

**BENNINGTON PUBLIC SCHOOLS
DOUGLAS COUNTY SCHOOL DISTRICT NO. 59
BOARD OF EDUCATION SPECIAL MEETING
Friday, January 20, 2023 5:00 PM**

Mission Statement

"The mission of Bennington Public Schools is to provide educational opportunities in a safe, caring environment that will prepare all students to meet the challenges of the future."

- I. Call Meeting to Order
- II. Public Forum
- III. Discuss and Consider Presentations from Superintendent Search Firms
 - A. EDWise
 - B. GR Recruiting
 - C. McPherson & Jacobson
 - D. Nebraska Association of School Boards (NASB)
- IV. Discuss, Consider and Take All Necessary Action to Approve an Agreement with a Superintendent Search Firm
- V. Adjournment

NOTICE: COPY OF OPEN MEETINGS ACT: The Board of Education makes available at least one current copy of the Open Meetings Act posted in the meeting room at a location accessible to members of the public. The Act is posted on the wall of the Board room.

INSTRUCTIONS FOR THOSE WHO WISH TO SPEAK DURING PUBLIC FORUM: Getting Started: When it is your turn to speak during the public forum portion of the agenda, please come forward to the table situated immediately in front of the Board, sign your name and address on the sign-in sheet and state your name to the Board of Education. Time Limit: You may speak only one time and must limit comments to 5 minutes or less. Personnel or Student Topic: If you are planning to speak about a personnel or student matter involving an individual, please understand that our policies require that such concerns initially be directed to the administration for consideration. Board members will generally not respond to any questions you ask or comments you may make about individual staff members or students. You are cautioned that slanderous comments are not protected just because they are made at the Board meeting. General Rules: Please remember that this is a public meeting for the conduct of business of the Board of Education. Offensive language, personal attacks and hostile conduct will not be tolerated.

BY: BENNINGTON PUBLIC SCHOOLS

Superintendent Search Proposal

For:



from:

EDucational & Business Consulting
WISE, LLC

Dr. Paul Tedesco, President

P.O. Box 127

Alta, Iowa 51002

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EDWise Mission Statement—EDWise Team Members aim to provide quality consulting services while supporting educational leadership for PK-12.

ED ucational & Business Consulting WISE, LLC

January 3, 2023

Dear Directors of the Bennington Board of Education:

This proposal comes to you with enthusiasm to work collaboratively to generate applicants and identify your next Superintendent of Schools. The selection and employment of a Superintendent is the primary and most important task undertaken by the School Board.

The mission of EDWise is to provide quality consulting services while supporting educational leadership for PK-12 school systems. This mission is accomplished by being dedicated to extraordinary services to the school system (i.e., students, parents, and staff), the Board of Education and many District stakeholders.

While most advertising is accomplished online some recruiting occurs by networks established by EDWise. EDWise takes advantage of personal connections to administrators in Nebraska and other states to seek desired Candidates. Also, EDWise Superintendent searches generate candidates and background information through relationships to colleges/universities, Educational Service Unit Administrators, Nebraska Association of School Board (NASB) and Nebraska Council of School Administrators (NCSA).

All our efforts to find the best Superintendent candidates are driven by the information collected from your Board and focus group members. This information is matched to candidate background and references to determine the best fit for your District.

Our proposal outlines a process that will successfully find a new leader for the Bennington Public Schools. We are looking forward to finding a leader that meets your desired qualities. If you have any further questions, please feel free to contact me at paul.tedesco@edwise.llc or call 712-730-2248.

Sincerely,



Dr. Paul Tedesco, President
EDWise, LLC

Website: <https://www.edwise.llc>

Twitter: @drpaultedesco

Facebook: <https://www.facebook.com/drpaultedesco/>

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Introduction – EDWise Team Members

EDWise, LLC capitalizes on the experience of retired administrators who have dedicated their careers to serving school districts, including their students, parents, teachers and the Directors on the Board.

EDWise, LLC started actively to pursue consulting services in the spring of 2018. Since the spring of 2018, the EDWise Team members have grown to include six Consultants. EDWise Consultants have combined for over 250 years of School Administrative experience in hiring highly qualified leaders.

EDWise, LLC Team Members

Dr. Paul Tedesco, President of EDWise
Iowa and Nebraska

Bill Mowinkel
Nebraska

Kathy Enslin
Iowa

Dave Herold
Cresco, IA

Lou Howell
Urbandale, IA and Florida

Lori Porsch
Storm Lake, IA

Initial Meeting with School Board at District:

EDWise consultant(s) will provide several options for consideration by the Board before an agreement on the timeline and other details set the process in motion. Your search will be customized to meet the needs and expectations of the Board and your school community.

EDWise consultant(s) will collaborate with your Board to define the type of leadership desired in your next superintendent. EDWise collects this information electronically. Also, EDWise will assist the Board to identify the various groups to involve in the determination of the characteristics of the new superintendent. The involvement of students, staff, parents and community members will build support for your selection of a new superintendent.

EDWise collects this input of desired characteristics, skills and work style behaviors from your school community and from the groups identified by the Board. Once collected, this input will be shared with the Board and used by EDWise after approval by the Board to guide the advertising and recruiting of candidates for your superintendent's position.

And, at this initial meeting with the Board, EDWise consultant(s) will discuss potential salary and benefit packages. Plus, we will review current superintendent contract language and discuss new contract language, if appropriate. EDWise provides required application form online and screening of applications.

Throughout the search process, EDWise consultant(s) will be in constant communication with the Board to keep everyone informed on the progress during the search.

Solicit input from Board and identified groups/Public:

EDWise consultant(s) will collect input from the Board identified groups and from the school community as a whole. These individuals are asked to provide their desired leadership qualities in their next superintendent; what they are proud of in their school; what concerns might need to be addressed; and what they would like to see their new superintendent do in the first 3 months on the job.

In addition to the collection of desired superintendent characteristics, skills and work style behaviors the consultant(s) will work with the selected focus groups to be involved in the interview process. EDWise consultant(s) will review the do's and don'ts of interview questions; the time allotted for questioning; and seek suggested interview questions from the focus group members. We will collect a rating of each candidate from the focus group members at the conclusion of each interview. The focus group ratings will be shared and reviewed with the Board prior to selection of your new superintendent.

Follow up to Consultant meeting with Focus Groups and School Board:

This input, gathered electronically, will be shared with the Board and used in our recruiting of candidates. Adjustment(s), if necessary, to our advertising will be made based on

this input and made public after being approved by the Board.

Consultant(s) will communicate with focus groups and the Board to select 12-14 interview questions. The questions can be from their suggested questions and/or mixed with Bennington questions from EDWise.

Advertise Position:

Advertising can begin online upon engaging EDWise to conduct your search. Your position will be advertised on TeachNebraska; EDWise website (<https://www.edwise.llc>) and EDWise Facebook page. Upon completion of Board and focus group input, the advertising may be adjusted to include other advertising networks. EDWise will also make personal contact with potential candidates who have registered with EDWise an interest in seeking a superintendent position.

National advertising, if desired by the Board, can be easily accommodated by EDWise. National advertising, an estimated \$600-\$900, is a cost to the Board above and beyond EDWise base search fee.

Screen Applicants:

EDWise consultant(s) conduct a thorough background check of each candidate. Our background and reference checking include personal telephone conversations, licensure, eliciting online references about the candidate. A Personality Traits Assessment of top candidates is an available 'Option' not included in Search Fee--if the Bennington Board desires more data on each candidate. EDWise will produce the results of a Workplace Personality assessment completed by your chosen candidates for \$100/assessment. A sample report can be viewed during an EDWise presentation to your Board.

The personal telephone conversations and the online reference checks are conducted on individuals listed by the candidate and other individuals familiar with the candidate identified by EDWise. EDWise consultant(s) speak directly to the leaders of the Nebraska Council of School Administrators (NCSA) to gather additional input on each candidate.

EDWise consultant(s) will provide a summary of the background and reference check information to the Bennington School Board when reviewing all the candidates with the Board. The Bennington School Board must secure the State of Nebraska required background check of their desired candidate prior to employment.

Consultant(s) Meeting with Board to Review Applicants and Select Candidates for Interviews:

EDWise consultant(s) will arrive during the normal central office workday to prepare the Board room for the directors of the Bennington Board to review each candidates'

application materials in a closed session. After the review and discussion of candidates, EDWise consultant(s) will provide a recommendation of the top 5-6 candidates for the Bennington School Board to consider for an interview.

