

A Proposal Prepared for

Boone County Schools Florence, Kentucky

for

The Search and Selection of a Superintendent of Schools

submitted by



Executive Recruitment & Development



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January 8, 2024

Board of Education
Boone County Schools
8330 US Highway 42
Florence, Kentucky 41042

Thank you for your request for information. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Boone County Schools in ensuring your superintendent search secures quality leadership for the district.

McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school 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 diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents, to school board members, to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve.

With over 130 consultants across the United States, McPherson & Jacobson has been successfully conducting searches for governing boards since 1991.

Our Kentucky experience includes Fayette County Public Schools and Jefferson County Public Schools. We are currently conducting the Kentucky Board of Education search for the Commissioner of Education.

Our contact information:

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

Sincerely,

Dr. Norm Ridder

Owner, McPherson & Jacobson L.L.C.

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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.

About McPherson & Jacobson

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.

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 1,000 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 130 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 sixty 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, **almost eighty-five percent** of administrators are in the position for which they were hired. **Over fifty-five percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

McPherson & Jacobson, L.L.C. Non-Discrimination Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity

As an organization, we are committed to equitable practices that will ensure the equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;
3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

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.

McPherson & Jacobson has **over 130 consultants** across the nation. 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.

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.

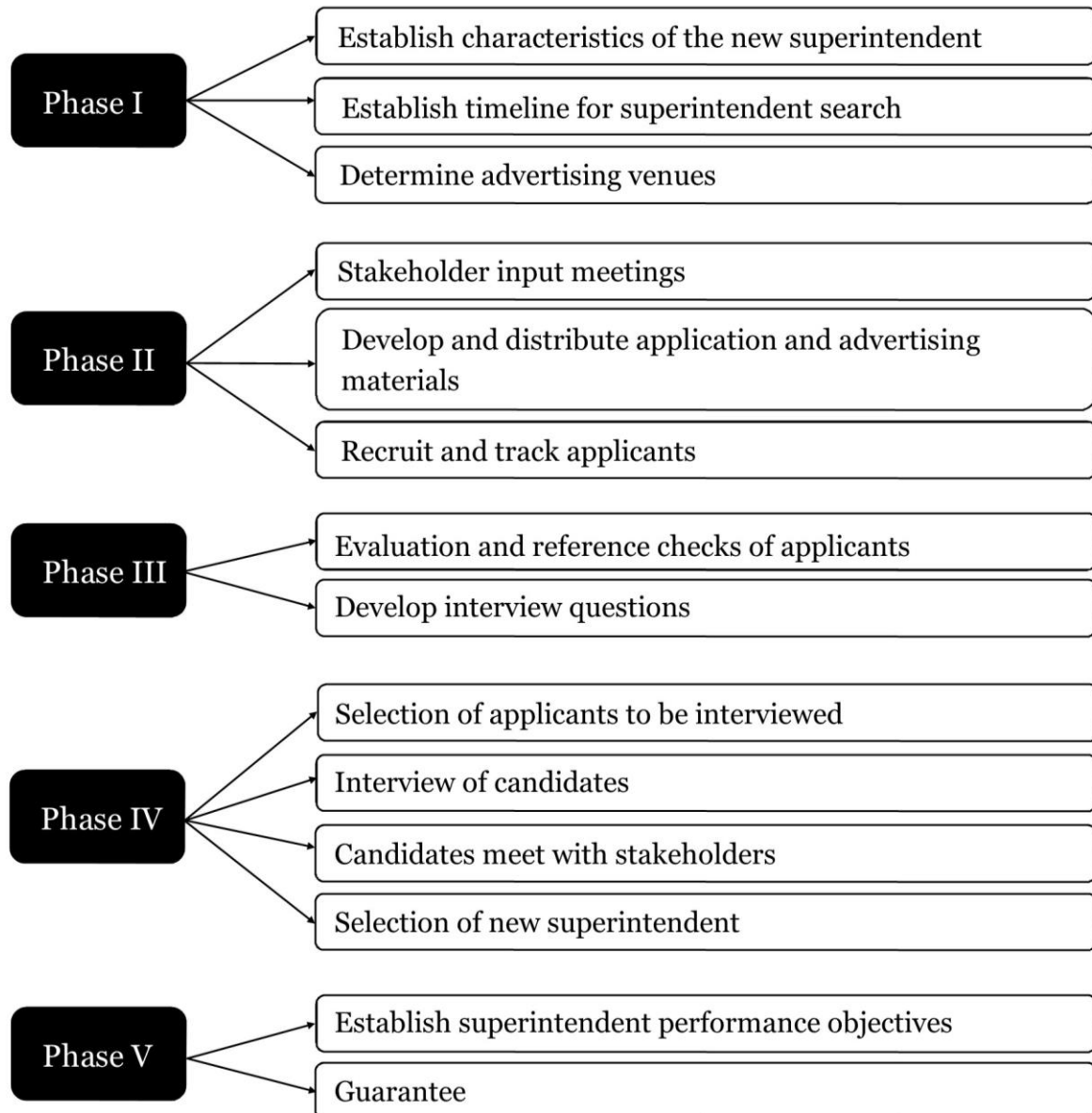
For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

McPherson & Jacobson recruits from a diverse pool of applicants. McPherson & Jacobson lead the search for the first black woman superintendent hired in Nebraska.

