



**School Board Special Meeting  
Wednesday, February 10, 2021; 3:00 PM  
Virtual Meeting**

- I. Determination of Quorum and Call to Order**
- II. Discussion**
  - A. Superintendent Search Firm Interviews
- III. Board Chair Updates**
- IV. Superintendent Updates**

## **Superintendent Search Firm Interview Guide**

We met with four firms, we recommend moving forward interviewing both School Exec Connect and Baker Tilly.

**3:00-3:15: Gather and review process**

**3:15-4:30: Interview with School Exec Connect, Ken Dragseth**

**4:45-6:00: Interview with Baker Tilly, Patty Heminover**

**6:00-7:00: Preliminary Discussion of Search Firm Interviews**

### **Process Notes:**

- Each search firm will be given around 15 minutes to present the firm's capabilities and proposal for Edina Public Schools
- For the next 30 minutes, each School Board member will have the opportunity to ask questions.
  - We will each take a turn asking a question in a round robin format by last name: Allenburg, Fox, Greene, Jones, Michaelson, Shaw, Wallen-Friedman, Wallen-Friedman, Shaw, Michaelson, Jones, Greene, Fox, Allenburg
  - Below are potential interview questions, but board members are welcome to ask any relevant questions
- The search firm will have 15 minutes to ask the board questions.
- The final 5 minutes we will wrap up the interview with the search firm.
- We have slotted 15 minutes between the two search firm interviews for the board to consult about the interview.

### **Four search firms Interviewed:**

- Baker Tilly
- Hazard Young
- McPherson Jacobson
- School Exec Connect

### **How finalists were recommended/process:**

- All four search firms were initially interviewed 2/9 and 2/10.
- Questions were asked that aligned with the agreed upon criteria and with the themes of:
  - Search process details
  - Success rates, especially success with districts similar to Edina
  - Differences/benefits of search firm over others
  - Contractual

## **Finalists**

- Baker Tilly
- School Exec Connect

## **Search Criteria**

- Success in past
- Representative client lists
- Experience with high performing districts
- Experience with similar district
- Knowledge of district
- No preconceived notions as to what is best
- Ability to work with and direct board
- Cost
- Communications skills
- Contractual flexibility



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# Edina Public Schools

*Proposal to provide recruitment services for a Superintendent*

February 9, 2021

 **bakertilly**  
now, for tomorrow.



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February 9, 2021

Ms. Erica Allenburg  
Chair, Edina School Board  
Edina Public Schools  
5701 Normandale Road  
Edina, MN 55424

Dear Ms. Allenburg:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to the Edina Public Schools ("District") to help you identify your next Superintendent. We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to school districts, cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment needs, and will allow us to find the candidates who have the traits, skills, experience and overall competence you desire for your organization.

We know that you have options when it comes to selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** Working with the School Board, District's leadership, and designated staff, we customize a profile of the required, desired and preferred qualifications, traits and attributes you seek in your next Superintendent. We strive to understand how the District's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements; then we collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach has proven to effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Proprietary management/leadership assessment:** relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each of the candidates we present to you. Results are "Real," "Impactful," and "Powerful." Furthermore, these results can provide you with more profound insights into the candidate's management traits and leadership styles based on scientific data.
- **Recorded video interviews:** we ask selected candidates (semi-finalists) to complete a recorded, one-way video interview, using questions developed from your "candidate profile," which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Proprietary online application management:** our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and allows us to communicate with each applicant quickly and effectively. We communicate in real time with applicants, thereby engaging and informing them of each step, search related assignment and corresponding timeline throughout the process. Our system also allows us to access, review and evaluate thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these are individuals who may not be actively seeking a job, but who may be open to "the right opportunity." This is another benefit and advantage we provide to our clients, which enables us to access a larger number of active and passive job seekers.

This proposal provides details about our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the Edina Public Schools.

Very truly yours,

BAKER TILLY US, LLP



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# 1. General information

## Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the District we seek to become your Value Architect™.

Executive recruitment for public and non-profit clients has been a part of Baker Tilly's portfolio of advisory services for more than 30 years. Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with school districts, cities, counties, special districts, and the many different disciplines that comprise the Edina Public Schools organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Our combined consultant team has conducted nearly 1,500 executive searches.

The Baker Tilly project team will collaborate with the School Board and the District's designated staff as your technical advisor to ensure that the recruitment process for your next Superintendent is conducted in a thorough and professional manner consistent with "best practices" in the public sector executive recruitment space. Our objective is to generate highly qualified candidates and assist you with the screening and evaluation of these candidates.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering only outstanding services and leading-edge products.