Once the selection of candidates for interviews with the focus groups has been made, then the EDWise consultant(s) will contact each candidate. The selected candidates will be given a detailed interview schedule and other district information for their spouse/guest. EDWise consultant(s) will collaborate with the Bennington School Board to provide a public announcement of candidates being interviewed by the Board and their focus groups.

Prior to starting interviews, EDWise would recommend the Bennington School Board complete the required criminal, civil litigation, social security, motor vehicle records check for the top candidates. Therefore, the Board will be able to make an offer to an already approved candidate following the interview process.

Interview Days with Board and Focus Groups and Selection of New Superintendent:

The EDWise consultant(s) will bring copies of the interview questions for each focus group and distribute them before each candidate's interview. Prior to the interviews, the consultant(s) will check the arrangement of each interview room for proper set up and amenities for the comfort of the candidate and the focus group members.

The consultant(s) will remind all focus group members of the legal interview techniques. And, the consultant(s) will keep each interview on schedule, including time for rating each candidate immediately following completion of each candidate's interview. EDWise uses an online Google Form to collect focus group ratings/input on each candidate. The candidates interview with the Board will include a 10-minute presentation on a topic selected by the Board and questions for the candidate to respond to for the Board.

After all interviews have been completed and while the Board is in closed session, the EDWise consultant(s) will share the focus group ratings/input of each candidate's interview, including the Board's rating/input on each candidate. The consultant(s) will facilitate the Board's deliberation to select a new superintendent. Selection of a new superintendent will be made in Open Board Session.

Once the selection has been made and contract details have been discussed, then the consultant(s) will assist the Board President and/or make the call to offer the position on behalf of the Board. After the candidate and the Board have finalized the contract, and the contract has been signed, the consultant(s) will make personal contact to inform all interviewees about the Board's selection and thank them for their time and efforts. And all focus group members will be informed of the Board's decision and thanked for their time and insight.

Notifications, Press Release & Application Materials:

Upon hiring of the new superintendent, the consultant(s) will notify all other candidates about the Board's choice and wish them well on future endeavors. EDWise will collaborate with the Board Secretary to file all application materials with the district. And the consultant(s) will prepare a press release announcing the new superintendent to be used or modified for use by the Bennington School Board. The EDWise consultant(s) will coordinate and collaborate with the Board President and Board Secretary to finalize remaining details of search process such as reimbursement of candidate travel expenses for interview if Board approved.

EDWise SEARCH FEE

EDWise fee for conducting your Superintendent search is \$6,000.00 plus expenses. The estimated total for expenses is \$750. EDWise expenses would include mileage, lodging and other cost associated with your search. The final bill will include an itemization of the expenses incurred but will not exceed \$750. EDWise fee is due in two installments; the first payment of \$3,000.00 at time of hiring and the remaining \$3,000.00 plus expenses is due upon completion of the search and the new Superintendent being hired.

The District is also responsible for cost associated with expenses for Candidates during interviews—such as mileage, lodging, advertising beyond TeachNebraska and EDWise website, meals and copy cost of application materials.

PERFORMANCE CONTRACT

Upon Board action to engage EDWise services. EDWise will provide a written contract between the Board and the consulting firm for the Board's approval and signature to start the search.

GUARANTEE

If the Bennington Board is dissatisfied with the new superintendent within the first year of employment. And as a result, the Bennington Board terminates the superintendent within the first year of employment, EDWise will conduct a new superintendent search at no cost to the Bennington Board other than expenses.

REFERENCES

Bryon Simonsen, AHSTW Board President

Email: mormac@walnutel.net

Bernadette Hatch, AHSTW Board Vice-President

Email: hatch90@outlook.com

Brad Rohwer, Alta-Aurelia, Board President
Cell: 712-299-1040
Email: brohwer@alta-aurelia.k12.ia.us

Jon Turnquist, Alta-Aurelia, Board Vice-President
Email: jturnquist@alta-aurelia.k12.ia.us

Greg Jones, Clarinda, Board President
Email: gjones@clarindacsd.org

Teresa Coenen, Woodbine, Board President
Cell: 712-579-6537
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ENDORSEMENTS & TESTIMONIALS

"Working with Paul was a very positive experience for us. He was always professional, accessible, honest, and easy to work with. His experience, judgement, and process resulted in the hiring of a great candidate to lead our District into the future. Thank you, Paul!"

Bryan Simonsen, AHSTW Board President
April 29, 2018

"I truly appreciate EDWise for their professionalism and calm demeanor to get us through an intense process of hiring a school superintendent. Paul and Dave led the discussions and we provided the top six characteristics we wanted in a new superintendent. This helped us get focused as a board and was so beneficial in aligning our top characteristics with a candidate. Paul and Dave also provided answers to our questions based on experiences and gave valuable insight to tough questions. They were outstanding and I highly recommend EDWise!!"

Jon Turnquist, Alta-Aurelia Board Vice President
April 25, 2019

"I am thankful to Dr. Paul Tedesco and Lou Howell from EDWise for their genuine desire to help us find the "right qualities" in a superintendent for our district. With their assistance and experience to draw from I feel we have found someone special to lead our district. Their expertise and guidance was invaluable."

Greg Jones, Clarinda CSD Board President
January 14, 2020

“From beginning to end, Dr. Paul and the EDWise team provided a very personal service to our school, taking time to get to know board members, staff and community members, and confirm the priorities for our hiring process. By using the questions that our interview teams generated, EDWise structured a comprehensive process that culminated in individual feedback from each interview team member rather than a group rank order. EDWise recruited quality candidates, leaving us with an extremely difficult decision. Dr. Paul put in a very long evening with our board and negotiated a contract that was kind to our budget. Despite the COVID-19 pandemic, the EDWise team made adjustments to the schedule and facility setup, while utilizing technology and social distancing to allow for full participation and ensure the health and safety of the candidates and the interview teams. We are thrilled with our new hire, and very satisfied with the service and support from EDWise!”

**Teresa Coenen, Woodbine CSD Board President
April 13, 2020**

“I have worked with EDWise as both a candidate and a contractor. In both cases I have found them to be both thorough and professional. The information they provide about potential job candidates has been vital in our selection process. The service they provide is timely and up to date. Paul has also been a professional resource for both myself and our principals. I highly recommend them for any administrative search you may have in the future.”

**Bill Walters, Superintendent, Alta-Aurelia
January 12, 2021**

“Dr. Tedesco and his team at EDWise were difference makers for us. Their team was professional, honest and thoughtful from the first conversation to our final meeting. I am confident we would not have found the exceptional candidate we hired, without EDWise. Furthermore, they went above and beyond in ensuring the process was integrity filled and each member of the vast hiring panel was pleased with the outcome.”

**Justin Wagner, Superintendent, Woodbine Community Schools
January 14, 2021**

Dr. Tedesco and the EdWise team implemented the highest level of professionalism in our school district’s search for a Superintendent. As former educators themselves, their vast knowledge and extensive resources enable a seamless experience with outstanding results in this unexpectedly competitive market.

**Elizabeth Heistand, Board Vice-President of Boyer Valley Community Schools
December 4, 2022**

**A PROPOSAL FOR
SUPERINTENDENT SEARCH SERVICES
FOR
BENNINGTON PUBLIC SCHOOLS**



Submitted by:



Corporate Address: 15927 East Echo Hill Drive
Fountain Hills, AZ 85268

Iowa Address: 233 Turley Avenue
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Arizona Office Fountain Hills, AZ 85268	Iowa Office Council Bluffs, IA 51503	Missouri Office St. Louis, MO 63130	Kansas Office Topeka, Kansas	Texas Office Hutto, TX 78634
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December 30, 2022

Bennington Board of Education
11620 N. 156 Street
Bennington, NE 68007

Board Members,

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

We provide experience and expertise of many people who have led large, medium and small districts in recruiting candidates who met or exceed school board expectations. We are familiar with Nebraska having recruited Dr. Cheryl Logan to be Superintendent in Omaha. Our Associates have also conducted searches in Bellevue Public Schools, Papillion La Vista Community Schools, Westside Community Schools, Lincoln Public Schools, Council Bluffs Community School District in Iowa.

We use virtual methods as necessary, while still providing in-person contacts as requested. Our ability to provide multiple forms of communication with our clients is something that is important to us to make sure our clients are involved and well-informed throughout the process.

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

Your satisfaction is our goal. To that end, we will work tirelessly to achieve that goal by first finding and recruiting the highest quality candidates for the Board's consideration.

