

A Proposal for the Selection of a Superintendent

Presented To:



RAYTOWN QUALITY SCHOOLS

A unified learning community leading individuals
to achieve the exceptional

Submitted By:

Ray and Associates, Inc.

CORPORATE OFFICE
901 17TH STREET NE
P.O. Box 10045
CEDAR RAPIDS, IOWA 52402
PHONE: 319-393-3115
FAX: 319-393-6911
E-mail: molly@rayassoc.com
Website: www.rayassoc.com

MISSOURI OFFICE
4225 WEST PINE BLVD., UNIT 12
ST. LOUIS, MISSOURI 63108
PHONE: 319-393-3115
FAX: 319-393-6911
E-mail: molly@rayassoc.com
Website: www.rayassoc.com

Finding Leaders for America's Schools

901 17th Street NE
Cedar Rapids, IA 52402
Mailing address:
P.O. Box 10045
Cedar Rapids, IA 52410

Phone: 319-393-3115
Fax: 319-393-6911
Email: molly@rayassoc.com
Website: www.rayassoc.com



Ray and Associates, Inc.
Leaders in Executive Searches

August 12, 2021

Raytown Quality Schools
ATTN: Ms. Shellie Guin, Pat Strauss, Director of Human Resources
6608 Raytown Road
Raytown, MO 64133

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

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

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

We are familiar with Missouri as we recently conducted the Superintendent search for Columbia Public Schools and previously assisted Hickman Mills C-1 School District, Joplin Schools, Kansas City Public Schools, Ferguson-Florissant School District, Missouri. In the Midwest region we have conducted searches for Evansville Community School District, Glendale-River Hills School District, Berlin Area School District, Oshkosh Area School District, Manitowoc Public School District, Green Bay Area Public Schools, Racine Unified School District, Kenosha Unified School District and Milwaukee Public Schools, Wisconsin; Grand Ledge Public Schools, Clintondale Community Schools, Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools, Kalamazoo Public Schools, Ann Arbor Public Schools, West Bloomfield School District, Plymouth-Canton Community Schools and St. Johns Public Schools, Michigan; Champaign Unit 4 School District, DeKalb CUSD 428, Proviso Township High Schools District 209, Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Highland Park School District, Joliet Public Schools, Illinois; Kingman-Norwich USD 331, Geary County Schools USD 475, Kansas City Kansas Public Schools, Pittsburg Community Schools USD 250, Lawrence Public Schools, Shawnee Mission School District, Olathe Public Schools, Topeka Public Schools and Dodge City Public Schools, Kansas; Bexley City Schools, Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools; Ohio; Williston Public School District No. 1, Dickinson Public Schools and Fargo Public Schools, North Dakota; Vermillion School District and Brookings School District, South Dakota; Westside Community Schools, Omaha Public Schools, Papillion-La Vista Public Schools and Lincoln Public Schools, Nebraska; Lakeville Area Public Schools and Saint Paul Public Schools, Minnesota.

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

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

We are currently leading searches for The School District of Lee County, Florida; Bloomington Public Schools District 87, Illinois; Danbury Public Schools, Connecticut; and Clear Creek Amana School District, Iowa; in addition to others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other search firms do not seek out candidates for a position as we do for our clients.

With our extensive regional and national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country, as well as within the state. We have often found excellent in-state candidates who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'M Collins', written in a cursive style.

Michael Collins
President

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INTRODUCTION

THE SEARCH

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



RA
Ray and Associates, Inc.