Search Process

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

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

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—Stakeholder Input, Advertising the Position, Recruiting Applicants

- ✓ **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 (*optional—there is an additional fee for a full-color brochure*).**

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 the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 225,000 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 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—Applicant Screening

✓ **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 qualifications. 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.

Phase IV—Reviewing Candidates with the Board, Interviews

✓ **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, along with a video from the short list applicants.

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 these candidates will be made public upon confirming the interviews (if the board chooses to release the names). 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.

✓ **Conduct background checks.**

Included in the expenses are criminal/financial/educational degree verification background checks for the finalists selected to be interviewed.

✓ **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.

Phase V—Transition with Success

✓ **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.

✓ **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, ***FOR WHATEVER REASON***, within the 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.

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
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - A brochure is created to advertise the district and the vacancy (*add-on item*)
- 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
 - Criminal/financial/educational degree verification background checks are conducted on the selected finalists
 - 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
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

*Responsibilities of Boone County Schools and
McPherson & Jacobson, L.L.C.*

Event	McPherson & Jacobson's Tasks	School District's Tasks
1 st board meeting	<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 (optional) ○ The list of names to be invited to the community input meetings 	<input type="checkbox"/> Provides consultant with the necessary information to create the brochure (optional); the name of the Point of Contact; and the Board Contact List
After 1 st meeting	<input type="checkbox"/> Application link is posted online <input type="checkbox"/> Brochure announcing the vacancy is created (add-on item) <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	<input type="checkbox"/> Edit the brochure (if district chooses to have a brochure created)
During application period	<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	<input type="checkbox"/> Posts a link to the McPherson & Jacobson website <input type="checkbox"/> Posts the brochure (announcement of vacancy) on their website (if chosen) <input type="checkbox"/> Advertises the opening on the district's social media platforms

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	<input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district	<input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule <input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations <input type="checkbox"/> Posts meeting dates, times, and locations as open public forum <input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder meetings	<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	<input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website
Stakeholder meetings completed	<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	<input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website
2 nd board meeting	<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	<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	School District'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"> ○ Review of the list of all applicants ○ Overview of candidates on short list ○ Selection of finalists ○ Finalizing of interview dates & schedule ○ Review of interview questions & procedures ○ Finalizing candidate & spouse/significant other arrangements <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"/> Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed <input type="checkbox"/> Notify the applicants who were not selected to be interviewed 	<ul style="list-style-type: none"> <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour
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) 	<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"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated
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"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen 	<ul style="list-style-type: none"> <input type="checkbox"/> Board meets and discusses each candidate individually <input type="checkbox"/> Read input forms submitted by stakeholder input groups <input type="checkbox"/> Have each board member rank order candidates <input type="checkbox"/> Select minimum of #1 and #2 candidate <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board evaluates our services
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 	<ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Plan is sent to consultant to be reviewed <input type="checkbox"/> Board adopts plan

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

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 Including Ethnically Diverse Communities

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

Online input using K12 Insight

McPherson & Jacobson will utilize K12 Insight to collect the online input and provide an analysis of the input received. The online input received, analysis, and input received from in-person meetings will be summarized into a report and presented to the board.

Cost Proposal for Boone County Schools

Investment for the Search

The fee for conducting the superintendent search is \$26,500 for Phases I-V.

Estimated Expenses \$11,400

- **Advertising**
 - Thirty (30) days on AASA (American Association of School Administrators)
 - Thirty (30) days on TopSchoolJobs (Ed Week online)
 - Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
 - Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
 - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
- **Stakeholder Meetings**
 - Two (2) consecutive days of in-person stakeholder meetings
 - Online stakeholder input surveys
 - Final report delivered to the board by email and one hard copy per board member, if requested
 - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
 - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
- **Candidate Reviews/Information**
 - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
 - Criminal/financial/credential verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
 - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
- **Consultant Travel**
 - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
 - *Consultant travel expenses can be reduced if the district requests online meetings.*
- **Office Expenses**

The total not to exceed amount including expenses is \$37,900.

Interview expenses for the candidates are not included in this amount.

Additional Services Available

- **Attending Candidate Interviews**

If the board requests, McPherson & Jacobson's consultants will attend the candidate interview sessions for an additional fee (negotiated between the district and the consultant) plus expenses.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$250 for a two-page brochure and \$500 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests personality strength tests can be completed for the candidates. Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate.

- **Assistance in Hiring the Selected Candidate**

The fee will be based on an hourly negotiated rate.

- 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.

McPherson & Jacobson Guarantees

Client Satisfaction

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

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of a majority of the members who hired the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

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.