## Project contacts and locations

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## 2. Scope of work

*The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.*

### **Our understanding of Edina Public Schools' needs**

We understand the District is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for its next Superintendent.

Baker Tilly will work with the District to understand the desired qualities and professional capabilities that are most important to your organization in the selection of your next Superintendent. This information helps us represent the Edina Public Schools organization and the Superintendent position to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting the City of Edina and Edina Public Schools as a vibrant and thriving community in which to live and work.

We recognize that there is significant competition for experienced superintendents today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that the District receives a qualified candidate pool.

Baker Tilly manages and tracks applicant information and provides regular communications updating the applicants on the status of the recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide the School Board with comprehensive information about each candidate we present, expanding beyond applications and resumes to better understand their professional experience, the leadership and management style they will bring to your organization, and their motivation for pursuing each career opportunity. We also assist you in the preparation of interview questions, interview day scheduling, planning and structuring as needed. Additionally, we are available to you and present throughout each interview session and are able to facilitate your deliberations and negotiations with your top candidate.

### Proposed solution to meet Edina Public Schools' needs

*The recruitment will be conducted out of our St. Paul office. Patty Heminover will serve as the recruitment project team leader. Our proven process includes five major tasks:*

- 1. Recruitment brochure development and advertising**
  - We schedule and meet with School Board, staff, parents, and key stakeholders to understand your desired needs, strategic directions, overall candidate expectations and develop a candidate profile
- 2. Execution of recruitment strategy and identification of quality candidates**
  - Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted, recruitment campaign
  - Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
  - Using our proprietary applicant tracking system, we communicate and update applicants on key progress and corresponding search progress
- 3. Screening of applications, recommendation of semi-finalists and selection of finalists**
  - Once we identify eligible applicants, we secure the completion of our due diligence questionnaire and conduct a comprehensive web and social media scan designed to elicit information that may be relevant to employment
  - Eligible applicants also complete a one-way video interview of selected questions designed to secure a different perspective on the applicant's overall qualifications
  - We provide you with a Semi-Finalists Booklet of the top candidates, which includes resumes, cover letters and due diligence questionnaire responses
  - Selected finalists complete a candidate questionnaire, and management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.
- 4. Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications**
  - Background records checks and academic verification
  - References
- 5. Final interview process**
  - Once the School Board identifies its top finalists, we work with District and the finalists to coordinate all aspects of the interview process
  - Employment offer – assistance and feedback

### Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team leader will work closely with the Edina Public Schools designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may include virtual or telephonic meetings, interviews, or conversations.

As such, we will creatively collaborate with your organization to provide you with access to critical information you may need to make your hiring decisions. Additionally, we can utilize our capability for video conferencing during meetings, candidate interviews, etc.

When the time arrives for the School Board to interview candidates, we may encourage and support the steps established or recommended by local, state or federal guidelines, public health and medical professionals, including social distancing guidelines and protocols

Baker Tilly has successfully organized several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Patty is able to provide corresponding on-site support and assistance, if requested.

### Remote work

For Baker Tilly, the safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. As of this writing, our firm is directing all professionals work remotely. Because Edina Public Schools expects and deserves tailored, personalized service, we recognize that this policy may cause concern. **Please understand that we are prepared to deliver an exceptional service experience remotely if necessary.**

The District's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and the District are not able to meet in person, we have web conferencing software – including Zoom, WebEx and Microsoft Teams – to quickly set up online meetings.

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for the District and Baker Tilly to come together, share files, assign tasks, and track activity in a secure environment.



Using Huddle as a central hub of activity means we all spend less time organizing documents, chasing approvals and searching through email – and more time achieving tangible results. The platform also enables real-time communication, meaning the status of your engagement will always be available. We also use Microsoft Teams, which facilitates easier communication and project management.

### Recruitment approach

#### Task I. Recruitment brochure development and advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Superintendent. The recruitment brochure will also include a profile that captures the essence of the Edina Public Schools as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the recruitment project team leader will come on site to meet with the School Board, staff, parents, and others designated to discuss the required background, professional experience, and management and leadership characteristics for your Superintendent. We meet individually (or collectively depending upon your preference) with members of the School Board to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and your expectations for the Superintendent. [See example of a recruitment brochure in [Appendix I.](#)]

## 2. Scope of work

Information obtained from these meetings, coupled with our review of the job description and other District documents, is used to prepare a position and candidate profile. The completed profile will be approved by the School Board before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates.