BRIEF OVERVIEW

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

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

PERFORMANCE

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

MISSION STATEMENT

RA
Ray and Associates, Inc.
Leaders in Executive Searches

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

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

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

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

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

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

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

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

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Missouri as we recently conducted the Superintendent search for Columbia Public Schools and previously assisted Hickman Mills C-1 School District, Joplin Schools, Kansas City Public Schools, Ferguson-Florissant School District, Missouri. In the Midwest region we have conducted searches for Evansville Community School District, Glendale-River Hills School District, Berlin Area School District, Oshkosh Area School District, Manitowoc Public School District, Green Bay Area Public Schools, Racine Unified School District, Kenosha Unified School District and Milwaukee Public Schools, Wisconsin; Grand Ledge Public Schools, Clintondale Community Schools, Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools, Kalamazoo Public Schools, Ann Arbor Public Schools, West Bloomfield School District, Plymouth-Canton Community Schools and St. Johns Public Schools, Michigan; Champaign Unit 4 School District, DeKalb CUSD 428, Proviso Township High Schools District 209, Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Highland Park School District, Joliet Public Schools, Illinois; Kingman-Norwich USD 331, Geary County Schools USD 475, Kansas City Kansas Public Schools, Pittsburg Community Schools USD 250, Lawrence Public Schools, Shawnee Mission School District, Olathe Public Schools, Topeka Public Schools and Dodge City Public Schools, Kansas; Bexley City Schools, Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools; Ohio; Williston Public School District No. 1, Dickinson Public Schools and Fargo Public Schools, North Dakota; Vermillion School District and Brookings School District, South Dakota; Westside Community Schools, Omaha Public Schools, Papillion-La Vista Public Schools and Lincoln Public Schools, Nebraska; Lakeville Area Public Schools and Saint Paul Public Schools, Minnesota. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.



THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of Raytown Quality Schools. We have:

1. Highly trained and experienced staff that includes:
 - *Active school administrative leaders*
 - *A balance of gender and minority representatives*
2. Expertise and extensive background in:
 - *The school superintendency*
 - *School administration at all levels*
 - *Private business, higher education and law*
3. Experienced speakers at state, regional and national conferences.
4. Conducted workshops and seminars in school related matters such as:
 - *Building the successful Board/Administrator relationship*
 - *Establishing an evaluation process that yields results*
 - *Interviewing for a Superintendent position*
 - *What Boards should consider when selecting a Superintendent*
 - *School district assessment*
 - *Effective hiring practices*
 - *Staff and organizational development*
 - *Recruiting, selecting and retaining excellent teachers*
 - *Enhancing school climate by shared decision making/dealing with special interest groups*
 - *Developing the compensation package or contract*

KEY ASSOCIATES FOR THE PROJECT

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

Mr. Michael Collins, President

President/Columbus, OH

Mike is President of Ray and Associates, Inc. He oversees all searches conducted by the firm and will directly interact with Raytown Quality Schools and any committee that may be established on all details of this search. He has a Bachelor's degree in Secondary Education from Miami University and a Master's degree in Education from Ball State University. Mike has been a business owner for 37 years including a statewide education consulting firm. He is also a former two term city school district Board of Education member and a former two term elected State Board of Education member.

Ms. Molly Schwarzhoff, Executive Vice President

Executive Vice President/Cedar Rapids, IA

Molly is Executive Vice President of Ray and Associates. She oversees all searches conducted by the firm and will directly interact with Raytown Quality Schools and any committee that may be established on all details of this search. She attended Iowa State University and has been with Ray and Associates for 6 years.

Dr. Karen Hall

Regional Search Associate/St. Louis, MO

Karen serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. She received a Bachelor's degree in Education from Fontbonne College, a Master's degree in Administration from St. Louis University and a Doctorate of Education from Webster University. She has extensive experience in the education field having served as a Teacher, Assistant Principal, Principal, Assistant Superintendent and most recently as Superintendent all in the State of Missouri.

Mr. Craig Morris

Regional Search Associate/Lakeland, MN

Craig serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. He received his Bachelor's degree in Public Administration/Business from the University of St. Thomas and a Master's degree in Management, Organizational Effectiveness from Stritch University. Craig's background spans over thirty years of recruitment, planning, compliance and leadership including serving as a Director for Qwest Communications, an Inclusion Officer and also the Director of PK-16 Teacher Quality Initiative with the University of Wisconsin, and currently as the V.P. Equity, Inclusion and AA for Metropolitan State University.

SECTION I

CONSULTANT SERVICES PROVIDED FOR RAYTOWN QUALITY SCHOOLS THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

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

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

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

STAGE 3 - RECRUITING AND SCREENING

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

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

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

STAGE 4 - CANDIDATE PRESENTATION

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

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

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

The Superintendent search services and process provided above can be adjusted to meet the specific needs of Raytown Quality Schools.

WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

The Board will be involved in each phase of the search process.

