowa City, IA
1966	to 1967	Teacher	Davenport Community School District	Davenport, IA

Michael B. Billings
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Phone: 515-209-9698

Educational Background

Superintendent Endorsement	1997	University of Northern Iowa	
M.A.	1991	University of Northern Iowa	Educational Administration
B.A.	1980	University of Northern Iowa	Elementary Education

Professional Experience

Dates		Title	District	Location	Enrollment
2015	to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE	
1999	to 2014	Superintendent	Roland-Story Community School District	Story City, IA	996
1995	to 1999	Superintendent	Fredericksburg Community School District	Fredericksburg, IA	300
1991	to 1995	Elementary Principal/District Curriculum Director	Lincoln Community School District (now North Cedar)	Stanwood, IA	900
1984	to 1991	Elementary Teacher/ Head Varsity Boys Basketball Coach	Central Community School District	Elkader, IA	500
1980	to 1984	Elementary Teacher/ Assistant Coach	North Fayette Community School District	West Union, IA	900

Professional Organization Memberships

Name of Organization	Offices Held
American Association of School Administrators	
Iowa High School Athletic Association	Chair
Legislative Representative for AEA 11 Superintendent's Group	

Community/Service/Fraternal Organizations

Name of Organization	Offices Held
Story City Economic Development Corporation	Past Member
Story City Lions Club	Past Member
Immanuel Lutheran Church	Member

Lyle L. Schwartz
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Story City, Iowa 50248

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Phone: 515-209-9381

Educational Background

Ed. S.	2002	Drake University	Educational Administration
M.S.	1985	NW Missouri State University	Secondary School Administration
B.S.	1977	Wartburg College	Mathematics

Professional Experience

Dates		Title	District	Location
2018	to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE
2014	to 2017	Shared Superintendent	West Monona Community School District/ West Harrison Community School District	Onawa, IA/ Mondamin, IA
2011	to 2014	Superintendent	West Monona Community School District	Onawa, IA
2005	to 2011	Superintendent	South Hamilton Community School District	Jewell, IA
2002	to 2005	Shared Superintendent	CAL & Dows Community School Districts	Latimer, IA
1995	to 2002	Principal	Greenfield / Nodaway Valley High School	Greenfield, IA
1992	to 1994	Principal/ Activities	Wrangell High School and Stikine Middle School	Wrangell, AK
1989	to 1992	Principal/ Teacher	Aniguin Schools/ Bering Strait School District	Elim, AK/ Unalakleet, AK
1987	to 1989	Associate Principal/ Activities Director	Winterset Community Schools	Winterset, IA
1982	to 1987	Teacher / Principal	John Apangalook Memorial Schools/ Bering Strait School District	Gambell, AK / Unalakleet, AK
1980	to 1982	Insurance Agent	Farm Bureau Insurance	Greenfield, IA
1979	to 1980	Sales Representative	Talbot-Carlson Agriculture Products	Audubon, IA
1977	to 1979	Teacher	Belmond Community Schools	Belmond, IA

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

“Any 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.”

**Taken in part from *Open search process, solid choice* | Editorial | Kentucky.com
<http://www.kentucky.com/2011/06/15/1775505/open-search-process-solid-choice.html>**

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.’”

Taken in part from Lawson, Tammy. *The Marshall County Sun*, May 15, 2008.

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
<http://www.kentucky.com/2011/05/31/1758135/fayette-school-board-might-announce.html>
June 2, 2011**

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.....

“....”

**Taken in part from
www.newsobserver.com/2013/05/13/2890369/wake-wise-to-announce-superintendent.html
May 13, 2013**

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 criterial? 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 firm 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

Report details what community members want in new Elk Grove district superintendent

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**

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

From: Laura Bednar

Sent: Thursday, December 20, 2007 12:05 PM

To: t_jacobson@macnjake.com

Subject: thank you

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.

BOARD OF EDUCATION

Betsy Connolly, D.V.M., President
Pat Phelps, Vice President
Mike Dunn, Clerk
Peggy Buckles, Member
John Andersen, Member

SUPERINTENDENT

Jeffrey L. Baarstad, Ph.D.



June 3, 2015

To Whom It May Concern:

We have just completed a successful search for our new superintendent with the able assistance of Anita Johnson and Ed Velasquez, our consultants from the search firm McPherson & Jacobson, LLC.

The entire process was handled in a highly professional manner. Every question was answered, every concern addressed. Rather than following a scripted process, the board remained in control of the style and substance of the search but without the burden of its execution. As board president, I worked closely with our consultants and came to depend on them for insight and advice. Their experience, with the search process and with the issues faced by education agencies was invaluable.

We were on a tight timeline and, like many board members, I have a demanding schedule outside of my school board responsibilities. Anita and Ed were available to me in the evening and on weekends when questions and conflicts arose. They did the detail work and planning so that we didn't have to. The level of support and encouragement provided was extraordinary. I cannot imagine doing a search without them.