The recruitment project team will also work with the Edina Public Schools to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, Baker Tilly has a high-traffic website which includes an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the District's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the Superintendent position.

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development	<ul style="list-style-type: none"><li>– Onsite interview with the School Board, staff, parents, and key stakeholders</li><li>– Baker Tilly will receive information regarding the District's budgets, organizational charts, images, logos, etc.</li><li>– Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)</li></ul>	2 weeks
Approve brochure, commence advertising and distribute marketing letter	<ul style="list-style-type: none"><li>– Brochure sent to the District for final approval</li><li>– Commence advertising and distribution of recruitment brochure</li></ul>	2 weeks

### Task II. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of Superintendent. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of a customized database utilizing our extensive, interactive applicant database for the Superintendent position. This will provide the Baker Tilly team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the District such as geographic location, particular experience, expertise and credentials.

During this part of the process the recruitment project team will work with the School Board and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the Superintendent and match the candidates to each attribute.

## 2. Scope of work

Each candidate submitting a resume is sent a timely acknowledgement by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Timeline
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none"><li>– Online data collection and profile development</li><li>– Development of interactive, searchable applicant database for recruitment of the Superintendent</li><li>– Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy</li><li>– Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics</li></ul>	4-5 weeks

### Task III. Screening of applicants and recommendation of semi-finalists

In Task III the recruitment project team, under the direction of Patty Heminover, will screen the candidates against the criteria within the position and candidate profile and develop a list of semi-finalists for recommendation to the School Board. We will then narrow the list to a group of 10-15 semifinalists for review and select finalists on the basis of written candidate questionnaires, early due diligence information and consultant phone interviews.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our team to develop a more comprehensive understanding of each candidate's ability to "think on their feet," as well as their personal and professional demeanor. Our team will provide an online link for the School Board, as well as others who have input into the hiring decision, allowing them to review and later discuss the recorded responses. This provides your organization with additional candidate assessment tools that can be customized to fit the unique needs of the District.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"><li>– Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database</li><li>– Most promising applicants are asked to complete candidate questionnaires and provide due diligence information</li><li>– Media, internet and social media scan for information pertinent to future employment</li><li>– Top 10-15 candidates identified as semi-finalists</li><li>– Semi-Final Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered</li><li>– Baker Tilly and the District review and rate video interviews</li><li>– Baker Tilly sends links to District to review the aggregate responses and ratings</li><li>– Project team leader meets with School Board to review recommended semi-finalists.</li></ul>	2 weeks

	<ul style="list-style-type: none"> <li>– School Board selects finalists for on-site interviews</li> <li>– Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed</li> </ul>	
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### Task IV. Conducting background checks, reference checks and academic verifications

When the School Board approves of a group of finalists for on-site interviews, Baker Tilly will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

#### Background checks will include information from the following areas:

– Consumer credit	– Bankruptcy
– City/county – criminal	– State district Superior Court – criminal
– City/county – civil litigation	– State district Superior Court – civil litigation
– Judgment/tax lien	– Federal district – criminal
– Motor vehicle driving record	– Federal district – civil litigation
– Educational verification	– Sex offender registry

***To ensure that our quality standards are maintained, we require a minimum of 10-15 business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.***

Project Milestone	Deliverables	Timeline
Design final process with District for on-site interviews with finalists	<ul style="list-style-type: none"> <li>– Baker Tilly confirms interviews with candidates</li> <li>– Travel logistics are scheduled for candidates</li> </ul>	1-2 days
Background checks, reference checks and academic verification	<ul style="list-style-type: none"> <li>– Baker Tilly completes background checks, reference checks and academic verifications for finalists</li> </ul>	2-3 weeks

### Task V. Final interview process

Upon completion of Task IV, we will work with the School Board to develop the final interview process. We customize the final interview process according to the needs and functions of the position and according to your preference, instructions and directives to include steps that are important to you, our client. As such, the final interview process may include meetings staff, students, parents, key stakeholders, a District tour and the opportunity for a meet and greet if requested by the School Board. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).



The project team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Timeline
Final Report prepared and delivered to District	<ul style="list-style-type: none"> <li>Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions</li> </ul>	1 day
On-site interviews with finalists	<ul style="list-style-type: none"> <li>Interviews are scheduled</li> <li>Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates</li> </ul>	2-5 days
Offer made/accepted	<ul style="list-style-type: none"> <li>If requested, Baker Tilly participates in candidate employment agreement negotiations</li> <li>Baker Tilly notifies candidates of decision</li> <li>Baker Tilly confirms final process close out items with the Edina Public Schools</li> </ul>	1-2 days

### Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Edina Public Schools' Superintendent position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

### Commitment to diversity and inclusion

Diversity, inclusion and belonging is **who we are** rather than simply what we do. We take a holistic approach by embedding the philosophy and practices of diversity, inclusion and belonging into all aspects of our business.