	Ray and Associates, Inc.	Board
Stage One: Board Input and Preparation	<ul style="list-style-type: none"> Meet with the Board members individually to obtain input for profile development. Meet with entire Board to set timeline, finalize procedures and services desired, establish Board contact person, discuss application process, set advertising and determine salary. 	<ul style="list-style-type: none"> Provide individual input for the profile development. Set the timeline, finalize procedures and services desired, provide Board contact person, set advertising and salary.
Stage Two: Profile Development and Process	<ul style="list-style-type: none"> Meet with employees and stakeholders as identified by Board. Hold morning and evening open forums to collect community input. 	<ul style="list-style-type: none"> Review and make the final decision on the desired profile. Review and approve flyer and application forms.
Stage Three: Recruiting and Screening	<ul style="list-style-type: none"> Advertising and recruitment of candidates for position. Screening of the candidates to bring forward the candidates that match the Board's criteria. 	
Stage Four: Candidate Presentation	<ul style="list-style-type: none"> Bring forward 8-12 top candidates for Board consideration. Provide a matrix to assess the top candidates. Provide a summary of the individual Board responses. Assist in establishing interview format and interview questions. Schedule 1st round interviews. 	<ul style="list-style-type: none"> Review application packets. View video interviews. Complete consensus building matrix to determine candidates to interview in 1st round. Work with search firm to establish interview format and questions.
Stage Five: Selection of Finalist and Future Planning	<ul style="list-style-type: none"> Following 1st round interviews, lead Board through consensus building activity to reach determination of finalists. Assist in establishing interview format and final round questions. Schedule interviews of finalists Lead Board through a consensus building activity to determine final candidate. 	<ul style="list-style-type: none"> Interview 1st round candidates Complete consensus building matrix to determine finalists. Work with search firm to establish interview format and questions. Conduct interviews of finalists. Complete consensus building matrix to determine final candidate. Announce Board Selected Candidate.

POINTS OF EXPERIENCE IN TIME OF COVID-19

During this unprecedented time of COVID-19, we, along with other firms, have had to adapt our way of thinking and practices in order to accomplish the task at hand – finding your next Superintendent.

We had searches in various stages when the outbreak of COVID-19 hit forcing school districts to close and states to issue shelter in place orders. Some of the ways we have adapted our search experiences are as follows:

1. First meetings with the Board and Board one-on-one interviews can be conducted electronically or by phone.
2. In addition to our current electronic 31 qualities survey, and in lieu of in person stakeholder meetings, we have conducted stakeholder meetings via Zoom with groups and members chosen by the Board/district.
3. Another option used to gather stakeholder/constituent group input is to place the stakeholder questions into Survey Monkey and providing the district with links for each group which they then distribute to the selected members of each respective group. Upon closure of the survey, we review and compile responses to the stakeholder questions. This information is used internally to assist in finding common themes, names of suggested candidates and possible interview questions.
4. If presenting the candidate packets to the Board in person is not an option, we can conduct a meeting via Zoom or other electronic means where we would provide the Board with links to the candidate packets as well as the one-way candidate Spark Hire videos.
5. If needed, candidate interviews can also be conducted electronically. We know this is not ideal, but it can be utilized to keep the process moving.
6. We realize an important part of the process is to have stakeholders meet the candidates. If that is not possible due to current conditions, we suggest an electronic forum for each candidate whereby the community can submit questions, a moderator would then compile the questions into a select number (given the time allotment) of various topics, and then ask those questions to the candidates (i.e. 30 minute time limit, 2 minutes per question, going alphabetically by candidate with one candidate completing their 30 minutes followed by the next candidate). If district technology allows, these forums would then be shown on the district meeting site or YouTube site.
7. This is YOUR search. We will work with you to devise a plan that works for you!

INCLUSION, EQUITY AND ELIMINATION OF INSTITUTIONAL RACISM

During these challenging times we articulate our organizational commitment to identifying and acting upon the changes that are needed to bring about inclusion, recognize the need for equity, and eliminate institutional racism.

We recognize social injustice, systemic racism, socio-economic limitations and the disparities associated with the identification and placement of school district leadership personnel. Furthermore, this recognition has not only guided our recruitment and placement of school district leaders, it directly impacts our recruitment and selection of our search Associates and national office personnel.

Therefore, we will:

- **Declare inclusion as an organizational core value;**
- **Engage in intentional conversation and behavior around diversity and equity;**
- **Identify social justice as a behavior model impacting our school search practices;**
- **Recognize systemic racism as an equity problem for children's access to a fair, thorough and effective public education;**
- **Place equity, inclusion and diversity as major tenant of practice; and**
- **Use our voices and practices as instruments for change.**

As a broad-based representative, nationwide organization that focuses on the delivery of leadership search and selection services to school districts, we commit ourselves to the statements above.