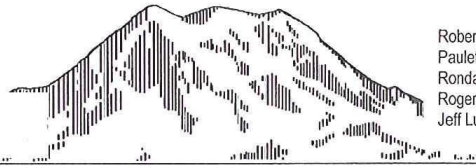
The number and quality of the applicants was reassuring to the board and spoke to the success of the initial planning process and the skillful execution of our plan. I believe that our consultants represented us enthusiastically to potential candidates, thus helping to develop a high quality candidate pool. Our board constructed a rigorous candidate assessment that no doubt placed additional burdens on our consultants. They didn't waiver or complain. During our post interview discussion of the applicants, our consultants provided insight and guidance without attempting to influence the final outcome. Honestly, with such a difficult and important decision, it was critical to have their advice and support.

That support didn't stop with the selection of a finalist. Anita kept in touch with me, and with our selected candidate, as we worked through the contract development and public announcement process. It is for these reasons, and many more, that I give our consultants and their firm, my enthusiastic endorsement.

A handwritten signature in black ink, appearing to read 'B Connolly'.

Betsy Connolly DVM

**EATONVILLE
SCHOOL DISTRICT**
Superintendent Rich D. Stewart



Robert Homan, President
Paulette Gillardi, V-President
Ronda Litzenberger, Director
Roger Andrascik, Director
Jeff Lucas, Director

Together, we commit to excellence in education and preparation for life.

June 21, 2013

Dr. Thomas Jacobson
McPherson & Jacobson
7905 L 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

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(360) 879-1000 • Fax (360) 879-1086



LITTLE ROCK SCHOOL DISTRICT

OFFICE OF THE SUPERINTENDENT

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



Reynolds School District
Administration Offices
1204 NE 201st Avenue
Fairview, OR 97024
503.661.7200 • FAX 503.667.6932

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.k12.or.us/schools/

Great Valley School District

47 Church Road
Malvern, PA 19355
Phone 610-889-2100, ext. 2112
www.gvsd.org



BOARD OF SCHOOL DIRECTORS

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

From: Zweiback, Rose [<mailto:zweibackr@unmc.edu>]
Sent: Monday, November 05, 2012 8:25 AM
To: Thomas Jacobson, Ph.D.
Subject: Testimonial

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@weatside66.org



MCPHERSON *MJ* JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

7905 L STREET, SUITE 310 ♦ OMAHA, NEBRASKA 68127 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

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:

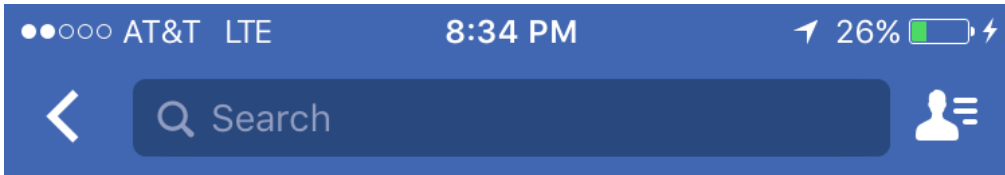
McPherson & Jacobson's guidance and support were invaluable throughout Westside Community Schools' superintendent search in 2012. Time and perspective have enabled me to identify what for me were your most important contributions to the process.

- ***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



Leslie Fye

6 hrs · 🌐

I just have to brag on my school district and the process they have adopted to select our next School District Superintendent. SOCSO hired an awesome firm - McPherson and Jacobson - to conduct our Superintendent search. Under their guidance the district has had listening sessions in the community to gather input for what our vision was/is for the next Superintendent. Applications are in and the Board selected their top 3. Interviews began today. The candidates are being interviewed by faculty focus groups and community stakeholder focus groups. The focus groups participated in creating the main group interview questions and were allowed to ask other questions at the end of the interview. Feedback from the focus group was documented and will be given to the School Board. The School Board will hold their own private interview. Whatever the result, the process has been a positive one for our community!

2 Shares



Like



Comment



Share

*Starkville Oktibbeha Consolidated School District, Starkville, Mississippi,
February 2017*

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 has placed numerous minority/female candidates; our most recent placements are listed below:

<u>Search Year</u>	<u>School District/Entity</u>	<u>Person Placed</u>
2017-2018	Foreman School District, AR	Mrs. Patricia Tankersley
2017-2018	Jackson Public Schools, MS	Dr. Errick Greene
2017-2018	McCleary School District, WA	Ms. Shannon Ramsey
2017-2018	Fort Sage Unified School District, Herlong, CA	Dr. Christopher Bonn
2017-2018	Madison County School District, Ridgeland, MS	Ms. Kimber Halliburton
2017-2018	Roseville Joint Union High School District, CA	Dr. Denise Herrmann
2017-2018	Mabton School District, WA	Mr. Joseph Castilleja
2017-2018	Saugus Union School District, Santa Carlita, CA	Dr. Colleen Hawkins
2017-2018	Denair Unified School District, CA	Dr. Teresia Chevalier-Metzger
2017-2018	Reynolds School District, Fairview, OR	Dr. Danna Diaz
2017-2018	Soap Lake School District, WA	Ms. Darnella Pray
2017-2018	East End School District, Bigelow, AR	Ms. Lori Edgin
2017-2018	Ogden Community School District, IA	Dr. Pamela Dodge
2017-2018	Webster City Community Schools, IA	Dr. Amanda Ross
2017-2018	Liberty Elementary School District, Buckeye AZ	Dr. Lori Shough
2017-2018	South Central Nebraska Unified #5, Fairfield, NE	Ms. Julie Otero
2017-2018	Ellensburg School District, WA	Mrs. Jinger Haberer
2017-2018	Parlier Unified School District, CA	Mr. Jamie Robles
2016-2017	Cold Spring School District, Santa Barbara, CA	Dr. Amy Alzina
2016-2017	New Haven Unified School Dist., CA	Dr. Arlando Smith
2016-2017	Carlsbad Municipal Schools, NM	Dr. Gregory Rodriquez
2016-2017	School District of Fort Atkinson, WI	Dr. Beverly Brown
2016-2017	Starkville Oktibbeha Consolidated School District, MS	Dr. Eddie Peasant
2016-2017	Richland School District, CA	Dr. Dagoberto Garcia
2015-2016	Oxnard Union High School Dist., CA	Ms. Penelope DeLeon

2015-2016	Alisal Union School District, CA	Dr. Hector Rico
2015-2016	Johnstonville Elem. School Dist., CA	Dr. Melanie Spears
2015-2016	East Dubuque School District, IL	Mrs. Tori Lindeman
2015-2016	Hemet Unified School District, CA	Ms. Christi Barrett
2015-2016	Ottumwa CSD, IA	Ms. Nichole Koolker
2015-2016	Charlotte-Mecklenburg Schools, NC	Dr. Clayton Wilcox
2015-2016	Rapid City Area School District, SD	Dr. Lori Simon
2015-2016	Francis Howell School District Saint Charles, MO	Dr. Mary Hendricks-Harris
2015-2016	Glendale Unified School District, CA	Mr. Winfred Roberson
2015-2016	Grand Island Public Schools, NE	Dr. Tawana Grover
2015-2016	Othello School District No. 147, WA	Dr. Kenneth Hurst
2014-2015	Penn Valley Union Elementary School District, CA	Dr. Torie England
2014-2015	Newcastle Elem. School District, CA	Ms. Denny Rush
2014-2015	Seattle Public Schools, WA (Director of Enrollment Planning)	Ms. Ashley Davies
2014-2015	Caney Valley USD 436, KS	Mr. Blake Vargas
2014-2015	Birmingham City Schools, AL	Dr. Kelley Gacutan
2014-2015	Cherokee Community School Dist., IA	Ms. Kimberly Lingenfelter
2014-2015	Chief Leschi Schools, Puyallup, WA	Dr. Amy Eveskcige
2014-2015	Colts Neck Township Schools, NJ	Ms. Mary Jane Garibay
2014-2015	Conejo Valley Unified School District Thousand Oaks, CA	Dr. Ann Bonitatibus
2014-2015	El Monte Union High School Dist., CA	Dr. Irella Perez
2014-2015	Gustine Unified School District, CA	Mr. William Morones
2014-2015	Hot Springs School District, AR	Mr. Mike Hernandez
2014-2015	San Juan Island School District Friday Harbor, WA	Dr. Danna Diaz
2014-2015	Sunnyside Unified School District Tucson, AZ	Mr. Steven Holmes
2014-2015	Unity Charter School, Morristown, NJ	Ms. Connie Sanchez
2014-2015	Watson Chapel School District Pine Bluff, AR	Dr. Connie Hathorn
2013-2014	Arkansas Arts Academy(Benton County School of Arts), AR	Mrs. Mary Ley
2013-2014	Caddo Parish Public Schools Shreveport, LA	Dr. Theodis Lamar Goree
2013-2014	Fallbrook Union High School District, CA	Dr. Hugo Pedroza
2013-2014	Gardner Public Schools, MA	Ms. Denise Clemons
2013-2014	Hermitage School District, AR	Dr. Tracy Tucker
2013-2014	Mary M. Knight School Dist., WA	Dr. Ellen Perconti
2013-2014	Winship-Robbins Elem. Schools, CA	Dr. Laurie Goodman
2013-2014	Valley Springs School Dist., AR	Ms. Judy Green

McPherson & Jacobson, L.L.C. Consultants

McPherson & Jacobson, L.L.C. maintains a vast cadre of professionally trained consultants across the United States. All our consultants are actively involved in recruiting quality candidates for all searches.

All 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.