Sincerely,

Gary L. Ray

Gary L. Ray, President

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EXECUTIVE SUMMARY

GR Recruiting is a diverse firm with a wealth of experience. We are able to meet all the requirements of the Bennington Public School District's Superintendent search. Owner/founder Gary Ray, has over forty (40) years of extensive experience in educational leadership and recruiting top quality candidates for searches. Gary Ray also started Ray and Associates which he led for 43 years. In 2017 Gary sold Ray and Associates. In 2019 Gary Ray reentered the search profession by creating GR Recruiting with all but a few of his previous associates joining him in this new firm. The mission of GR Recruiting is still the premier search firm for educational leadership, recruiting and placing superior education leaders; and GR Recruiting also supports newly placed leaders and boards to ensure a successful transition.

GR Recruiting's Associates' personal careers in school leadership and their search efforts average more than ten (10) years. The firm's key to our success is that every Associate understands educational leadership and what it takes to match candidates to School Board expectations.

We have extensive experience working with diverse, rural, suburban and urban districts. Most of our Associates have themselves been leaders of districts of various sizes and demographics, meaning these Associates understand the District's issues, and are better able to support the Board in conducting a successful search.

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

GR Recruiting has always been concerned about the performance of not only the Superintendent once in office, but the actual performance of the District under their leadership. To support these areas, we have developed a network of resources to assist districts after the search is completed. Our objective is to provide our clients with the best possible opportunities for improved district management and student achievement.

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

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

Mission Statement:

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

GR Recruiting Experience and Qualifications

We are a national firm with regional offices in Arizona, Iowa, Missouri, Kansas and Texas. Our associates average more than ten (10) years in the school executive search business, and understand educational leadership and what it takes to match candidates to our client's expectations.

- ◆ Each search is conducted in strict adherence to the needs of our client district.
- ◆ We are very aggressive in our recruiting efforts in order to provide a pool of candidates who are successful in current positions and a good match to the District criteria.
- ◆ We assist the School Board in the development of a suitable profile for the position by interviewing each member individually.
- ◆ Our process provides valuable information to the Board, staff and community during the search process as well as data that can be used to enhance the new superintendent's transition into the district. This process is provided at no additional cost, and no other firm provides this service.
- ◆ Our associates perform extensive interview screenings with potential candidates and their references, before recommending the top candidates to the Board.
- ◆ We provide a consensus scoring instrument to assist the School Board in its decisions for the most qualified candidates.
- ◆ We proceed in conducting extensive background investigations with a background check company involving social, criminal, civil, employment and educational investigations of the top finalists, at no cost to the district.
- ◆ We offer a guarantee that specifies the selected finalist must complete two (2) years of service or we will redo the search for no fee except for expenses incurred.

KEY STAFF EXPERIENCE

These are the principal/project coordinators who will work with the Bennington Public Schools. These experienced associates will recruit, screen and conduct background checks. Our 50 plus associates across the country, ensuring that every region will be covered; and we will recruit the best candidates. The firm will engage additional associates for recruitment of candidates on the search project as needed.



Gary Ray, President

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



Dr. Dick Christie served as the Executive Director of the Metropolitan Omaha Educational Consortium from 2006 until 2019, and as an Assistant Professor of Educational Leadership at the University of Nebraska at Omaha from 2007 until 2020. Prior to that, he served as Superintendent of Schools in the Council Bluffs Community School District, located in Iowa, from 1988 until 2006. Over the course of his 40-year career as a PreK-12 educator in Iowa, he also served as an assistant superintendent, principal, assistant high school principal, teacher, and coach. Dr. Christie was recognized as the Iowa Superintendent of the Year in 1999. He received an Alumni Association Citation for Alumnus Achievement from the University of Nebraska at Omaha in 2004 and the Hollie Bethel Distinguished Alumni award from the University of Nebraska at Omaha College of Education in 2006. In 2015, he received the Heritage Award for Education from Mercy Health Systems Foundation. Dick has worked alongside Gary Ray in the search business since 1978.



Lane Plugge worked as a professional educator in public schools for 44 years. Serving as an elementary classroom teacher, principal and superintendent. His superintendent experience included service in rural and diverse urban school districts. He also has extensive experience in passing publicly voted funding issues and construction of facilities. Lane was successful in creating partnerships with municipal governments, higher education entities and non-profit organizations to expand resources for PK-12 students. These resources included facilities, specialized staff, social/educational programs for students and resources for families. His work in the area of superintendent searches includes small rural, suburban and large urban school districts.



Dale Monroe has been active in the field of education for more than 40 years. He has held a variety of roles including, teacher, school site administrator, district level administrator, and school superintendent. Additionally, he brings experience from the business sector; he served as a Vice President of Business Development and Vice President of Education Software. Community involvement has been a priority for Dr. Monroe, as he serves various Chamber and Rotary organizations, as well as Special Olympics and Boy Scouts of America. Dr. Monroe has significant experience with numerous Iowa superintendent searches over the last 15 years.



Linda Brock provided Speech Pathology services and Professional Development to local public school for Mississippi Bend AEA 9, in Davenport, Iowa and Great River AEA 16, in Burlington, Iowa. Linda received a second M.A. and Ed.S. in Educational Administration from Western Illinois University. She joined the Fort Madison Community District as a Central Office Administrator serving as Special Education Director, Director of Students Services, Assistant Superintendent, and Superintendent. She later became the Superintendent of the Fort Dodge Community School District, Fort Dodge, Iowa. Linda has also been an adjunct professor in Educational Leadership and Western Illinois University, Macomb, Illinois campus and Davenport campus as well as internship field supervisor. Linda has been a member of School Administrators of Iowa, the American Association of School Administrators, an Iowa representative in the Mid-American Association of School Superintendents and serves on the Iowa Department of Education Finance Roundtable. Ms. Brock has worked on a number of Nebraska and Iowa searches.

SCOPE OF WORK

The Process

Bennington Public Schools



Step 1. The School Board's Involvement at the Start

- ◆ Individual Facetime, Zoom, Google type interviews with each member to assess perspectives that lead to an accurate profile for the position.
- ◆ Establish a comprehensive timeline for the search.
- ◆ Determine the salary range and benefits package.
- ◆ In consultation with the Board, we will develop a marketing and recruitment plan. We will place the search information on the district and GR Recruiting websites and key state, regional and national organizations.
- ◆ We will develop all standard application forms to ensure compliance with state laws.

The Process (CONT.)

Step 2. Staff and Stakeholder Involvement-

- ◆ Assess Board and stakeholder concerns and preferences utilizing our firm's 28 item research-based survey which is available in a variety of languages.
- ◆ If desired, we will provide in person, virtual or a combination of both for meetings with predetermined groups of people approved by the Board to interact with them on characteristics that are vital for the position profile

Step 3. Recruitment and Screening of Applications

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

Step 4. Presenting the Candidates

- ◆ We will provide an overview of the entire candidate pool.
- ◆ We will give an analysis of the top qualified candidates.
- ◆ The School Board views top candidate interview videos.
- ◆ The School Board reads and discusses each candidate's application materials.
- ◆ School Board members participate in a consensus building exercise to develop a ranking of candidates to determine those to advance as finalists for further interviews.
- ◆ Top candidates and finalist interviews via in person, Zoom, Google or by the School Board's preferred platform.
- ◆ Consultant and board will finalize board approved interview questions for the top candidates.
- ◆ Firm will assist in all scheduling details necessary to enhance the final School Board/finalist interview process.

The Process (CONT.)

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

Step 5. Concluding the Search

- ◆ If requested, assist the District legal staff in negotiating a contract with the new Superintendent.
- ◆ All files will be subject to disposal and all unsuccessful candidates will be respectively notified.
- ◆ The Firm will assist the School Board in developing a press release announcing the selection of the new Superintendent.
- ◆ GR Recruiting has a unique partnership with the nationally recognized company, K12 Insight which specializes in solutions for Community Engagement, Online Surveys (if requested), Customer Service for Schools, and School Communications. This data provides the Board valuable staff and community input during the search process as well as valuable information that can enhance the new superintendent's transition into the district, at no additional cost.

SAMPLE TIMELINE

Bennington Public Schools

(Actual dates to be determined in collaboration with the School Board)

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

CONFIDENTIALITY

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

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 \$11,500.00 (Eleven Thousand Five Hundred Dollars). The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

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

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

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

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

Cost Saving Expense Options. GR Recruiting is aware of budget concerns and therefore offers several cost saving options: 1) Conduct meetings with our consultants via video conference such as Zoom, Skype, Google, or other medium, which could save 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 School Board narrows the candidates down to the finalists, the intent will be to interview each finalist in-person with the School Board.