Additionally, we will continue to ask ourselves the appropriate questions that help us focus on the delivery of our respective services through the lenses of integrity, equity, social justice and inclusion.

Finally, we will continue to bring forward the organization's forces of institutional leadership, advocacy, scope of representation, levels of expertise and spheres of influence in these areas from this day forward.

Join us as we: WORK together, ASK questions, LISTEN fully, and ACT meaningfully!

RAYTOWN QUALITY SCHOOLS

SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

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

DATE

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

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

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

BUILDING THE PROFILE

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

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

Our process consists of Q and A sessions and the administration of our own 31 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

COMMUNITY ENGAGEMENT



USA School District REVISED 31 Qualities Survey 7-29-21

QUALITIES DESIRED IN THE NEW SUPERINTENDENT

* 1. Which group do you represent? (Please select only one)  0

- Teacher
- Administrator
- Support Staff
- Parent
- Student
- Non-Parent Community Member

INDIVIDUAL CONSTITUENT GROUP QUESTIONS

DATE: → → → → ¶
 TIME: → → → ¶
 LOCATION: .. _____ ¶

1. → What do you consider as the significant strengths of the school district? ¶
¶
2. → What do you feel are the positives of the community/communities? ¶
¶
¶
3. → What are qualities/management styles you would like to see in the new Superintendent? ¶
¶
¶
4. → What are the critical issues the new Superintendent will face in this position? ¶
¶

Our firm provides all clients the option to involve the community in the search process; from building the profile to the interview. Please see below a sample schedule for community input sessions.

SUPERINTENDENT SEARCH - COMMUNITY INPUT SESSIONS

Location: _____

Date: _____

TIME	GROUP
7:15 to 8:15 AM	Board of Education Employees
8:45 to 9:45 AM	Businesses, Gov't Officials & Community Organizations
10:15 to 11:15 AM	Parents, Community Members & Mentors
11:45 AM to 12:45 PM	Government Officials, Former Board of Education Members & Higher Education Partners
Lunch Break	
1:30 to 2:30 PM	School Administrators & Education Associations
2:45 to 3:45 PM	Community Organizations & Faith Leaders/Members
4:00 to 5:00 PM	Board of Education Employees
Dinner Break	
6:00 to 7:00 PM	Open Meeting
7:30 to 8:30 PM	Open Meeting

INTERVIEW PROCESS – COMMUNITY INPUT

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

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

RECRUITMENT

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

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

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

SAMPLE ADVERTISING

American Association of School Administrator's (AASA) website sample advertisement.

Superintendent of Schools		Back to Results
Job ID: 4900017	Posted: October 31, 2008	
Position Title: Superintendent of Schools	Entry Level: No	
Company Name: [REDACTED] ic Schools	Job Type: Full-Time	
Job Function: Superintendent	Salary: \$200,000.00 - \$200,000.00 (Yearly Salary)	
Location(s): [REDACTED], [REDACTED] 01, United States		

APPLY FOR THIS JOB			
Contact Person: Ray and Associates, Inc.	Phone: 319-393-3115		
Email Address: glr@rayassoc.com	Fax: 319-393-4931		
<input type="button" value="Save Job"/>	<input type="button" value="Email Job"/>	<input type="button" value="Print Job"/>	<input type="button" value="Apply For Job"/>

Job Description

[REDACTED] ic Schools, located in [REDACTED], seeks an individual with visionary leadership and strong administrative skills to lead a district of 8,500 students. Salary for the successful candidate will be in the range of \$200,000, plus an excellent comprehensive benefits package.

Interested candidates may request an application form by contacting:

Ray and Associates, Inc.
4403 1st Avenue S.E., Suite 407
Cedar Rapids, IA 52402-3221
Telephone: 319/393-3115
Fax: 319/393-4931

Sample advertisement in Education Week

SUPERINTENDENT

School District, located in [REDACTED], seeks an individual with visionary leadership and strong administrative skills to lead a district of [REDACTED] students. Salary for the successful candidate will be in the range of \$ [REDACTED], plus an excellent comprehensive benefits package.

Interested candidates may apply online at
www.rayassoc.com

Ray and Associates, Inc.
Ph: 319/393-3115 E-mail: glr@rayassoc.com

Application Deadline:

Please do not contact the Board or District directly.