Following is a list of all our consultants, listed by state:

Dr. Thomas Jacobson, CEO/Owner

McPherson & Jacobson, L.L.C.
Omaha, Nebraska

Mr. Lawrence Mason
Retired Superintendent
Gold Canyon, Arizona

Dr. Steve Joel, National Recruiter

Superintendent
Lincoln, Nebraska

Mr. Pat Nauroth
Retired Superintendent
Cave Creek, Arizona

Alabama Consultants

Dr. Barry Carroll
Educational Consultant
Athens, Alabama

Ms. Jennifer Tanner
Board Member
El Mirage, Arizona

Dr. Paul McKendrick
Retired Superintendent
Tuscaloosa, Alabama

Arkansas Consultants

Mr. Wayne Gibson
Board Member
El Dorado, Arkansas

Alaska Consultants

Mr. Shawn Arnold
Superintendent
Valdez, Alaska

Dr. T. Kenneth James
Education Consultant
Greers Ferry, Arkansas

Mr. Harry Rogers
Retired Superintendent
Petersburg, Alaska

Dr. Diana Julian
Professor
Benton, Arkansas

Arizona Consultants

Dr. William Dean
Retired Superintendent
Tucson, Arizona

Mr. Terry Julian
Retired Administrator
Benton, Arkansas

Ms. Barbara Dean
Retired from AASA
Tucson, Arizona

Mr. Bobby Lester
Retired Superintendent
Jacksonville, Arkansas

Dr. Mary Kamerzell
Superintendent
Catalina Foothills School Dist.
Tucson, Arizona

Dr. John H. Moore
Retired Superintendent
Magnolia, Arkansas

Dr. Les Huth
Retired Professor
Scottsdale, Arizona

Dr. Megan Slocum
Associate Superintendent
Fayetteville, Arkansas

Dr. Tony Thurman
Superintendent
Cabot, Arkansas

Mr. Andrew Tolbert
Retired Superintendent
Warren, Arkansas

Mr. Mitch Walton
Professor
Searcy, Arkansas

Mr. Jerrod Williams
Superintendent
Bauxite, Arkansas

Dr. Kieth Williams
Retired Superintendent
Bald Knob, Arkansas

California Consultants

Mrs. Janice Adams
Retired Superintendent
Benicia, California

Mrs. Nicole Anderson
Educational Consultant
Vallejo, California

Ms. Aida Buelna
Retired Superintendent
Woodland, California

Mr. Robert Challinor
Retired Superintendent
Victorville, California

Mr. Julian Diaz
Retired Superintendent
Oroville, California

Mr. Robert Ferguson
Retired Superintendent
Napa, California

Mr. William Huyett
Retired Superintendent
Lodi, California

Mr. Benjamin Johnson II
Board Member
Riverside, California

Dr. Barry Kayrell
Retired Superintendent
Murrieta, California

Dr. Steven Lowder
Retired Superintendent
Stockton, California

Dr. Michael McCoy
Superintendent
Bakersfield, California

Mr. Dennis Murray
Retired Superintendent
Murrieta, California

Dr. Marilyn Shepherd
Retired Superintendent
Friant, California

Dr. John Sugiyama
Retired Superintendent
Indio, California

Mr. Edward Velasquez
Retired Superintendent
Chino, California

Ms. Teri Vigil
Board Member
Falls River Joint Unified School Dist.
McArthur, California