CLIENT SATISFACTION

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

RECENT REFERENCES

Sioux City Community Schools
627 4th Street
Sioux City, IA 51101
Dan Greenwell, Board President
712-899-7000
Greenwell.dan@gmail.com

Urbandale Community School District
1152 Aurora Avenue
Urbandale, IA 50322
Katherine Howsare, Board President
515-480-3911
Katherine.Howsare@urbandaleschools.com

Green Hills Area Education Agency
24997 Highway 92
Council Bluffs, IA 51503
John Gambs, Board President
712-789-1339
gambsjohn@mac.com

Grant Wood Area Education Agency
1120 33rd Avenue SW
Cedar Rapids, IA 52404
Randy Bauer, Board Member
319-551-8696
randybauer@alliantenergy.com

Central Rivers AEA
1521 Technology Pkwy
Cedar Falls, IA 50613
Debra Rich, Board President
319-961-2733
drich@centralriversaea.org

Springfield Public Schools Superintendent Search (Largest school district in Missouri)
1359 E St Louis St, Springfield, MO 65802
Denise Fredrick, Board President
417-840-6768

Westside Community Schools
909 South 76th Street
Omaha, NE 68114
Adam Yale, Former Board President
402-672-2294
yale.adam@westside66.net

Omaha Public Schools
3215 Cuming Street, Omaha, NE 68131
Matthew Ray, Chief of Staff, Secretary to the Board
402-714-0709
Matthew.ray@ops.org

Raytown Quality Schools Superintendent Search – Kansas City area, January-February 2022
6608 Raytown Rd.
Raytown, MO 64133
Alonzo Burton, School Board President
816-446-7452
Burton.alonzo@rocketmail.com

WHAT MAKES GR RECRUITING UNIQUE

- We have conducted searches in Nebraska, and throughout the Midwest and nationally.
- Recruiting qualified candidates is our strength and trademark.
- We have assembled the most experienced, diverse and aggressive team of 60 plus associates regionally and nationally.
- We use a thorough process that is customized to meet the needs of our clients.
- we are known for placing highly qualified candidates.
- We have historic and strong recruiting relationships through state and national organizations.
- Great care is taken to assign associates who will become strongly aware of the District's needs to coordinate the search.
- Our background checks of top candidates are thorough and complete.
- We were the first to place women and individuals of color in leadership positions.
- We have a proven record of aggressively recruiting a diverse pool of candidates that match our client's profile.
- We have great success in long tenure placement of candidates by our associates.
- We aggressively recruit highly accomplished individuals who may not currently be in the job market, including "rising stars".
- Our candidate profile survey provides additional data from K12 Insight which is critical for the Board and Superintendent to be successful.
- Beyond the search, GR Recruiting will provide an ongoing leader mentoring/support from some of the most experienced, diverse consultants in the nation.
- GR Recruiting has a unique partnership with a nationally recognized company, K12 Insight, which specializes in solutions for Community Engagement through Online Surveys (if requested), Customer Service for Schools, and School Communications.
- Our process provides valuable information beyond the candidate profile, from Board, staff and Stakeholder input in, the search process as well as survey data that can be used to enhance the new superintendent's transition into the district. *This process is provided at no additional cost, and no other firm provides this service.*
- We provide a two-year guarantee on placement of candidates, including complete professional background checks of top candidate conducted by an external firm *at no added cost.*

Mission Statement:

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

A Proposal Prepared for

***Bennington
Public Schools
Bennington, Nebraska***

for

*The Search and Selection of a
Superintendent of Schools*

submitted by

MCPHERSON *MJ* JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT



11725 Arbor Street, Suite 220
Omaha, Nebraska 68144
Phone: 888-375-4814/402-991-7031
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Email: mail@macnjake.com
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MCPHERSON *MJ* **JACOBSON, LLC**

EXECUTIVE RECRUITMENT & DEVELOPMENT

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December 29, 2022

Board of Education
Bennington Public Schools
11620 N. 156th Street
Bennington, Nebraska 68007

Thank you for the opportunity to present our services to your board. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Bennington Public 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 contact information:

McPherson & Jacobson, L.L.C.
11725 Arbor St., Suite 220
Omaha, Nebraska 68144
Telephone: 402-991-7031/888-375-4814
Fax: 402-991-7168
Email: mail@macnjake.com

We appreciate 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 940 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, **over 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. **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.

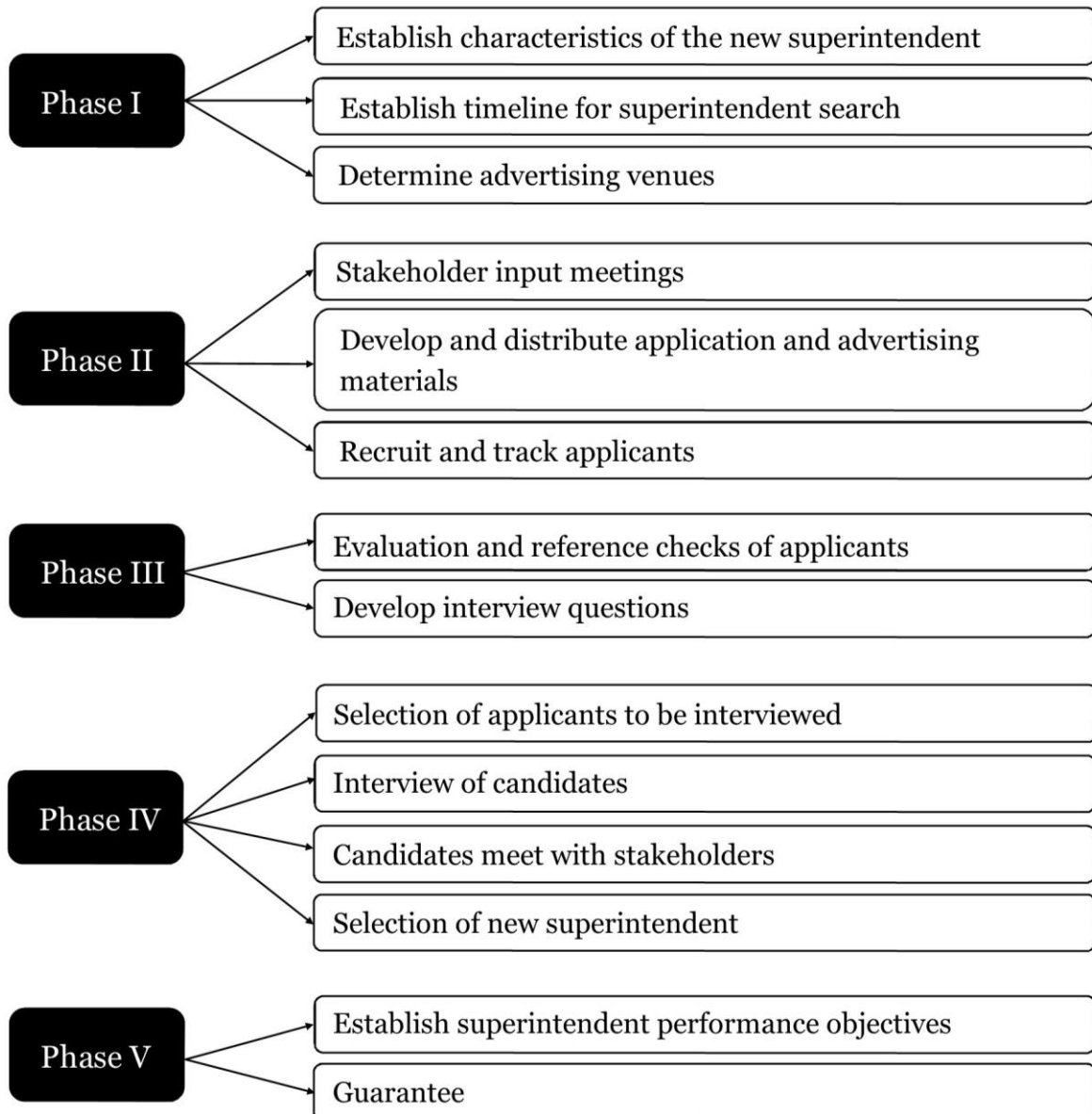
For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

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.**

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
- 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 Bennington Public Schools and McPherson & Jacobson, L.L.C.

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

Event	McPherson & Jacobson's Tasks	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"> o Review of the list of all applicants o Overview of candidates on short list o Selection of finalists o Finalizing of interview dates & schedule o Review of interview questions & procedures o 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 940 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.

Process for Obtaining Online Stakeholder Input

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

Cost Proposal

Investment

The fee for conducting the superintendent search is \$9,000 for Phases I-V.

McPherson & Jacobson has the tools to conduct all or some components of the search process electronically. We can work with the board to determine the best practices as the search progresses to determine if in-person or online meetings will best meet the needs of the district.