Sample advertisement in ALAS

The screenshot shows the ALAS (Association of Latino Administrators and Superintendents) website. The header includes the ALAS logo and the full name of the organization. A navigation menu contains links for Home, About Us, Conferences, Member Services, Job Postings, Academy, Sponsorships, and Resources. Below the menu, a breadcrumb trail reads: Home » Resources » Job Postings » Superintendent - Broward County Public Schools - Ft. Lauderdale - Florida. The main content area features an advertisement for a Superintendent position. On the left, there is a USA TODAY Education logo with the text: "We deliver resources, relevance and results. USA TODAY Education delivers success to 30,000 classrooms every day. What can we deliver for you?". The job advertisement text includes: "Superintendent - Broward County Public Schools - Ft. Lauderdale - Florida", a link to "back to Job Postings", a description of the role, salary information, and contact details for Ray and Associates, Inc. (4403 1st Avenue S.E., Suite 407, Cedar Rapids, IA 52402-3221, Telephone: 319-393-3115).

Sample advertisement in Women in Higher Education

The advertisement is titled "WOMEN IN HIGHER EDUCATION" and is for a Superintendent position at Ann Arbor Public Schools. The text reads: "Ann Arbor Public Schools, located in Ann Arbor, Michigan, seeks an individual with visionary leadership and strong administrative skills to lead a district of 16,500 students. Salary for the successful candidate will be in the range of \$245,000, plus an excellent comprehensive benefits package. Interested candidates may request an application form by contacting: Ray and Associates, Inc. Ph: 319/393-3115 Fax: 319/393-4933 E-mail: info@rayassoc.com or Apply online at www.apsdnet.com Application Deadline: January 25, 2011 Do not contact the Board or district directly. Copyright © 1998-2010 Women In Higher Education, all rights reserved. Reproduction in whole or in part without permission is prohibited. LORRA MURPHY".

SAMPLE BROCHURES




Seeks a Superintendent of Schools

620 Wilcox Street, Castle Rock, CO • [303] 387-0100
Check us out at: <http://www.dcsd12.org>

Our Schools

- DCSD has 89 schools, including neighborhood magnet, charter and alternative schools as well as online and home school options.
- DCSD schools offer a variety of programming options.
- DCSD offers concurrent enrollment opportunities.
- DCSD is the third largest school district in Colorado.

Our Staff

- DCSD has approximately 4,400 licensed professionals.
- 2,604 of these professionals hold a Master's degree or greater.
- DCSD is the largest employer in the county with 6,700 employees.

Our Students

- DCSD serves more than 68,000 students across 850 square miles.
- DCSD has one of the highest graduation rates in Colorado.
- The DCSD Class of 2017 earned scholarships totaling more than \$82 million.
- DCSD students leave school prepared for the future they choose.



Our Board of Education

- Our Board of Education is elected by the community and is committed to a policy governance model.
- The seven members of the Board of Education are elected to staggered, four-year terms at regular biennial school elections.
- Each board member represents one of seven regional districts and are elected at-large.
- Our Board of Education solicits and considers feedback from a variety of stakeholders via community surveys and town hall meetings.

Our Mission

The mission of the Douglas County School District is to provide an educational foundation that allows each student to reach his or her individual potential.

Our Vision

The Douglas County School District strives to maximize the potential of every student to pursue his or her chosen endeavor in society, including but not limited to postsecondary education, career, or military service.

Our Core Values

- Educational Excellence
- Human Diversity
- Individual Potential
- Lifelong Learning
- Productive Effort
- Shared Responsibility
- Ethical Behavior
- Continuous Improvement

Deadline to Apply: March 12, 2018



Douglas County School District Seeks a Superintendent Who:

- Promotes a positive and professional environment for District employees and the Board.
- Is strongly committed to a "student first" philosophy in all decisions.
- Possesses excellent people skills and can present a positive image of the District; is willing to listen to input and is a decision maker.
- Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- Has experience recruiting and maintaining exceptional staff for the District and schools.
- Is a strong communicator; speaking, listening and writing.
- Has previous experience that will benefit the long-term financial health of the District, including successful experience in passing bond or mill levy issues.
- Is able to develop and communicate a vision of quality education for the future to the Board, staff and the community with successful experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, Board and community.
- Has knowledge of emerging research and best practice in the areas of curriculum/instructional design and pedagogy.
- Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- Is capable of developing and implementing a strategic plan with both short and long-range district goals.

Salary and Benefits

The salary will be in the range of \$280,000 plus an excellent benefit package. The final salary for the successful candidate will be determined based upon proven experience, qualifications, and meeting Board criteria.