Colorado Consultants

Ms. Peg Portscheller
Educational Consultant
Parachute, Colorado

Dr. Norman Ridder
Retired Superintendent
Arvada, Colorado

Florida Consultants

Dr. Marjorie Alexander Wallace
Retired IU Director
Palm Harbor, Florida

Idaho Consultants

Dr. William Dean
Retired Superintendent
Post Falls, Idaho

Ms. Barbara Dean
Retired from AASA
Post Falls, Idaho

Mr. Don Hague
Consultant Emeritus
Retired Superintendent
Sandpoint, Idaho

Mr. Edward Velasquez
Retired Superintendent
Hayden, Idaho

Illinois Consultants

Dr. John Closen
Professor
Western Illinois University
Peoria, Illinois

Dr. Lloyd Kilmer
Retired Professor
Moline, Illinois

Iowa Consultants

Ms. Kimberly Antisdell
Retired Administrator
Grimes, Iowa

Mr. Dennis Bahr
Retired Superintendent
Webster City, Iowa

Mr. Michael Billings
Retired Superintendent
Story City, Iowa

Dr. Paul Gausman
Superintendent
Sioux City Comm. Schools
Sioux City, Iowa

Dr. Lloyd Kilmer
Retired Professor
Davenport, Iowa

Mr. Gary McAndrew
Former Board Member
Peosta, Iowa

Mr. Lyle Schwartz
Retired Superintendent
Story City, Iowa

Dr. Richard Sundblad
Consultant Emeritus
Urbandale, Iowa

Dr. Michael Teigland
Retired Superintendent
Indianola, Iowa

Mr. Richard Vande Kieft
Former Board Member
Cedar Falls, Iowa

Dr. Steve Williams
Consultant Emeritus
Monticello, Iowa

Kansas Consultants

Dr. Brad Rahe
Retired Superintendent
Mulvane, Kansas

Mr. Dennis Burke
Retired Superintendent
Baxter Springs, Kansas

Dr. James Christman
Retired Professor
Pittsburg, Kansas

Dr. Justin Henry
Superintendent
Goddard, Kansas

Mr. Von Lauer
Retired Superintendent
Sabetha, Kansas

Dr. Bradley Rahe
Retired Superintendent
Holton, Kansas

Mr. Howard Shuler
Consultant Emeritus
Topeka, Kansas

Louisiana Consultants

Ms. Janet Dixon
Board Member
Alexandria, Louisiana

Ms. Lorethie Dunn
Former Board Member
Bastrop, Louisiana

Dr. T. Lamar Goree, Jr.
Board Member
Shreveport, Louisiana

Dr. Gerald Keller
Past Superintendent/Board Member
Reserve, Louisiana

Mrs. Janet Pope
LSBA Staff Member
Lafayette, Louisiana

Mr. John Smith
Board Member
St. Rose, Louisiana

Michigan Consultants

Mr. Lawrence Mason
Retired Superintendent
Spring Lake, Michigan

Minnesota Consultants

Dr. Leslie Huth
Professor Emeritus
Oak Park Heights, Minnesota

Ms. Pamela Lindberg
School Board Director
New Hope, Minnesota

Dr. Linda Madsen
Retired Superintendent
Forest Lake, Minnesota

Dr. Gary Schnellert
Retired Professor
Sartell, Minnesota

Mississippi Consultants

Dr. Tom Clark
Retired Superintendent
Petal, Mississippi

Dr. James Hutto
Retired Superintendent
Petal, Mississippi

Dr. Michelle King
Asst. Superintendent
Jackson Public Schools
Jackson, Mississippi

Mr. Ronald Walker
Retired Superintendent
Hattiesburg, Mississippi

Missouri Consultants

Dr. Randal Bagby
Superintendent, La Monte R-IV School Dist.
Gravois Mills, Missouri

Mr. Destry Brown
Superintendent
Clinton, Missouri

Dr. James Christman
Retired Professor
Carl Junction, Missouri

Dr. Dennis Cooper
Retired Superintendent
Springfield, Missouri

Ms. Renee Goostree
Professor
Pittsburg State University
Joplin, Missouri

Dr. Philip Schoo
Superintendent Emeritus
Consultant Emeritus
Lake Ozark, Missouri

Dr. Judith Sclair-Stein
Retired School Administrator
Chesterfield, Missouri

Montana Consultants

Dr. Michael McLaughlin
Educational Consultant
Butte, Montana

Nebraska Consultants

Dr. Mike Cuning
Retired Superintendent
Hershey, Nebraska

Mr. Alan Ehlers
Superintendent
Madison, Nebraska

Dr. Jerry Ehlers
Retired Superintendent
Ainsworth, Nebraska

Dr. Randall Gilson
Superintendent
South Central Nebraska Unified 5
Clay Center, Nebraska

Dr. Derrick Joel
Superintendent
Raymond, Nebraska

Dr. Mike Lucas
Superintendent
York, Nebraska

Mrs. Jane McDaniel
Former Board Member
Plattsmouth, Nebraska

Mr. Glen Morgan
Retired Superintendent
Fremont, Nebraska

Dr. Randy Nelson
Consultant Emeritus
Retired Superintendent
Seward, Nebraska

Dr. James Ossian
Professor Emeritus
Wayne State College
Wayne, Nebraska

Dr. Jeffery West
Executive Director, ESU 13
Gering, Nebraska

Dr. Rob Winter
Retired Superintendent
Grand Island, Nebraska

New Jersey Consultants

Dr. Ralph Ferrie, Jr.
Superintendent
Brick, New Jersey

Floral Park, New York Dr. Candis Finan
Retired Superintendent
Summit, New Jersey

New Mexico Consultants

Mr. Vernon Asbill
Retired Superintendent
Artesian, New Mexico

New York Consultants

Dr. William Christensen
Superintendent, Sidney Central
Binghamton, New York

Dr. Ralph Ferrie, Jr.
Superintendent, Sewanhaka
Central High School District
Floral Park, New York

Dr. John Gratto
Professor
Plattsburgh, New York

Dr. Martin Handler
Superintendent, Pine Planes
Elizaville, New York

North Dakota Consultants

Mr. Robert Marthaller
Retired Superintendent
Bismarck, North Dakota

Dr. Cory Steiner
Superintendent
Northern Cass School District
Hunter, North Dakota

Ohio Consultants

Dr. Renee Willis
Superintendent, Richmond Heights
Willoughby Hills

Oklahoma Consultants

Dr. Robert Neel
Retired Superintendent
Norman, Oklahoma

Oregon Consultants

Dr. Robert Clark
Superintendent
Milton-Freewater, Oregon

Pennsylvania Consultants

Dr. Marjorie Alexander Wallace
Retired IU Director
Waterford, Pennsylvania

Dr. Candis Finan
Retired Superintendent
Matamoras, Pennsylvania

South Dakota Consultants

Mr. Jack Broome
Retired Superintendent
Burke, South Dakota

Dr. Henry Kosters
Retired ASBSD Asst. Executive Director
Pierre, South Dakota

Dr. Robert Mayer
Retired Professor
Sioux Falls, South Dakota

Dr. Augustine (Gus) Scully
Professor
South Dakota State University
Rapid City, South Dakota