The total not to exceed amount including expenses is \$12,800.*

Included in the expenses is

- Thirty (30) days on AASA (American Association of School Administrators)
- Four (4) weeks of advertisements in the Omaha World Herald (in print and online)
- Posting on Nebraska Council of School Administrators
- Posting on Teach in Nebraska
- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- 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)
- Travel expenses for consultants for scheduled trips to the school district.
- Office expenses

**If the district chooses to do parts of the search using online meetings, the expenses may decrease.*

NOTE:

- Expenses may increase if the district chooses additional media advertising.
- Fees and expenses will increase if the district requests additional stakeholder input days.
- Interview expenses for the candidates are not included in the expenses listed.
- There is an additional fee and expenses for the consultants to attend the interview sessions.

McPherson & Jacobson 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 fifty (50) percent or more of the member who hired the superintendent.*

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 comparable services.

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, **over 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 Services:

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

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.
- Schedule an on-site visitation to the finalist's home district.

Additional Information

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

Dr. Steve Joel, National Recruiter, Retired Superintendent, Lincoln

Dr. Mike Cunning, Retired Superintendent, Hershey

Dr. Jerry Ehlers, Consultant Emeritus, Retired Superintendent, Ainsworth

Dr. Paul Gausman, Superintendent, Lincoln

Dr. Randall Gilson, Superintendent, Blair

Dr. Tawana Grover, Superintendent, Grand Island Public Schools, Grand Island

Dr. Derrick Joel, Assistant Superintendent, Norris School District, Firth

Mr. Brandon Lavaley, Superintendent, Wahoo

Dr. Mike Lucas, Superintendent, Westside Comm. Schools, Omaha

Dr. Blane McCann, Retired Superintendent, Educational Consultant, Omaha

Mrs. Jane McDaniel, Former Board Member, Plattsmouth

Dr. Randy Nelson, Consultant Emeritus, Retired Superintendent, Seward

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

Dr. Aaron Plas, Superintendent, Lakeview Community Schools, Columbus

Mr. Darren Tobey, Superintendent, Broken Bow

Mr. Antwan Wilson, Professor/Educational Consultant, Lincoln

Dr. Rob Winter, Retired Superintendent, Grand Island

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

Year	District	City	Enrollment
2000/01	Adams Central Jr.-Sr. High School	Hastings	452
2003/04	Ainsworth Community Schools	Ainsworth	548
1997/98	Ainsworth Community Schools	Ainsworth	
2001/02	Allen Consolidated School District	Allen	225
2012/13	Alliance Public Schools	Alliance	1,700
2008/09	Alliance Public Schools	Alliance	1,737
1997/98	Alliance Public Schools	Alliance	2,300
2000/01	Alma Public Schools	Alma	371
2006/07	Anselmo-Merna Public Schools	Merna	257
1994/95	Anselmo-Merna Public Schools	Merna	170
2018/19	Arlington Public Schools	Arlington	660
1999/00	Arlington Public Schools	Arlington	597
1994/95	Arnold Public Schools	Arnold	
1997/98	Auburn Public Schools	Auburn	1,028
2016/17	Axtell Community School	Axtell	264
2011/12	Axtell Community School	Axtell	301
2003/04	Banner County Public School District	Harrisburg	168
1994/95	Banner County Public School District	Harrisburg	209
1997/98	Battle Creek Public Schools	Battle Creek	461
2012/13	Beatrice Public Schools	Beatrice	2,200
1999/00	Beatrice Public Schools	Beatrice	2,320
2011/12	Blair Community Schools	Blair	2,400
2008/09	Blair Community Schools	Blair	2,416
1994/95	Bloomfield Community Schools	Bloomfield	435
2004/05	Boone Central Schools	Albion	654
2013/14	Bridgeport Public Schools	Bridgeport	500
2007/08	Bridgeport Public Schools	Bridgeport	510
2003/04	Bridgeport Public Schools	Bridgeport	533
1998/99	Bridgeport Public Schools	Bridgeport	580
2014/15	Broken Bow Public Schools	Broken Bow	810
2001/02	Brunning-Davenport Unified School District	Davenport	208
2013/14	Central City Public Schools	Central City	690
2001/02	Central City Public Schools	Central City	800
2006/07	Centura Public School	Cairo	550
2017/18	Centura Public Schools	Cairo	486
2003/04	Chadron Public Schools	Chadron	866
2009/10	Chambers Public School	Chambers	203

Year	District	City	Enrollment
2004/05	Chambers Public School	Chambers	203
2017/18	Chase County Schools	Imperial	620
1994/95	Clarks Public Schools		
2009/10	Columbus Public Schools	Columbus	3,600
1997/98	Crawford Public Schools	Crawford	270
2014/15	Creek Valley Public Schools	Chappell	252
2015/16	Crete Public Schools	Crete	1,800
2005/06	Crete Public Schools	Crete	1,465
1998/99	David City Public Schools	David City	597
1996/97	Doniphan Public Schools	Doniphan	
2020/21	Doniphan-Trumbull Public School	Doniphan	426
2017/18	Doniphan-Trumbull Public School	Doniphan	465
2005/06	Doniphan-Trumbull Public School	Doniphan	517
2004/05	Dorchester Public Schools	Dorchester	218
1994/95	Dorchester Public Schools	Dorchester	251
2004/05	Douglas County West Community Schools	Waterloo	720
2011/12	Dundy County Stratton Public Schools	Benkelman	403
1992/93	Elba Public Schools	Elba	141
1998/99	Elkhorn Valley School District No. 80	Tilden	483
1997/98	Elm Creek Public Schools	Elm Creek	358
1997/98	ESU #11--Executive Director	Holdrege	
2007/08	ESU #13--Executive Director	Scottsbluff	14,400
2001/02	ESU #6--Executive Director	Milford	12,850
2011/12	ESU #8--Executive Director	Neligh	
1998/99	ESU #9--Executive Director	Hastings	
2003/04	Eustis-Farnam School District	Eustis	252
2014/15	Fairbury Public Schools	Fairbury	901
1997/98	Fairbury Public Schools	Fairbury	1,068
1994/95	Fairmont Public Schools	Fairmont	
2009/10	Franklin Public Schools	Franklin	350
2002/03	Franklin Public Schools	Franklin	350
1999/00	Franklin Public Schools	Franklin	350
2000/01	Fremont High School (principal)	Fremont	1,350
2005/06	Garden County Public Schools	Oshkosh	289
1994/95	Geneva Public Schools	Geneva	
2000/01	Gering Public Schools	Gering	1,828
2016/17	Gibbon Public Schools	Gibbon	598
2003/04	Gibbon Public Schools	Gibbon	545
2000/01	Gothenburg Public Schools	Gothenburg	860
2015/16	Grand Island Public Schools	Grand Island	9,607

Year	District	City	Enrollment
2010/11	Grand Island Public Schools	Grand Island	8,820
1996/97	Guide Rock Public Schools		
2018/19	Hastings Public Schools	Hastings	3,740
2000/01	Hastings Public Schools	Hastings	3,327
1994/95	Hemingford Public Schools	Hemingford	475
1998/99	Hershey Public Schools	Hershey	476
2004/05	Holdrege Public Schools	Holdrege	943
1999/00	Humboldt Public Schools	Humboldt	
2002/03	Humphrey Public Schools	Humphrey	222
2000/01	Kearney Public Schools	Kearney	4,526
2012/13	Kimball Public Schools	Kimball	543
2008/09	Lakeview Community Schools	Columbus	200
2008/09	Lakeview Community Schools	Columbus	750
2008/09	Laurel-Concord Public Schools	Laurel	351
2015/16	Learning Community of Douglas and Sarpy Counties	Omaha	
2000/01	Leigh Community Schools	Leigh	288
2005/06	Lexington Public Schools	Lexington	2,762
2000/01	Lexington Public Schools	Lexington	2,519
2000/01	Lodgepole Public Schools	Lodgepole	163
2011/12	Logan View Public Schools	Hooper	527
2003/04	Logan View Public Schools	Hooper	634
2004/05	Madison Public Schools	Madison	566
1998/99	Madison Public Schools	Madison	584
2001/02	McCook Public Schools	McCook	1,401
1997/98	McCook Public Schools	McCook	1,597
2013/14	Meridian Public Schools	Daykin	200
2010/11	Meridian Public Schools	Daykin	200
2006/07	Meridian Public Schools	Daykin	200
2003/04	Morrill Public Schools	Morrill	457
2010/11	Mount Michael Benedictine--Head of Schools	Elkhorn	200
1998/99	Mullen Public Schools	Mullen	194
2022/23	Nebraska Commissioner of Education	Lincoln	
1996/97	Neligh-Oakdale, NE	Neligh	538
2002/03	Newcastle Public Schools	Newcastle	175
2009/10	Norris School District 160	Firth	2,040
2011/12	North Platte Public Schools	North Platte	4,100
1997/98	Ord Public Schools	Ord	622
2019/20	Palmyra Bennet District OR-1 Schools	Palmyra	581
1997/98	Palmyra District OR 1	Palmyra	244
2015/16	Pawnee City Public Schools	Pawnee City	297