Price Match

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

Recruiting the Selected Candidate

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **almost eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

Additional Information

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:

Owner

Dr. Norman Ridder

Regional Directors

Dr. Ralph Ferrie, Eastern United States

Dr. Steve Joel, Central United States

Dr. Steve Lowder, Western United States

Alabama Consultants

Dr. Barry Carroll, Retired Superintendent, Educational Consultant, Athens

Alaska Consultants

Mr. Shawn Arnold, Former Superintendent, Valdez

Dr. PJ Ford Slack, Retired Administrator, Fairbanks

Arizona Consultants

Dr. Jed Bowman, Retired Assistant Superintendent, Chandler

Mrs. Linda Chapman, Educational Consultant, Oro Valley

Mr. Don Grotting, Retired Superintendent, Gilbert

Ms. Jennifer Tanner, Board Member, El Mirage

Dr. Doug Wilson, Retired Superintendent, Litchfield Park

Dr. Kristi Wilson, Retired Superintendent, Litchfield Park

Arkansas Consultants

Dr. Megan Duncan, Assistant Superintendent, Conway Public Schools, Conway

Mr. Wayne Gibson, Board Member, El Dorado

Dr. Aaron Hosman, Retired Superintendent, Bull Shoals

Dr. T. Kenneth James, Education Consultant, Batesville

Mr. Bobby Lester, Retired Superintendent, Consultant Emeritus, Jacksonville

Mr. Mitch Walton, Professor, Searcy

Mr. Jerrod Williams, Superintendent, Sheridan

Dr. Kieth Williams, Retired Superintendent, Beebe

California Consultants

Mrs. Nicole Anderson, Educational Consultant, Vallejo
Dr. Adam Clark, Superintendent, Mt. Diablo USD, Concord
Dr. Sonny Da Marto, Retired Superintendent, Folsom
Dr. Penelope DeLeon, Superintendent, Newark Unified School District
Dr. Reyes Gauna, Superintendent, Byron Union School District
Dr. Shelley Jones-Holt, Educational Consultant, Sacramento
Dr. Michele Huntoon, Associate Supt. of Business, East Side Union High School District
Mr. William Huyett, Retired Superintendent, Lodi
Mr. Benjamin “Ben” Johnson II, Former Board Member, Riverside
Dr. Steven Lowder, Retired Superintendent, Stockton
Dr. Michael McCoy, Retired Superintendent, Bakersfield
Dr. Daniel Moirao, Retired Superintendent, Danville
Mr. Daniel Moore, Superintendent, Linden
Ms. Suzanne Morey, Retired Administrator, Laguna Woods
Dr. Stanley Munro, Administrator, Fresno USD, Clovis
Mr. Dennis Murray, Retired Superintendent, Cameron Park
Dr. Julie Vitale, Superintendent, Oceanside Unified School District
Mr. Daniel Zeisler, Retired Superintendent, Grass Valley

Colorado Consultants

Dr. Walter Cooper, Retired Superintendent, Colorado Springs
Dr. Kenneth Haptonstall, Colorado River BOCES Executive Director, Grand Junction
Mr. Paul Reich, Former school board member, Telluride
Dr. Norman Ridder, Retired Superintendent, Arvada
Dr. Henry Roman, Retired Superintendent, Pueblo
Dr. Christy Sinner, Retired Superintendent, Durango
Dr. Randall Zila, Centennial BOCES Executive Director, Loveland

Connecticut Consultants

Mr. Robert Ferguson, Retired Superintendent, Branford

Florida Consultants

Dr. Ralph Ferrie, Jr., Retired Superintendent, Lake Mary
Dr. Marjorie Alexander Wallace, Retired IU Director, Palm Harbor

Georgia Consultants

Dr. Michelle Hamilton, Georgia Department of Education, Marietta
Dr. Brian Shumate, Superintendent, Troup County School System, La Grange

Idaho Consultants

Dr. Andrew Grover, Executive Director-Idaho Assoc. of School Admin., Kuna
Mr. Edward Velasquez, Retired Superintendent, Hayden

Illinois Consultants

Dr. John Closen, Adjunct Professor, Peoria
Dr. Lloyd Kilmer, Retired Professor, Moline

Iowa Consultants

Ms. Kimberly Antisdel, Retired Administrator, Grimes
Mr. Dennis Bahr, Retired Superintendent, Webster City
Mr. Brad Baker, Superintendent, Chariton Community School District
Mr. Chris Fenster, Superintendent, Southwest Valley Community School District
Mr. Douglas Gee, Superintendent, Clear Lake Comm. School District
Dr. Tawana Grover, Superintendent, Cedar Rapids Community School District
Mr. Patrick Hocking, Retired Superintendent, Lisbon
Dr. Lloyd Kilmer, Retired Professor, Le Claire
Mr. Stephen Murley, Retired Superintendent, Educational Consultant, Iowa City
Mr. Jon Wiebers, Principal, St. Patrick Catholic School, Cedar Falls

Kansas Consultants

Dr. James Christman, Retired Professor, Pittsburg
Dr. Justin Henry, Superintendent, Goddard
Dr. James Karleskint, Retired Superintendent, Tonganoxie