Texas Consultants

Dr. Donald Mathis
Educational Consultant
Cypress, Texas

Washington Consultants

Dr. Steven Lowder
Retired Superintendent
Vancouver, Washington

Dr. Nathan McCann
Superintendent
Ridgefield, Washington

Mr. Michael Parker
Retired Superintendent
Orondo, Washington

Mr. Richard Parker
Former Board Member
Mukilteo, Washington

Mr. Richard Stewart
Superintendent
Ferndale, Washington

Wisconsin Consultants

Dr. Brian Busler
Superintendent
Oregon, Wisconsin

Dr. Brian Hanes
Superintendent
Ashwaubenon, Wisconsin

Mr. Damian La Croix
Superintendent
Suamico, Wisconsin

Dr. Melissa Thompson
Superintendent
Swallow School District
Hartland, Wisconsin

Wyoming Consultants

Mr. David Barker
Superintendent
Platte County School Dist. #2
Guernsey, Wyoming

Dr. Chuck Grove
Retired Superintendent
Pinedale, Wyoming

McPherson & Jacobson, L.L.C. References (last five years of searches)

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

<u>Alaska</u>	<u>Enrollment</u>
Valdez City Schools, Valdez (2017/18)	650
<u>Arkansas</u>	
Van Buren School District, Van Buren (2014/15)	5,900
Marion School District, Marion (2016/17)	4,113
Jacksonville-North Pulaski School District, Jacksonville (2014/15)	4,000
Pine Bluff School District, Pine Bluff (2015/16)	4,000
Hot Springs School District, Hot Springs (2014/15)	3,689
Batesville School District, Batesville (2016/17)	3,372
Vilonia Public Schools, Vilonia (2013/14)	3,000
Harrison School District, Harrison (2016/17)	2,800
Watson Chapel School District, Pine Bluff (2014/15)	2,721
Berryville School District, Berryville (2013/14)	1,925
Star City School District, Star City (2015/16)	1,645
Highland School District, Hardy (2016/17)	1,571
DeWitt School District, DeWitt (2017/18)	1,335
Fountain Lake School District, Hot Springs (2015/16)	1,300
Harrisburg School District, Harrisburg (2017/18)	1,300
McGehee Public Schools, McGehee (2016/17)	1,186
Valley Springs School District, Valley Springs (2013/14)	934
Arkansas Arts Academy (formerly Benton County School of the Arts), Rogers (2013/14)	780
East End School District, Bigelow (2017/18)	650
East End School District, Bigelow (2014/15)	622
Junction City School District, Junction City (2013/14)	600
Magazine School District, Magazine (2014/15)	520
Foreman School District, Foreman (2017/18)	509
Midland School District, Pleasant Plains (2013/14)	500
Hermitage School District, Hermitage (2013/14)	430
<u>Arizona</u>	
Tucson Unified School District--General Counsel, Tucson (2015/16)	48,000
Tucson Unified School District--Internal Auditor Position, Tucson (2016/17)	48,000
Peoria Unified School District #11, Glendale (2017/18)	37,000
Dysart Unified School District, Surprise (2017/18)	25,000
Kyrene Elementary School District No. 28, Tempe (2015/16)	18,000
Sunnyside Unified School District No. 12, Tucson (2014/15)	17,400
Liberty Elementary School District, Buckeye (2017/18)	3,500
Tucson Unified School District--Tucson High Magnet School Principal, (2013/14)	3,000
Salt River Schools, Scottsdale (2017/18)	1,000

<u>California</u>	<u>Enrollment</u>
Elk Grove Unified School District, Elk Grove (2014/15)	62,000
Glendale Unified School District, Glendale (2015/16)	26,200
Hemet Unified School District, Hemet (2015/16)	21,000
Conejo Valley Unified School District, Thousand Oaks (2014/15)	19,500
Ventura Unified School District, Ventura (2016/17)	17,000
New Haven Unified School District, Union City (2016/17)	12,148
Roseville Joint Union High School District, Roseville (2017/18)	10,300
Berkeley Unified School District--Executive Director for Special Education (2017/18)	10,000
Saugus Union School District, Santa Clarita (2017/18)	10,000
El Monte Union High School District, El Monte (2014/15)	9,500
Alisal Union School District, Salinas (2015/16)	9,000
Calexico Unified School District, Calexico (2017/18)	8,966
Paso Robles Joint Unified School District, Paso Robles (2013/14)	6,500
Benicia Unified School District, Benicia (2014/15)	5,000
Soledad Unified School District, Soledad (2016/17)	4,870
Richland School District, Shafter (2016/17)	3,504
Parlier Unified School District, Parlier (2017/18)	3,435
Fallbrook Union High School District, Fallbrook (2013/14)	2,600
Nevada Joint Union High School District, Grass Valley (2017/18)	2,600
Golden Valley Unified School District, Madera (2017/18)	1,950
Alpine Union School District, Alpine (2015/16)	1,700
Old Adobe Union School District, Petaluma (2013/14)	1,700
Red Bluff Joint Union High School District, Red Bluff (2013/14)	1,622
Academy of Arts & Sciences--CEO Search, Thousand Oaks (2015/16)	1,600
Denair Unified School District, Denair (2017/18)	1,500
Lakeside Union School District, Bakersfield (2014/15)	1,310
Sonora Union High School District, Sonora (2017/18)	1,000
Pollock Pines Elementary School District, Pollock Pines (2015/16)	800
Newcastle Elementary School District, Newcastle (2014/15)	796
Penn Valley Union Elementary School District, Penn Valley (2014/15)	700
Sausalito Marin City School District, Marin City (2015/16)	524
Fort Sage Unified School District, Herlong (2016/17)	310
Johnstonville Elementary School District, Susanville (2016/17)	212
Winship-Robbins Elementary School District, Meridian (2013/14)	200
Cold Spring School District, Santa Barbara (2016/17)	175
<u>Colorado</u>	
Thompson School District R2-J, Loveland (2017/18)	16,000
Morgan County School District, Fort Morgan (2017/18)	3,300