Year	District	City	Enrollment
2008/09	Pawnee City Public Schools	Pawnee City	280
1996/97	Paxton Consolidated Schools	Paxton	
2004/05	Pender Public Schools	Pender	353
2001/02	Plattsmouth Community School District	Plattsmouth	1,678
2014/15	Potter-Dix Public Schools	Potter	191
2022/23	Ralston Public Schools	Ralston	4,000
1997/98	Ralston Public Schools	Ralston	3,000
1997/98	Randolph Public Schools	Randolph	
1996/97	Red Cloud Community Schools	Red Cloud	
1992/93	Rising City Public Schools	Rising City	120
1999/00	Rushville Public Schools--District I & VI	Rushville	273
1996/97	Sandy Creek Public Schools		500
1999/00	Schuyler Central Public Schools	Schuyler	
2003/04	Scottsbluff Public Schools	Scottsbluff	2,700
1992/93	Scribner-Synder Community Schools	Scribner	382
2016/17	Seward Public Schools	Seward	1,406
2019/20	Shelton Public Schools	Shelton	300
2015/16	Shelton Public Schools	Shelton	300
2010/11	Shelton Public Schools	Shelton	300
1994/95	Shelton Public Schools	Shelton	362
2006/07	Silver Lake Public Schools	Roseland	254
2017/18	South Central Nebraska Unified #5	Fairfield	681
2000/01	South Central Nebraska Unified School District #5	Fairfield	1,249
2009/10	South Sioux City Community Schools	South Sioux City	3,800
1998/99	South Sioux City Community Schools	South Sioux City	3,130
2016/17	Southern Public Schools	Wymore	395
2000/01	Stanton Community Schools	Stanton	454
2020/21	Summerland Public Schools	Ewing	402
1994/95	Sumner-Eddyville-Miller Public School	Sumner	201
2017/18	Superior Public Schools	Superior	435
1995/96	Superior Public Schools	Superior	
2010/11	Tekamah-Herman Community Schools	Tekamah	579
2002/03	Tri County Public Schools	DeWitt	480
2013/14	Twin River Public Schools	Genoa	480
1999/00	Valentine Rural High School	Valentine	280
1997/98	Wahoo Public Schools District #39	Wahoo	865
1997/98	Wakefield Community Schools	Wakefield	467
2016/17	Waverly School District 145	Waverly	1,920
1997/98	Wayne Community Schools	Wayne	934

Year	District	City	Enrollment
1999/00	Weeping Water Public Schools	Weeping Water	435
2003/04	West Point Public Schools	West Point	694
2010/11	Westside Community Schools	Omaha	5,990
1997/98	Wheeler Central Schools	Bartlett	
2009/10	Wilber Clatonia Public Schools	Wilber	553
2002/03	Wilber-Clatonia Public Schools	Wilber	548
2000/01	Wisner-Pilger Public Schools	Wisner	518
2013/14	Wood River Rural Schools	Wood River	549
1999/00	York Public Schools	York	1,400
2014/15	Yutan Public Schools	Yutan	477

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

July 2018

McPherson & Jacobson was always reachable and responsive. They took the time to acclimate themselves with our culture, and take the time to understand the needs of our school district as well as our community and teachers. This resulted in their ability to connect us with candidates who met our needs. By the number of highly qualified candidates they presented, it was clear that they took the time to listen and really understand what we were looking for.

Their partnership in this process was greatly appreciated, I personally would highly recommend them as your next partner when embarking on a superintendent search.

Teresa Grabowski
Centura Public School
Cairo, Nebraska

**Nebraska Association of
School Boards
Superintendent Search
Proposal**

Prepared For

Bennington Public Schools



Nebraska Association of School Boards Mission Statement

“Through Leadership, Innovation, Vision and Engagement, the Nebraska Association of School Boards provides programs, services, and advocacy to strengthen public education for all Nebraskans.”

Bennington Public Schools Mission

“Is to provide educational opportunities in a safe, caring environment that will prepare all students to meet the challenges of the future.”



January 3, 2023

Bennington Public Schools Board of Education,

The Nebraska Association of School Boards would like to thank Bennington Public Schools for inviting us to submit a proposal to facilitate the Superintendent search. We appreciate the opportunity and believe we would be successful in assisting the board and district with this critical process.

My name is Shari Becker, and I am the Director of the Nebraska Association of School Boards Education Leadership Search Service. I have been the Director of the Search Service since April of 2013 and worked for the Service for six years prior to becoming the Director, for a total of 15 years.

Hiring a superintendent is one of the most important decisions a school board will make. The NASB Search Service was designed to benefit our members. NASB brings the advantage of being local and familiar with Nebraska administrators. We ensure a highly professional search process that will not only attract quality applicants, but will also bring credit to the board for the manner in which the search is conducted.

With the onboarding of new board members, we would also recommend the board consider going through Gallup Strengthsfinders simultaneously with the search process. It would not add any extra cost to the process as I am a Gallup Certified Strengths Coach. This may allow the board members an understanding of each other's strengths and create the best opportunity for success as a team.

Please contact me at the number below if you have any questions. The team at NASB would value the opportunity to work with Bennington Public Schools through the search process.

Respectfully submitted,

A handwritten signature in black ink that reads "Shari L. Becker". The signature is written in a cursive style.

Shari L. Becker
Director of NASB Education Leadership Search Services
402.416.4483 Cell

Nebraska Association of School Boards

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Search Firm History and Introduction to Services

The Nebraska Association of School Boards is a private, nonprofit organization that serves the needs of Nebraska's public schools. Since 1918, NASB has been committed to serving school boards across the state. Our mission is assembled upon the beliefs that:

- Every public school board will govern effectively and with integrity.
- Every public school board member will understand the importance, and emphasize increased student achievement.
- Every public school board will practice good stewardship of resources.

In support of these beliefs, NASB provides advocacy, consultation, board development, and training, as well as district support-service programs for our member school districts and educational service units across the state of Nebraska. The programs are managed by a professional staff and governance oversight is carried out by a statewide Board of Directors consisting of 23 school board members elected by their peers.

NASB has been involved in searches since approximately 2005. In that time, we have done a variety of searches including District Leadership, ESU Administrator, CEO of the Learning Community of Douglas and Sarpy Counties, Assistant Superintendent and Superintendent. The size of the entities we have worked with has also been diverse in scope. In spring of 2022, we worked with Kearney Public Schools. They have a student enrollment of approximately 6,000. We also worked with North Platte Public Schools last year. Their student enrollment is approximately 4,000. In 2020-2021, NASB facilitated searches for Gering, enrollment 2,000 and Scottsbluff, enrollment 3,200.

The key attribute that makes NASB most qualified to conduct this search is our experience and expertise working directly with boards of education in Nebraska. We are extremely knowledgeable with the Open Meetings Law in Nebraska. Our search protocol and procedures on presenting applicants to the board is a process we have shared with the Attorney General's office to ensure compliance.

The NASB Search Service provides board leadership along with our process, including Gallup Strengthsfinders. We bring experience in maneuvering through a variety of challenges and guiding the board along the way.

NASB staff members will communicate with the board and the new hire throughout the transition process. Our Director of Board Leadership and search team members will return to the district once the new superintendent is in place. NASB will facilitate a comprehensive board retreat to assist the board and superintendent in embarking on a positive relationship.

Consultant Details

The search for a Superintendent of Schools for Bennington Public Schools will be conducted by Director of Search Services, Shari Becker and staff members that specialize in searches, open meetings law and board development. I have included a description below for staff members who assist with searches and are on the leadership team at NASB. A list of recent clients and references can be found on page 10.

Shari Becker, NASB Director of Education Leadership Search Service



Shari started with the Association Search Service in 2007 as a field consultant and has served as the Director of the Search Service since April 2013. Shari handles recruiting quality educators, facilitating district stakeholder engagement and board work sessions, and screening applicants. Shari is knowledgeable in Open Meetings Law and tracks all superintendent openings in Nebraska. She has worked on over 100 searches, taking the lead on over 70. Shari is active with the National Affiliation of Superintendent Searches. She is currently serving as Chair Elect on the leadership team.