Louisiana Consultants

Ms. Janet Dixon, Former Board Member, Alexandria

Michigan Consultants

Dr. Shelley Jones-Holt, Educational Consultant, Belleville

Minnesota Consultants

Dr. Gary Schnellert, Retired Professor, Sartell

Mississippi Consultants

Dr. Tom Clark, Retired Superintendent, Petal
Dr. James Hutto, Retired Superintendent, Petal
Mr. Ronald Walker, Retired Superintendent, Hattiesburg

Missouri Consultants

Dr. Randal Bagby, Superintendent, La Monte R-IV School Dist., Gravois Mills
Dr. James Christman, Retired Professor, Carl Junction
Dr. Sharonica Hardin-Bartley, Superintendent, School Dist. of University City
Dr. Cameron Poole, Chief Officer of Equity & Inclusion, School Dist. of Clayton
Dr. Jeanette Tendai, Retired Educator, St. Louis
Dr. Judith Sclair-Stein, Retired School Administrator, Chesterfield

Montana Consultants

Mrs. Sharla Anderson Johns, Retired Administrator, Victor

Nebraska Consultants

Mr. David Barker, Assistant Professor, Columbus
Dr. Jerry Ehlers, Consultant Emeritus, Retired Superintendent, Ainsworth
Dr. Paul Gausman, Superintendent, Lincoln
Dr. Randall Gilson, Superintendent, Blair
Dr. Derrick Joel, Assistant Superintendent, Norris School District, Firth
Dr. Steve Joel, **National Recruiter**, Retired Superintendent, Lincoln
Mr. Brandon Lavaley, Superintendent, Wahoo
Dr. Mike Lucas, Superintendent, Westside Comm. Schools, Omaha
Dr. Aaron Plas, Superintendent, Bennington
Mr. Darren Tobey, Superintendent, Broken Bow
Mr. Antwan Wilson, Professor/Educational Consultant, Lincoln
Dr. Rob Winter, Retired Superintendent, Grand Island

New Jersey Consultants

Mr. Robert Copeland, Educational Consultant, Trenton
Dr. Karen D'Avino, Retired Superintendent, Highland Lakes
Dr. Ralph Ferrie, Jr., Retired Superintendent, Brick
Dr. Candis Finan, Retired Superintendent, Summit
Dr. Michael Kozak, Assistant Professor, Drexel University., Marlton
Dr. Christopher Tienken, Professor, Educational Consultant, Spring Lake Heights

New Mexico Consultants

Dr. Greg Rockhold, Director of Programs, Hobbs Municipal Schools

New York Consultants

Dr. William Christensen, Superintendent, Sidney Central, Binghamton
Dr. John Gratto, Retired Professor, Plattsburgh
Dr. Jody Francis Manning, Educational Consultant, Cicero
Dr. Susan Vickers, Retired Superintendent, Camillus

North Carolina Consultants

Dr. Carl Harris, Educational Consultant, Cary
Dr. Christopher Lowder, Educational Consultant, Concord
Dr. David Rizer, Retired Superintendent, Vilas

Oregon Consultants

Dr. Gustavo Balderas, Superintendent, Beaverton
Mr. Michael Scott, Superintendent, Hillsboro School District
Dr. Douglas Nelson, Retired Superintendent, The Dalles
Ms. Maureen Wolf, Board Member, Northwest Regional ESU, Tigard

Pennsylvania Consultants

Dr. Candis Finan, Retired Superintendent, Matamoras
Dr. Patrick O'Toole, Educational Consultant, Cranberry Township
Dr. Kathleen Sottile, Executive Director, Northeast Educational IU, Scranton

Dr. Marjorie Alexander Wallace, Retired IU Director, Waterford

Dr. Jeffrey West, IU Director, New Oxford

Dr. Timothy Williams, Retired Superintendent, Lancaster

South Carolina Consultants

Dr. Baron Davis, Educational Consultant, Columbia

South Dakota Consultants

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

Texas Consultants

Mr. Richard Ledgister, Education Consultant, Keller

Washington Consultants

Dr. Ivan Duran, Superintendent—Highline School District

Dr. Steven Lowder, Retired Superintendent, Vancouver

Dr. Nathan McCann, Superintendent, Ridgefield

Wisconsin Consultants

Dr. Vance Dalzin, Retired Superintendent, Milwaukee

Dr. Brian Hanes, Retired Superintendent, Oostburg

Mr. James Kuchta, Retired Superintendent, Marshfield,

Mr. Damian La Croix, Superintendent, Suamico

Wyoming Consultants

Dr. Chuck Grove, Retired Superintendent, Pinedale

McPherson & Jacobson, L.L.C. References

(last five years of searches)