Deadline and Selection

All materials submitted as part of the Superintendent application will remain confidential to the fullest extent allowed by law, which includes board review in a closed session have been reviewed and preliminary interviews conducted by the consulting firm, the names of the top candidates will be presented to the Douglas County School District Board of Education for its consideration. Selection of candidates for interviews is the sole responsibility of the Board. Persons wishing to be considered for the position should submit an application file online including:

- A letter of application stating personal qualifications, experiences, and reasons for interest in the position.
- The online application form and a resume.
- 4 current letters of recommendation.

Requirements

Ed.D. or Ph.D. preferred. The candidate must be eligible for Colorado administrator credentials. More information about Colorado's certification process is available at the Department of Education website at https://www.cde.state.co.us/colorado/licensure_adminreq

Apply online at: www.rayassoc.com
Questions should be directed to:
Ray & Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, IA 52402
Phone: 319-393-3115 Fax: 319-393-4931
rlr@rayassoc.com

Please do not contact the Board or District directly.

Apply Online by March 12, 2018



Westside Community Schools SEEKS A SUPERINTENDENT

909 S. 76th Street, Omaha, NE 68114 • 402-390-2100 • www.westside66.org



ABOUT WESTSIDE COMMUNITY SCHOOLS

A premier public school district in Omaha, Nebraska, Westside Community Schools serves approximately 6,000 children. While many of our learners live within District borders, more than three have chosen to enroll in our district from other parts of the Omaha metro area. Our united vision as educators is to relentlessly pursue innovative educational ideas and promise to personalize learning for every student. We invite the challenge of broadening a community definition of success, while utilizing novel solutions in solving academic challenges. These efforts have led to proven success in narrowing achievement gaps, vastly improved educational earnings national and reading, and consistently earning national and regional recognition at all levels of our district.

DISTRICT DATA AND DEMOGRAPHICS:

- Student Enrollments: 5,827
- Staff Members: 1,105
- 10 Elementary Schools (preK-6)
- 1 Middle School (7-8)
- 1 High School (9-12)
- 1 Alternative Learning Center
- 1 Early Childhood Center
- General Fund Operating Budget: \$72,327,600
- A General Fund Board of Education is elected to serve six-year terms

More information and data can be found at www.westside66.org

DISTRICT MISSION STATEMENT

The mission of the Westside Community School District, as an innovative educational system, is to ensure academic excellence and to serve the unique needs of all teachers.

ABOUT OMAHA, NEBRASKA

Omaha, located in eastern Nebraska, is the largest metropolitan area in the state. Omaha is a dynamic community combining small town values with big city attractions, entertainment, and business. Ranked #7 on Forbes' Best Places to Raise a Family list, Omaha is known for low commute times and cost of living while boasting fantastic recreation areas, arts venues and events, shopping and sports, all enhancing the quality of life for children and families. Community business, education and youth programs, mentor opportunities and programming benefitting both learners and the economy. For more information, please visit <http://www.visitomaha.com/>.



Salary and Benefits

The salary will be in the range of \$235,000 and include an excellent benefit package. The final salary for the successful candidate will be determined based upon proven experience, qualifications, and meeting District criteria.

Deadline and Selection

All materials submitted as part of the Superintendent application will remain confidential to the fullest extent allowed by law. After all applications have been reviewed and preliminary interviews conducted by the consulting firm, the names of the top candidates will be presented to the Board for its consideration. Selection of candidates for interviews is the sole responsibility of the Board. Board members may elect to visit the Superintendent. All applications will be processed in accordance with the provisions of Nebraska's Open Meeting Act (Neb. Rev. Stat. §84-1407 et seq.) and public records statutes (Neb. Rev. Stat. §84-212 et seq.). Persons wishing to be considered for the position should submit an application file online including:

- a letter of application stating personal qualifications, experiences, and reasons for interest in the position;
- the online application form and a resume; and
- four current letters of recommendation.

Requirements

Westside Community Schools encourages all qualified candidates to apply. Candidates must have or be qualified to obtain certification as a Superintendent in Nebraska. Inquiries concerning certification requirements can be directed to the Nebraska Department of Education at <https://www.education.ne.gov/>.