<u>Iowa</u>	<u>Enrollment</u>
Marshalltown Community School District, Marshalltown (2015/16)	5,085
Ottumwa Community School District, Ottumwa (2015/16)	4,595
Western Dubuque Community School District, Farley (2014/15)	2,991
Webster City Community Schools, Webster City (2017/18)	1,800
Center Point-Urbana Community School District, Center Point (2015/16)	1,543
West Liberty Community School District, West Liberty (2016/17)	1,307
Cedar Rapids Community School District, Cedar Rapids (2016/17)	1,300
Clear Lake Community School District, Clear Lake (2015/16)	1,200
Saydel Community School District, Des Moines (2013/14)	1,200
PCM Community School District, Monroe (2014/15)	1,100
Monticello Community School District, Monticello (2015/16)	1,096
Cherokee Community School District, Cherokee (2014/15)	940
West Branch Community School District, West Branch (2017/18)	844
Belmond-Klemme Community School District, Belmond (2015/16)	801
MMCRU Schools (Marcus Meridian Cleghorn Remsen Union), Marcus (2017/18)	800
North Cedar Community School District, Stanwood (2015/16)	800
Colfax-Mingo School District, Colfax (2014/15)	746
North Kossuth CSD & North Union CSD (shared supt), Swea City/Armstrong (2015/16)	743
North Butler Community Schools, Allison (2013/14)	707
Ogden Community School District, Ogden (2017/18)	700
AGWSR Community School District, Ackley (2017/18)	624
AGWSR Community School District, Ackley (2013/14)	600
PCM Community School District--Principal Search, Monroe (2014/15)	
<u>Idaho</u>	
Coeur d'Alene Public Schools, Coeur d'Alene (2016/17)	11,000
<u>Illinois</u>	
East Dubuque School District #119, East Dubuque (2017/18)	718
Scales Mound Community Unit School District #211, Scales Mound (2014/15)	245
<u>Kansas</u>	
Kansas State Department of Education--Commissioner of Education, Topeka (2013/14)	
Lawrence Public Schools USD 497, Lawrence (2015/16)	11,716
Lansing Unified School District 469, Lansing (2015/16)	2,600
Ottawa USD 290, Ottawa (2017/18)	2,386
Independence USD #446, Independence (2014/15)	2,000
Chapman USD 473, Chapman (2015/16)	1,065
Burlington USD 244, Burlington (2015/16)	854
Caney Valley USD #436, Caney (2014/15)	810
Wellsville USD 289, Wellsville (2017/18)	782
Lyndon USD 421, Lyndon (2016/17)	400
Rawlins County Schools USD 105, Atwood (2013/14)	317
Stafford USD 349, Stafford (2016/17)	200

<u>Louisiana</u>	<u>Enrollment</u>
Caddo Parish Public Schools, Shreveport (2013/14)	41,000
<u>Massachusetts</u>	
Gardner Public Schools, Gardner (2013/14)	2,528
<u>Missouri</u>	
Francis Howell School District, Saint Charles (2015/16)	17,000
Webster Groves School District, Webster Groves (2015/16)	4,500
Willard Public Schools, Willard (2016/17)	4,500
<u>Mississippi</u>	
Jackson Public Schools, Jackson (2017/18)	27,062
Madison County School District, Ridgeland (2017/18)	13,225
Starkville Oktibbeha Consolidated School District, Starkville (2016/17)	5,200
<u>Montana</u>	
Shepherd School District #37, Shepherd (2016/17)	750
<u>North Carolina</u>	
Charlotte-Mecklenburg Schools, Charlotte (2015/16)	145,363
Dare County Schools, Nags Head (2016/17)	5,500
<u>Nebraska</u>	
Learning Community of Douglas and Sarpy Counties, Omaha (2015/16)	
Grand Island Public Schools, Grand Island (2015/16)	9,607
Waverly School District 145, Waverly (2016/17)	1,920
Crete Public Schools, Crete (2015/16)	1,800
Seward Public Schools, Seward (2016/17)	1,406
Fairbury Public Schools, Fairbury (2014/15)	901
Broken Bow Public Schools, Broken Bow (2014/15)	810
Central City Public Schools, Central City (2013/14)	690
South Central Nebraska Unified #5, Fairfield (2017/18)	681
Chase County Schools, Imperial (2017/18)	620
Gibbon Public Schools, Gibbon (2016/17)	598
Wood River Rural Schools, Wood River (2013/14)	549
Bridgeport Public Schools, Bridgeport (2013/14)	500
Centura Public Schools, Cairo (2017/18)	486
Twin River Public Schools, Genoa (2013/14)	480
Yutan Public Schools, Yutan (2014/15)	477
Doniphan-Trumbull Public School, Doniphan (2017/18)	465
Superior Public Schools, Superior (2017/18)	435
Southern Public Schools, Wymore (2016/17)	395
Pawnee City Public Schools, Pawnee City (2015/16)	297
Axtell Community School, Axtell (2016/17)	264
Creek Valley Public Schools, Chappell (2014/15)	252
Meridian Public Schools, Daykin (2013/14)	200
Potter-Dix Public Schools, Potter (2014/15)	191