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

District	City	Year	Enrollment
<u>Alaska</u>			
Kenaitze Indian Tribe--Education Director	Kenai	2022/23	
Kenai Peninsula Borough School District	Soldotna	2020/21	8,500
Valdez City Schools	Valdez	2021/22	650
Copper River School District	Glennallen	2022/23	420
<u>Arizona</u>			
Mesa Public Schools	Mesa	2019/20	64,000
Scottsdale Unified School District	Scottsdale	2019/20	24,000
Litchfield Elementary School District	Litchfield Park	2022/23	10,500
Humboldt Unified School District	Prescott Valley	2022/23	5,600
<u>Arkansas</u>			
Conway Public Schools	Conway	2019/20	10,117
Russellville School District	Russellville	2021/22	5,227
Searcy School District	Searcy	2020/21	4,000
eStem Public Charter School--Chief Executive Officer	Little Rock	2022/23	3,000
Vilonia School District	Vilonia	2020/21	3,000
Wynne School District	Wynne	2020/21	2,720
Prairie Grove School District	Prairie Grove	2022/23	2,200
Hope Public Schools	Hope	2020/21	2,089
Riverview School District	Searcy	2019/20	1,200
Smackover-Norphlet School District	Smackover	2021/22	1,200
Smackover-Norphlet School District	Smackover	2018/19	1,150
Mayflower School District	Mayflower	2019/20	1,100
Newport School District	Newport	2018/19	1,100
Valley Springs School District	Valley Springs	2019/20	866
Cedar Ridge School District	Newark	2019/20	705
Gurdon Public School District	Gurdon	2019/20	684
McCrary School District	McCrary	2018/19	665
Hampton School District	Hampton	2022/23	600
Des Arc School District	Des Arc	2020/21	587
Alpena School District	Alpena	2020/21	480
Concord School District	Concord	2018/19	440
Hermitage School District	Hermitage	2022/23	400
<u>California</u>			
Association of California School Administrators--Sr. Dir of Diversity, Equity and Inclusion	Sacramento	2022/23	
CUE, Inc.--Executive Director/CEO	San Francisco	2022/23	
San Bernardino City Unified School District	San Bernardino	2022/23	48,755
Stockton Unified School District	Stockton	2022/23	33,000
Hacienda La Puente Unified School District	City of Industry	2019/20	22,000

District	City	Year	Enrollment
<u>California (continued)</u>			
Hayward Unified School District	Hayward	2021/22	19,000
Oxnard Union High School District	Oxnard	2019/20	16,800
Central Unified School District	Fresno	2021/22	15,000
Santa Barbara Unified School District	Santa Barbara	2019/20	15,000
Santa Barbara Unified School District--Chief Technology Officer	Santa Barbara	2021/22	15,000
New Haven Unified School District	Union City	2018/19	12,000
Vallejo City Unified School District	Vallejo	2020/21	11,500
Merced City School District	Merced	2022/23	11,000
San Mateo-Foster City School District	Foster City	2020/21	11,000
Evergreen Elementary School District	San Jose	2021/22	9,130
Alisal Union School District	Salinas	2019/20	9,000
Davis Joint Unified School District--Assoc. Supt. for Instructional Services	Davis	2022/23	8,300
Davis Joint Unified School District	Davis	2021/22	8,300
Washington Unified School District	West Sacramento	2020/21	7,460
Newark Unified School District	Newark	2019/20	5,700
Santa Paula Unified School District	Santa Paula	2020/21	5,200
Soledad Unified School District	Soledad	2020/21	5,000
Oakley Union Elementary School District	Oakley	2020/21	4,900
Central Union High School District	El Centro	2021/22	4,116
Sonoma Valley Unified School District	Sonoma	2020/21	3,730
Albany Unified School District	Albany	2018/19	3,714
Del Norte Unified School District--Exec Dir of Spec Ed	Crescent City	2022/23	3,600
Parlier Unified School District	Parlier	2019/20	3,500
Pacifica School District	Pacifica	2022/23	3,000
San Carlos School District	San Carlos	2020/21	2,900
Compass Charter Schools	Thousand Oaks	2022/23	2,677
Riverbank Unified School District	Riverbank	2022/23	2,400
Linden Unified School District	Linden	2020/21	2,300
South Monterey County Joint Union High School District	King City	2022/23	2,200
Gonzales Unified School District	Gonzales	2021/22	2,000
Old Adobe Union School District	Petaluma	2019/20	1,950
Winters Joint Unified School District	Winters	2021/22	1,550
Grass Valley Elementary School District	Grass Valley	2019/20	1,500
Piner-Olivet Union School District	Santa Rosa	2019/20	1,300
Sonora Union High School District	Sonora	2019/20	940
Santa Ynez Valley Union High School District	Santa Ynez	2020/21	850
Strathmore Union Elementary School District	Strathmore	2019/20	773
Mark Twain Union Elementary School District	Angels Camp	2022/23	736
Vallecito Union School District	Avery	2020/21	600
Rancho Santa Fe School District	Rancho Santa Fe	2022/23	581
Siskiyou Union High School District	Mt. Shasta	2021/22	555
Mount Shasta Union School District	Mt. Shasta	2021/22	534