Apply online at: www.rayassoc.com
Questions should be directed to:
Ray & Associates, Inc.
901 17th Street NE, Cedar Rapids, IA 52402
P.O. Box 10045, Cedar Rapids, IA 52410
Phone: 319-393-3115 Fax: 319-393-4931
rlr@rayassoc.com

Please do not contact the Board or District directly.

Deadline to apply: November 28, 2018

Learn more: www.westside66.org

SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

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

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

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

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

SECTION II

MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

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

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

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

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

SECTION III

SEARCH COST – THE COMPLETE PROCESS

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

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be eighteen thousand dollars (\$18,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

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

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

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

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

PERFORMANCE CONTRACT

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

ESTIMATED COST SHEET – PREPARED FOR: RAYTOWN QUALITY SCHOOLS

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

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

Travel

Flight	1,200.00
Ground transportation (billed at \$0.575 per mile).....	1,500.00
Hotel (if needed for stakeholder meetings)	400.00
Meals	200.00
** Travel Subtotal.....	3,300.00

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

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

Ray and Associates, Inc. Estimated Expense Total:3,800.00
Ray and Associates, Inc. Base Fee 18,000.00

***ESTIMATED SEARCH COST \$21,800.00**

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

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

All expenses are estimates, based on past experiences. Raytown Quality Schools will be billed for only the actual expenses incurred.

Board Approved Advertising

We exhibit advertising as a separate entity because the cost is based on the decisions of Raytown Quality Schools on how extensive the need. **Our associates make recommendations with the Board having final authority on frequency and dollars spent. (*Maximum Estimated Advertising is \$5,000.00*)**

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

SECTION IV

GENERAL PROVISIONS

CONFIDENTIALITY

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

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

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

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

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

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

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

SATISFACTION GUARANTEED

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

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

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

REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Columbia Public Schools	Columbia, MO	Teresa Maledy	Former Board Member	573-819-4387 (cell)
Evansville Community School District	Evansville, WI	Kathi Swanson	Board President	Cell: 608-728-1045 swansonk@evansville.k12.wi.us
Round Rock ISD	Round Rock, TX	Amy Weir	Board President	Cell: 512-295-5016 amy_weir@roundrockisd.org
Alhambra Elementary School District	Phoenix, AZ	Cathleen O'Neil Frantz	Board President	Cell: 602-579-0368 cathleenoneilfrantz@alhambraesd.org
Salt Lake City School District	Salt Lake City, UT	Nate Salazar	Board Member	Cell: 801-367-6392 nate.salazar@slcschools.org
Bexley City Schools	Bexley, OH	Victoria Powers	Board Vice President	Cell: 614-214-2485 vepowers@icloud.com
Clintondale Community Schools	Clintondale, MI	Beverly Lewis-Moss	Board President	Cell: 586-808-1970 mossb@clintondaleschools.net

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


Ray and Associates, Inc.
Leaders in Executive Searches

"What school boards say about Ray and Associates"

"In a somewhat constricted timetable, they lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups. The entire team at Ray and Associates lead and supported every aspect of our search process."

July 7, 2021
Ms. Victoria Powers, Board Vice President
Bexley City Schools, OH
Enrollment: 2,400

"In late March 2021 we asked the team to assist us with an accelerated timeline to expedite their traditional search schedule. Within 8 weeks we interviewed multiple highly-qualified finalists and identified our next Superintendent. This unprecedented search could not have been possible without Ray and Associates' willingness to modify their approach, their willingness to collaborate, the assistance of the Ray and Associates team, and the amazing administrative team at your corporate office."

June 24, 2021
Ms. Cathleen O'Neil Frantz, Board President
Alhambra Elementary School District, AZ
Enrollment: 12,000

"From the very beginning, they delivered professional, comprehensive services. The firm developed a rigorous timeline and met all its commitments. Ray and Associates, Inc. provided professional services in a consumer-friendly manner that allowed us to select a superintendent that will serve our community well."

May 20, 2020
Mr. Michael Raczak, Board President
Indian Prairie School District 204, IL
Enrollment: 27,400

"We chose Ray and Associates for our search based on their long successful track record and the individuals with whom we worked closely. Their in-depth knowledge of conducting a national search, large number of consultants through out the country, and strong recommendations from other boards put them at the top of the list after our search firm interviews. I am confident Ray and Associates and their team of consultants would do the same outstanding job for other school boards needing consultation in the hiring of a new superintendent."

August 7, 2019
Ms. Caroline Mason, Board Vice President
Everett Public Schools, WA
Enrollment: 21,000

ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

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