Shari brings a wide range of background experience to her role with the Association. Prior to her employment with NASB she provided recruitment, hiring and training services to a local financial/management company for 13 years. She has her Bachelor's degree in Administrative Resource Management as well as a Post-Baccalaureate in Education. Shari is also a Gallup Certified Strengths Coach and an ODR Approved Mediator.

Abi Carlson, NASB Event & Search Service Associate



Abi has worked as the NASB Event & Service Search Associate since 2021. She assists with recruiting and advertising, as well as communicating with districts and applicants who are working with the NASB Search Service. Abi carries out a variety of duties to help boards find suitable superintendent candidates. Abi earned her Bachelor's degree in Hospitality, Restaurant, & Tourism Management with a minor in Leadership & Communication at the University of Nebraska Lincoln.

John Spatz, NASB Executive Director



John began his work as legal counsel for the Nebraska Association of School boards in 2003. He was named Executive Director of NASB in 2012. His initial position primarily focused on providing legal information to the many members of the Association. John has written a book entitled, "Guide Book to Nebraska's Public Meetings Laws". John is active locally as one of seven commissioners on the Education Commission of the States. John is also on the Board and Chairman of the School Leaders Risk Management Association.

Colby Coash, NASB Associate Executive Director and Director of Government Relations



Colby Coash was hired at NASB in 2018 to ensure that NASB has a strong voice of advocacy for public schools within the halls of the Capitol. Colby spent eight years in the Nebraska Unicameral serving southwest Lincoln, where he became known as a Senator who brought people together. His emphasis in his legislative service was in supporting Nebraska's most vulnerable populations. Colby also works in the field of leadership development, currently teaching a course at Bryan College of Health Sciences.

Marcia Herring, NASB Director of Board Leadership



Marcia began her service to public education as a school board member on the Waverly School District Board of Education, completing 12 years of service. During her tenure as a local board member she was elected by her peers to serve on the Nebraska Association of School Boards—Board of Directors completing three terms as Director. She began her work as a superintendent search consultant more than 20 years ago. Marcia served as Director of NASB Search Services for 8 years. Marcia now serves as the Director of Board Leadership. She leads districts through a comprehensive Strategic Planning process, Community Engagement, Board Self-Assessment, Superintendent Evaluation, board retreats and various other services provided through NASB.

Matt Belka, NASB Director of Marketing and Communications



Matt is responsible for marketing various programs and services to NASB members. Matt handles the creative aspect of NASB, branding, editorial, design, and manages distribution. He keeps members up to speed on the Association programs and services, events and workshops. Matt assists the search service in designing marketing materials, press releases and other communications. NASB has a recording studio onsite and has the ability to create print and video medial.

Search Service Protocol

In the following section, you will see a detailed outline of the NASB Search Protocol. We typically meet with the full board two to three times during the search as indicated below. The number of meetings can vary depending on the needs of the district as each search is unique. We could also meet with a committee of the board to complete some of the work at the outset of the search, if this is requested by the board.

Preliminary Work

- Collaborate with the district to identify all personnel who will be involved in the specifics of the search process: Human Resources, Communications/Marketing, Legal, etc.
- Conduct initial meeting with all involved central office personnel to lay out steps of the search process and determine our communication path
- Begin creation of marketing flyer
- Advertise vacancy on NASB Site immediately and other applicable sites when marketing materials are ready

Board Work Session—onsite

- Collaborate with the board to design a timeline to guide the search process
- Discuss criteria for applicants, Leadership Profile and expected salary components
- Discuss search process details, interview questions and schedule structure
- Identify stakeholder committees to utilize for feedback and interview process

NASB Duties— Identifying Attributes

- Engage stakeholder committees to elicit feedback
- Hold forums to allow stakeholders to contribute feedback to the process
- Distribute an electronic survey to stakeholders of the district to elicit feedback
- Develop District specific Leadership Profile based on feedback received

NASB Duties— Applicants

- Recruit to identify quality applicants (*detailed recruiting plan on page 7*)
- Receive, process and screen all completed online applications and supporting documentation (*Applicant screening process on page 8*)
- Conduct comprehensive professional and personal reference checks including an internet search, criminal background search, adult/child abuse check and credit checks

Search Service Protocol (Continued)

Board Special Meeting

- Review stakeholder feedback with the board. The electronic survey compilation will be lengthy and may be best shared electronically
- NASB presents all applicants and candidate screening results to the Board of Education for review and consideration (*unless board requests NASB to narrow down the applicants*)
- Discussion of final details and protocol

NASB Duties

- Handle communications with all applicants and interview candidates
- Coordinate travel arrangements for candidates

Board Duties

- Interview candidates for the position
- Negotiate with the candidate of choice
- Ratify the contract at an advertised meeting of the board

NASB Final Duties

- Conduct Board Retreat with the board after August 1, 2023. This session fee is included in the search fee
- Provide a two-year guarantee providing the Retreat is conducted prior to December 31, 2023

Communication with the Board

NASB Search Director will work with the Board President to identify the best course of action to communicate with Board members throughout the search process.

Engaging Stakeholders

The Association will engage stakeholders in a variety of ways through the search process. The board would determine if the engagement would be done electronically, on site through forums, or a combination of these methods. The engagement could include stakeholders from staff, district office, community, and parents. The participants will be asked to provide feedback regarding strengths, challenges and attributes. The board will want to encourage participation from as many sectors of the school district and community as possible.

In addition to eliciting feedback from various stakeholders, the board may also want to engage stakeholders in the interview process. During one of our work planning sessions with the board, we will discuss the specifics of the interview schedule. Each interview schedule is unique to the needs of the district. Generally boards invite a small number of staff members, administrators, central office staff and community members to meet with the interview candidates. NASB will provide interview questions and training for these stakeholders. The groups will then provide feedback to the board, in a written format, as to the strengths and potential weak areas of the interview candidates. The board can review the feedback as they deliberate about the candidates.

To further illustrate the use of smaller groups for the interview process, the board may designate specific time in the interview schedule for the candidate to have lunch with one of the groups. Perhaps a tour of select district facilities with a staff member. A couple of students could also be utilized during the tour to provide the candidates with a student perspective. There could be informal time built in, for the candidate and board to get to know one another.

As mentioned above, NASB staff will provide a brief but specific training for the stakeholders regarding their role in the interview process. We want to ensure the questions asked of candidates are in compliance with state and federal laws. We will also provide specific instructions on how they will relay feedback to the board. It will be important the stakeholders involved understand it is a board decision.

Recruiting for the Position

The NASB Search process benefits from the addition of valuable NASB staff resources including Marketing and Communications. Communications are key to a successful search.

The NASB Search Service utilizes an online application platform called Revelus. This platform is used by multiple state associations. We have the ability to open the Bennington Public Schools position up to all states using the application site. This will expose the position to 14 additional states and numerous potential applicants.

The NASB Search Service comes with the added value of exposing the position through our National Affiliation of Superintendent Searchers (NASS) group. This affiliation allows us to advertise the opening and connect with individuals in 40 states in the same position as the Director of Search Service to recruit applicants and validate experience of applicants. Shari Becker is currently on the leadership team of NASS serving in the role as Chair Elect. The mission of NASS is *finding top executive leadership for school districts throughout the United States through our core values—ethics, integrity, leadership, and teamwork.*

The team at NASB has generated positive results from our recruiting strategies primarily through one on one communications with quality individuals. We will rely on our partners in NASS, as well as our own research to conduct a national effort, is that is the desire of the board. It is important to note, we are extremely knowledgeable regarding potential candidates right here in Nebraska. We also follow recommendations from those in the state on who may be a good match for Bennington Public Schools.

Applicant Screening Process

It is essential the board understands the experience and qualities each applicant brings to the position. NASB will process and screen all completed applications and supporting documentation. The Association protocol for applicant reference checks and background screenings are qualities that set us apart from competing search consultants. With a higher profile position like Bennington, there will be discretion involved when possible, to ensure applicants are comfortable with the application and screening process.

Our typical screening processes involves contacting numerous individuals who have worked with the applicant in their current and past positions. This would be in addition to the references provided on the application materials. Our screeners will personally contact these individuals. We will also use our national connections to determine the quality of the applicant.

The board will be provided a verbal summary of these calls including programs implemented and strengths of the applicant as well as any concerns or areas of growth for the applicant. We also complete an internet search for each applicant, a check of their certificate with NDE and a One Source background check including adult/child abuse, criminal and credit history for each individual the board selects to interview.

NASB will take their direction from the board regarding what manner the board would like applicants presented. Consultants will lead the board through the strengths of candidates and any areas of growth. We will utilize both open and closed session for this process. NASB will take direction from the board on the number of top candidates they would like us to focus on and the number of finalists the board would like to consider.