District	City	Year	Enrollment
<u>California (continued)</u>			
Siskiyou Union High School District--High School Principal	Mt. Shasta	2022/23	525
South Bay Union School District	Eureka	2021/22	500
Sierra-Plumas Joint Unified School District/Sierra County Office of Education	Loyalton	2018/19	425
Sierra-Plumas Joint Unified School District	Loyalton	2022/23	400
Newcastle Elementary School District	Newcastle	2022/23	398
Oasis Charter Public School	Salinas	2018/19	250
Sausalito Marin City School District	Marin City	2022/23	220
<u>Colorado</u>			
Colorado Association of School Boards (CASB)--Executive Director	Denver	2022/23	
Colorado Association of School Executives (CASE)--Executive Director	Denver	2019/20	
Colorado Department of Education--Commissioner of Education	Denver	2022/23	
Rocky Mountain Youth Corps--Chief Executive Officer	Steamboat Springs	2022/23	
South Central BOCES--Executive Director	Pueblo West	2020/21	34,000
Academy District 20	Colorado Springs	2022/23	26,000
School District 49 (D49)	Peyton	2022/23	24,000
Colorado Springs School District 11	Colorado Springs	2021/22	23,000
Weld RE-4 School District	Windsor	2021/22	8,000
Cheyenne Mountain School District 12	Colorado Springs	2020/21	5,000
Johnstown/Milliken Weld RE5J School District	Milliken	2020/21	3,800
Summit School District RE-1	Frisco	2021/22	3,647
Morgan County School District	Fort Morgan	2021/22	3,500
Montezuma-Cortez School District RE-1	Cortez	2020/21	2,800
Steamboat Springs School District	Steamboat Springs	2021/22	2,651
Alamosa School District, No. RE-11J	Alamosa	2020/21	2,500
RE-1 Valley School District	Sterling	2021/22	2,258
Moffat County School District RE-1	Craig	2021/22	2,068
Archuleta School District	Pagosa Springs	2021/22	1,655
Lamar School District RE-2	Lamar	2020/21	1,614
Manitou Springs School District 14	Manitou Springs	2022/23	1,500
Vanguard School--Executive Director	Colorado Springs	2022/23	1,500
East Grand School District	Granby	2021/22	1,354
Garfield County School District 16	Parachute	2021/22	1,350
Platte Valley School District (Weld RE-7)	Kersey	2020/21	1,200
Chavez Huerta K12 Preparatory Academy--President/CEO	Pueblo	2022/23	993
Clear Creek School District RE-1	Idaho Springs	2018/19	765
Ignacio School District 11-JT	Ignacio	2020/21	720
Clear Creek School District RE-1	Idaho Springs	2022/23	682
Haxtun RE-2J School District	Haxtun	2020/21	350

District	City	Year	Enrollment
<u>Colorado (continued)</u>			
Swink School District	Swink	2021/22	350
Springfield School District	Springfield	2021/22	280
Elbert County School District C-2	Kiowa	2020/21	270
Otis School District R3	Otis	2020/21	250
Sangre de Cristo School District	Mosca	2020/21	250
Genoa-Hugo School	Hugo	2021/22	220
Prairie School District RE-11J	New Raymer	2021/22	220
Moffat Consolidated School District #2	Moffat	2022/23	217
Norwood School District	Norwood	2020/21	206
Walsh School District RE 1	Walsh	2022/23	180
South Conejos School District	Antonito	2022/23	176
Mountain Valley School District RE-1	Saguache	2022/23	173
Arriba-Flagler CSD #20	Flagler	2020/21	159
Edison School District 54JT	Yoder	2021/22	140
Georgetown Community School--Director	Georgetown	2021/22	134
Arickaree School District R-2	Anton	2020/21	98
Arickaree School District R-2	Anton	2022/23	98
Woodlin School District R-104	Woodrow	2021/22	85
<u>Connecticut</u>			
New Haven Public Schools	New Haven	2022/23	20,000
Bridgeport Public Schools	Bridgeport	2022/23	19,500
Branford Public Schools	Branford	2022/23	2,600
<u>Florida</u>			
Broward County Public Schools	Fort Lauderdale	2022/23	256,000
Sarasota County Schools	Sarasota	2022/23	45,000
Marion County Public Schools--Director of Risk and Benefits	Ocala	2022/23	43,000
<u>Georgia</u>			
Fulton County Schools	Atlanta	2018/19	93,500
Troup County School System	La Grange	2018/19	12,300
<u>Idaho</u>			
Lake Pend Oreille School District	Ponderay	2018/19	3,500
Teton School District 401	Driggs	2022/23	1,900
<u>Illinois</u>			
Sigma Alpha Epsilon Fraternity--Chief Executive Officer	Evanston	2019/20	
Rock Island-Milan School District #41--Elementary School Principal	Rock Island	2018/19	6,300
Stockton School District 206	Stockton	2019/20	660
Scales Mound Community Unit School District #211	Scales Mound	2020/21	270