<u><i>New Jersey</i></u>	<u><i>Enrollment</i></u>
Colts Neck Township Schools, Colts Neck (2014/15)	969
Harding Township School, New Vernon (2014/15)	330
Unity Charter School--Director of Schools, Morristown (2014/15)	205
<u><i>New Mexico</i></u>	
Carlsbad Municipal Schools, Carlsbad (2016/17)	6,410
<u><i>Oregon</i></u>	
Bend-La Pine Schools, Bend (2014/15)	17,300
Reynolds School District, Fairview (2017/18)	11,200
<u><i>Pennsylvania</i></u>	
Bishop McCort Catholic High School--Principal, Johnstown (2013/14)	400
<u><i>South Carolina</i></u>	
Jasper County School District, Ridgeland (2015/16)	3,000
<u><i>South Dakota</i></u>	
Rapid City Area School District 51-4, Rapid City (2015/16)	13,320
Meade School District, Sturgis (2017/18)	2,800
Sisseton School District 54-2, Sisseton (2016/17)	925
<u><i>Virginia</i></u>	
Culpeper County Public Schools, Culpeper (2014/15)	8,001
<u><i>Washington</i></u>	
WSSDA--Executive Director, Olympia (2015/16)	
Seattle Public Schools--Director of Enrollment Planning, Seattle (2014/15)	52,999
Bellevue School District--Exec. Dir of Human Resources, Bellevue (2013/14)	19,000
Battle Ground School District, Battle Ground/Brush Prairie (2013/14)	13,000
Tahoma School District No. 409, Maple Valley (2017/18)	8,200
Tumwater School District, Tumwater (2014/15)	6,700
Longview School District No. 122, Longview (2014/15)	6,320
Kelso School District, Kelso (2013/14)	4,500
Shelton School District, Shelton (2014/15)	4,115
Othello School District No. 147, Othello (2015/16)	4,000
Centralia School District #401, Centralia (2013/14)	3,522
Ellensburg School District #401, Ellensburg (2017/18)	3,300
Ridgefield School District, Ridgefield (2013/14)	2,200
Port Townsend School District, Port Townsend (2015/16)	1,214
Tonasket School District, Tonasket (2014/15)	1,200
Tenino School District, Tenino (2013/14)	1,180
Chimacum School District, Chimacum (2014/15)	1,100
Okanogan School District, Okanogan (2017/18)	1,100
Mabton School District, Mabton (2017/18)	1,000
Coupeville School District, Coupeville (2017/18)	980
Kalama Schools, Kalama (2014/15)	950
Chief Leschi Schools, Puyallup (2014/15)	890

<u>Washington (continued)</u>	<u>Enrollment</u>
Chewelah School District, Chewelah (2017/18)	815
San Juan Island School District, Friday Harbor (2014/15)	750
Quilcene School District, Quilcene (2017/18)	650
Kittitas School District, Kittitas (2016/17)	600
Ocosta School District, Westport (2016/17)	600
Mossyrock School District, Mossyrock (2015/16)	530
Soap Lake School District #156, Soap Lake (2017/18)	490
Kittitas School District--Secondary Principal, Kittitas (2014/15)	350
McCleary School District, McCleary (2017/18)	325
Morton School District No. 214, Morton (2013/14)	310
McCleary School District (grades PreK-8), McCleary (2014/15)	290
Crescent School District, Joyce (2015/16)	250
Kittitas School District--Elementary Principal, Kittitas (2014/15)	250
Mary M Knight School District #311, Elma (2013/14)	195
Thorp School District, Thorp (2017/18)	170
Wishkah Valley School District, Aberdeen (2014/15)	140
Skykomish School District, Skykomish (2015/16)	45
<u>Wisconsin</u>	
West Bend School District, West Bend (2017/18)	6,909
DeForest Area School District, DeForest (2015/16)	3,625
School District of Fort Atkinson, Fort Atkinson (2016/17)	2,900
Clinton Community School District, Clinton (2014/15)	1,101
Bristol School District No. 1, Bristol (2015/16)	770