Summary of Screening Process

- Screen all completed applications/supporting documentation
- Contact numerous references per applicant for verbal questionnaire
- Provide verbal summary of all applicant information to the board
- Share strengths and areas of growth
- Utilize open and closed session for this process
- One Source background check on each interview candidate selected

Fee Structure

Search Fee \$9,000

Includes:

- All details described in Search Service Protocol pages 4 and 5
- Advertising Options with no fee
- Board Retreat in Fall of 2023
- Two-year Guarantee
- Miscellaneous (One Source background checks, copies, postage, and other office expenses)
- Travel expenses for NASB Consultants to include mileage and any meals necessary (Mileage billed at the standard IRS mileage rate i.e. \$.585 for 2022)

Does not include:

Fee Based Advertising

Travel expenses for Interview Candidates

Billing Process

NASB will bill the first 60% of the Search Fee at the onset of the search. The remaining 40% plus expenses will be billed once the district has successfully negotiated with a candidate.

Reference Contact Information

The following references are from Superintendent searches completed by the lead consultant and Director of Search Services, Shari Becker. We provided a similar process to these districts as the one proposed for Bennington Public Schools.

North Platte Public Schools

Search Completed December 2021

Skip Altig, Board President

(308) 530-1170

Springfield Platteview Community Schools

Search completed March 2021

Cori Swanson, Search Committee Chair

(402) 740-7675

Gering Public Schools

Search completed December 2020

BJ Peters, Board President

(308) 631-3932

Chadron Public Schools

Search Completed January 2020

Tom Menke, Board President

(308) 430-1033

Guarantee

The Association provides a two-year guarantee for boards contingent upon the board completing a retreat with NASB staff once the new superintendent has started in the district. The fee for the retreat is included in the search fee. If the two-year guarantee is activated, the only expenses billed back to the district would be advertising, background check expenses, travel expenses for NASB staff and interview candidates, and any goal planning the board may want to conduct after the new search.

Board Leadership Team Session

As mentioned above, the Nebraska Association of School Boards offers a board retreat as a follow up to the search process. Conducting a board retreat provides a meeting time in a goal-oriented, focused and less formal setting that allows the new superintendent and board to speak freely, learn and engage. The Leadership Profile developed during the search process will guide the board leadership team session. If the board would like goals to be an outcome of the retreat, NASB staff will develop a comprehensive plan unique to your board following the retreat. The plan includes goals that specify performance indicators, responsibilities, and timelines for prioritized, actionable progress intended to keep boards focused and organized to achieve successful outcomes.

Why NASB is the right choice to facilitate the Bennington Superintendent Search

The NASB Search Service is a go to resource when districts and Educational Service Units are in need of leadership. We are proud of the work we do with boards and leadership teams. We provide professional development for boards who are interested in brushing up their skills as well as boards who are struggling with external or internal concerns. NASB approaches the search process through the viewpoint of the Board, which sets us apart from other search firms.

We are a first point of contact for potential candidates. When searches come open, individuals who are interested in applying often times contact us before we are hired to facilitate the search. Educators know that NASB is available as a reliable point of contact day or night. We will honor this same philosophy during the search process. We will be available anytime for a phone call or quick meeting on zoom.

The NASB staff are experts in the Open Meetings Law as it relates to Nebraska. We also meet with the Nebraska Attorney General's office periodically to discuss our protocol and procedures. This extra step ensures the boards we work with are in compliance with Nebraska State Law. We also encourage the board to contact their school district legal counsel regarding the superintendent contract to ensure their agreement on this critical legal document.

Our staff would be honored to work with Bennington Public Schools in finding the next educational leader for the district and the community. We would set the process in motion immediately in response to the preferred board deadline.

Sample Timeline

Bennington Board Selects NASB to facilitate Search

Week of January 9, 2023

Advertising begins immediately

Recommend 4 weeks of advertising

Board Work Session

January 2023

Stakeholder Engagement

January 2023

Application Deadline/Screening

First week of February 2023

Special Meeting with board

February 2023—Board Selects Interview Candidates

Superintendent Candidate Interviews

February 2023—could be held on one day, two days or several days

Board Action on Superintendent Contract

This date will be shortly after the interviews— February 2023

August 15, 2022

To Whom It May Concern:

I want to highly recommend the Nebraska Association of School Boards (NASB) as your Superintendent Search Service. We have used NASB twice since 2015 for our searches, most recently in 2021.

Once the NASB has been selected as the search service, they go right to work on making sure the correct candidate will be selected. They immediately survey all board members on what each member is looking for in a superintendent. They compile these responses and create a profile. They are in constant contact with the board throughout the entire search process. They help the board set-up all that is going to be needed for interviewing candidates. NASB does all of the research on each candidate plus they do all of the background checks of each person.

The NASB is extremely active when it comes time to select the candidates to be interviewed for the superintendent's position. Their representatives come to the board meeting when this process is conducted. They attend the Executive Session to give advice and answer specific questions about all the candidates who have applied for the position. Their advice is extremely helpful. They also contact the selected candidates for interviews and set-up their interview dates and times.

The NASB will also show-up to the board meeting after the interviews have been conducted, and in Executive Session gives needed advice and again answer any and all questions asked by specific board members. Once this has occurred, the NASB helps in contacting those members who were not selected to be the school's new superintendent.

As a teacher in the North Platte School system for 36 years, I was on several superintendent search committees. I have found out as a teacher and a board member that the NASB is by far the best choice as a search provider. I truly recommend the NASB for any and all Superintendent searches.

Sincerely,



Skip Altig

Board President: North Platte Public Schools

(308) 530-1170

RE: NASB Education Leadership Search Service

To whom it may concern:

The NASB Education Leadership Search Service assisted the Chadron Public Schools in finding a successor to our retiring Superintendent. As soon as NASB's contract was signed, the Search staff initiated the process that was organized, time sensitive and met the needs of all involved. The process was inclusive of partners that would ensure a well-rounded Superintendent Search outcome.

The applicant research which included resource and applicant phone calls and submitted applicant reviews was completed by the NASB staff. The research was thorough and informative which provided confidence to the CPS Board that accurate and factual information was presented. NASB involvement reassured the CPS team that correct protocol and procedures were completed within a timeline that was effective for a successful Superintendent Search.

The team at NASB created a smooth process for everyone involved. They were available when we had questions outside the regular meeting times. When NASB presented the applicant files to the board, they did so with great detail about each applicant's skill and experience. The interview process was easy to follow and allowed the board to give complete attention to the applicant.

As a final step to our SEARCH process, the CPS board and new superintendent will complete a facilitated session to work with NASB on goal development for the district. I am extremely pleased with the process that NASB was able to provide our school district. The Chadron Public Schools looks forward to continued opportunities with NASB. I would highly recommend the NASB Search Service looking for quality leadership for their own districts.

Sincerely

Tom Menke Chadron Public School Board President

RE: NASB Education Leadership Search Service

To whom it may concern:

The NASB Education Leadership Search Service assisted the Nebraska City Public School with a search for an Interim Superintendent and Superintendent. As soon as NASB was hired, the Search staff immediately began the process and facilitated the search from the perspective of a board member.

During the Superintendent Search process, NASB staff worked diligently to engage all stakeholders in the district including administrators, staff, students, business leaders, patrons and parents. The staff at NASB also worked closely with the board to help us define attributes we would be looking for in our next superintendent and to ensure they understood exactly what our district wanted in a new leader. They took phone calls at any time. Also, they listened to the board about they were looking for in an Interim Superintendent. They found two great people and the one we hired was deeply knowledgeable.

The phone calls and research completed by NASB took time that individual board members simply did not have, nor the familiarity to ask the right questions. Without NASB's guidance I am not sure the board would have been comfortable going through the whole process. There are important timelines and procedures NASB is aware of and it gave the board comfort knowing the proper procedures were being followed.

The team at NASB created a smooth process for everyone involved. They were available when we had questions outside of the regular meeting times. When NASB presented the applicant files to the board, they did so with detail about each applicant's skills and experience. The interview process included stakeholder groups who provided us feedback. This was helpful when looking at the whole picture.

The board and our new superintendent have scheduled to work with NASB on goals. Since the search, the Nebraska City Public School board and district has continued to have a positive working relationship with NASB. I would recommend the NASB Search Service to any educational entity looking for quality leadership facilitated by a quality search firm.

Sincerely,

A handwritten signature in black ink, appearing to read "Kent Blum". The signature is written in a cursive style with a long horizontal line extending from the end.

Kent Blum, Nebraska City Public School District Board President