District	City	Year	Enrollment
<u>Iowa</u>			
Muscatine Community School District	Muscatine	2019/20	4,820
Western Dubuque Community School District	Farley	2021/22	3,612
Indianola Community School District	Indianola	2021/22	3,500
Marion Independent School District	Marion	2018/19	1,932
Webster City Community Schools	Webster City	2022/23	1,752
Vinton-Shellsburg Community Schools	Vinton	2019/20	1,675
Clarke Community School District	Osceola	2020/21	1,337
Maquoketa Community Schools	Maquoketa	2021/22	1,333
Chariton Community School District	Chariton	2021/22	1,267
Greene County Community School District	Jefferson	2021/22	1,187
Howard Winneshiek Community School District	Cresco	2021/22	1,069
Eddyville-Blakesburg-Fremont Community School District	Eddyville	2019/20	1,034
West Burlington Independent School District	West Burlington	2018/19	1,000
West Monona CSD/West Harrison CSD (shared supt)	Onawa / Mondamin	2019/20	981
Starmont CSD/West Central CSD (shared supt)	Arlington/Maynard	2020/21	860
Sibley-Ocheyedan Community School District	Sibley	2018/19	850
Sioux Central Community School District	Sioux Rapids	2019/20	667
Howard-Winneshiek Community School District--Principal	Cresco	2021/22	583
Lone Tree Community School	Lone Tree	2022/23	466
Orient-Macksburg Community School District	Orient	2021/22	125
<u>Kansas</u>			
Maize Unified School District 266	Maize	2021/22	7,000
Gardner Edgerton USD 231	Gardner	2021/22	6,000
Piper USD 203	Kansas City	2019/20	2,314
<u>Maryland</u>			
Baltimore County Public Schools	Towson	2022/23	111,000
Washington County Public Schools	Hagerstown	2021/22	22,000
<u>Mississippi</u>			
Gulfport School District--Principal Search	Gulfport	2018/19	5,500
<u>Missouri</u>			
Hazelwood School District--Director of Finance	Florissant	2018/19	18,000
Lee's Summit R-7 School District	Lee's Summit	2019/20	18,000
The School District of Clayton	Clayton	2020/21	2,620
<u>Montana</u>			
Missoula County Public Schools	Missoula	2022/23	14,218
West Yellowstone School District	West Yellowstone	2022/23	289

District	City	Year	Enrollment
<u>Nebraska</u>			
Nebraska State Board of Education--Commissioner of Education	Lincoln	2022/23	
Ralston Public Schools	Ralston	2022/23	4,000
Hastings Public Schools	Hastings	2018/19	3,740
Arlington Public Schools	Arlington	2018/19	660
Palmyra Bennet District OR-1 Schools	Palmyra	2019/20	581
Centura Public Schools	Cairo	2022/23	500
Doniphan-Trumbull Public School	Doniphan	2020/21	426
Summerland Public Schools	Ewing	2020/21	402
Shelton Public Schools	Shelton	2019/20	300
<u>New Hampshire</u>			
Manchester School District	Manchester	2018/19	13,803
<u>New Jersey</u>			
Teaneck Public School District--Assistant Superintendent	Teaneck	2020/21	3,700
<u>New Mexico</u>			
Los Alamos Public Schools	Los Alamos	2020/21	3,626
Cobre Consolidated School District--High School Principal	Bayard	2022/23	1,100
Cobre Consolidated School District--Middle School Principal	Bayard	2022/23	1,100
<u>New York</u>			
Clarkstown Central School District	New City	2021/22	7,900
Uniondale Union Free School District	Uniondale	2020/21	7,400
Liverpool Central School District	Liverpool	2021/22	6,700
Riverhead Central School District	Riverhead	2020/21	5,600
Onteora Central School District	Boiceville	2021/22	1,255
<u>Ohio</u>			
Indian Hill Exempted Village School District	Cincinnati	2018/19	2,000
<u>Oregon</u>			
Portland Public Schools--Chief Financial Officer	Portland	2022/23	47,000
Portland Public Schools--Deputy Supt. of Business and Operations	Portland	2022/23	47,000
Hillsboro School District 1J	Hillsboro	2022/23	20,000
Springfield Public Schools	Springfield	2018/19	10,700
Greater Albany Public Schools	Albany	2021/22	9,300
Oregon City School District	Oregon City	2021/22	8,058
Grants Pass School District 7	Grants Pass	2021/22	6,200
Newberg Public Schools--Director of Human Resources & Assessment	Newberg	2021/22	4,970
North Wasco County School District 21	The Dalles	2020/21	3,000

District	City	Year	Enrollment
<u>Oregon (continued)</u>			
North Bend School District	North Bend	2018/19	2,300
Winston-Dillard School District No. 116	Winston	2020/21	1,400
Glide School District	Glide	2022/23	709
Newberg Public Schools--Principal--Chehalem Valley Middle School	Newberg	2021/22	460
Newberg Public Schools--Principal-Catalyst Program	Newberg	2021/22	400
Newberg Public Schools--Principal-Antonia Crater Elem. School	Newberg	2021/22	350
Newberg Public Schools--Principal--Dundee Elem. School	Newberg	2021/22	303
Glendale School District	Glendale	2021/22	281
<u>Pennsylvania</u>			
North Allegheny School District	Pittsburgh	2019/20	8,500
Fox Chapel Area School District	Pittsburgh	2019/20	4,027
<u>South Carolina</u>			
Richland School District Two	Columbia	2022/23	27,000
<u>South Dakota</u>			
Harrisburg School District	Harrisburg	2018/19	4,700
Wall School District 51-5	Wall	2020/21	273
<u>Tennessee</u>			
Tennessee Public Charter School Commission--Executive Director	Nashville	2019/20	
<u>Utah</u>			
Park City School District--Chief Academic Officer	Park City	2018/19	4,700
Park City School District--Chief Operations Officer	Park City	2018/19	4,700
Park City School District--Director of Talent Management	Park City	2018/19	4,700
<u>Vermont</u>			
Burlington School District	Burlington	2019/20	4,200
Champlain Valley School District	Shelburne	2020/21	4,000
Harwood Unified Union School District	Waitsfield	2020/21	1,800
Addison Central School District	Middlebury	2022/23	1,700
Windsor Central Supervisory Union	Woodstock	2020/21	1,039
Patricia A. Hannaford Career Center	Middlebury	2021/22	400
<u>Virginia</u>			
Fairfax County Public Schools--Asst. Supt, Human Resources	Falls Church	2021/22	188,000
Fairfax County Public Schools--Board Clerk	Falls Church	2022/23	181,000
Fairfax County Public Schools--Executive Director of Food & Nutrition Services	Falls Church	2022/23	181,000

District	City	Year	Enrollment
<u>Virginia (continued)</u>			
Norfolk Public Schools	Norfolk	2019/20	30,000
Alexandria City Public Schools	Alexandria	2022/23	16,000
Roanoke City Public Schools	Roanoke	2019/20	14,000
Albemarle County Public Schools--Asst. Supt. for Instruction	Charlottesville	2022/23	13,500
Powhatan County Public Schools	Powhatan	2021/22	5,000
<u>Washington</u>			
Kent School District	Kent	2021/22	25,000
Vancouver Public Schools	Vancouver	2020/21	23,400
Issaquah School District 411	Issaquah	2021/22	19,000
Clover Park School District	Lakewood	2018/19	12,885
Camas School District	Camas	2020/21	7,000
Wenatchee School District	Wenatchee	2022/23	6,900
Shelton School District	Shelton	2020/21	4,200
Aberdeen School District	Aberdeen	2021/22	3,300
Tukwila School District	Tukwila	2018/19	2,934
Blaine School District	Blaine	2018/19	2,200
Kalama School District	Kalama	2022/23	1,035
Kalama School District--Elementary Principal Search	Kalama	2021/22	1,000
Toutle Lake School District	Toutle	2021/22	700
Quileute Tribal School	La Push	2019/20	120
North River School District	Cosmopolis	2021/22	67
Skykomish School District #404	Skykomish	2021/22	35
<u>West Virginia</u>			
Jefferson County Schools	Charles Town	2022/23	8,500
<u>Wisconsin</u>			
School District of La Crosse	La Crosse	2019/20	6,500
West Bend School District	West Bend	2019/20	6,300
Oconomowoc Area School District	Oconomowoc	2021/22	5,300
Chippewa Falls Area Unified School District	Chippewa Falls	2019/20	5,100
Pulaski Community School District	Pulaski	2019/20	3,700
School District of Sheboygan Falls	Sheboygan Falls	2019/20	1,688
Columbus School District	Columbus	2021/22	1,360
Cedar Grove-Belgium School District	Cedar Grove	2019/20	1,350
Wilmot Union High School District	Wilmot	2021/22	930
Swallow School District	Hartland	2022/23	470
<u>Wyoming</u>			
Park County School District 6	Cody	2020/21	2,011
Sublette County School District #1	Pinedale	2020/21	1,050

What Board Members Say About McPherson & Jacobson's Search Services



CITY OF NEW HAVEN

JUSTIN ELICKER, MAYOR

165 Church Street
New Haven, Connecticut 06510
T: 203.946.8200 F: 203.946.7683



May 11, 2023

To Whom This May Concern,

I am writing this letter to recommend the services of McPherson and Jacobson. It was a pleasure to work with them on the New Haven Public Schools superintendent search and I am confident that other districts can benefit from their services.

Navigating the process of hiring a superintendent can be complicated. Boards of Education are volunteers who, most times, do not have hiring expertise or the time and resources to oversee such a process. McPherson and Jacobson guided us through each part. They worked with our Board and many other stakeholders—teachers, support staff, administrators, parents, students, and community members—to help us understand the attributes we were looking for in a superintendent. They took that information and set out on a nationwide search to identify individuals that best matched those desired qualities. They then narrowed the list to finalists and helped us through a thorough interview and evaluation process to arrive at our final choice. McPherson and Jacobson's professionalism and experience resulted in successfully identifying a superintendent that all of our community is excited about.

I strongly recommend the services of McPherson and Jacobson. Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Justin Elicker".

Justin Elicker
Mayor, City of New Haven