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#) launched on June 12, 2017 through a steering committee of CEOs focused on making D&I a *business priority and conversation*. It is the largest collection of business leaders openly committed to sharing successful diversity and inclusion initiatives and lessons learned. This corporate exchange provides a unified hub to share successes and challenges.

As a member, we pledge to:

1. Continue to make our workplaces trusting places to have complex and sometimes difficult, conversations about diversity and inclusion.
2. Implement and expand unconscious bias education.
3. Share best—and unsuccessful—practices.

### Growth and Retention of Women (GROW)

Baker Tilly believes that the education and advancement of women creates a more diverse and engaging culture. We believe that this makes our workplace, profession and industry stronger and better through a diverse, engaging and inclusive workplace where exceptional people thrive.

Through our GROW committee, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered, supports our advocacy of advancing women in business, helps us to share knowledge gained through this initiative with clients and creates a workforce that is reflective of our client base.



### Supporting Opportunity, Advancement and Recognition for All (SOAR)

Baker Tilly's diversity and inclusion initiative, SOAR, focuses on bringing team members together from different backgrounds to create a more creative, innovative and productive workforce. Simply put, diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. SOAR focuses on ensuring all team members are supported, valued and respected regardless of ethnicity, race, gender, age, physical ability, faith, sexual orientation, education, personality, skills or life experiences.



SOAR was recently named Corporate Partner of the Year by the Washington, D.C. chapter of the National Association of Black Accountants, Inc. (NABA), recognizing our significant achievements in diversity within our organizations and in the industry.

## Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

Edina Public Schools Executive Recruitment Preliminary Timeline		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of February 22, 2021. Actual target dates will be developed in consultation with and approved by the School Board.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> <li>Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the District approves ad placement schedule and timeline.</li> <li>Baker Tilly sends draft recruitment brochure to the District</li> <li>The District returns draft recruitment brochure (with edits) to Baker Tilly</li> <li>Baker Tilly commences executive recruitment advertising and marketing</li> <li>Online data collection and profile development</li> </ul>	Feb - April
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> <li>Baker Tilly commences formal review of applications; most promising candidates complete questionnaires</li> <li>Candidates complete recorded interview online</li> <li>Baker Tilly completes formal review of applications and sends selected resumes to the District for review</li> <li>Candidates' recorded interviews are presented</li> <li>Baker Tilly meets with the District and recommends semi-finalists; the District selects finalists for on-site interviews</li> <li>Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed</li> </ul>	April
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> <li>Baker Tilly completes reference checks / background checks / academic verification on finalists</li> </ul>	April
On-site Interviews with finalists	<ul style="list-style-type: none"> <li>Baker Tilly sends documentation for finalists to the District</li> <li>The District conducts on-site interviews with finalists</li> </ul>	April/May
Employment offer made / accepted	<ul style="list-style-type: none"> <li>The District extends employment offer to selected candidate</li> </ul>	May

### Why Baker Tilly is ideally suited to serve Edina Public Schools

There are many reasons Baker Tilly has distinguished itself from peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for school districts, cities, and counties. The Baker Tilly team has recruited and placed more than 1,500 executive-level positions within cities, counties, school districts and public and not-for-profit organizations.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist the Edina Public Schools organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.
- **We believe that “ethical business practices” are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity.** Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.
- **We conduct a timely, high-quality recruitment that is within budget.** For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the recruitment project team leader, the project support staff and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to the District's needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the Edina Public Schools.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our management/leadership style assessment analysis, to our proprietary online application system, we efficiently manage candidate information and provide the District with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.
- **We offer a “Triple Guarantee” that commits Baker Tilly to the District's success.**
  - We remain focused to assist with your executive recruitment until you make an appointment
  - We guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill the Superintendent position for no additional professional fee
  - We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization

### Benefits to the Edina Public Schools

Selecting Baker Tilly to conduct your executive recruitment provides you with the following benefits:

- **Comprehensive and structured process:** Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency:** Baker Tilly comes to the District without having any preconceived notions or expectations about the Edina Public Schools and prospective candidates. The Baker Tilly team works closely with the District to make sure the process is transparent.
- **Confidentiality:** Prospective candidates know that their application will be kept confidential, allowing them to express interest in the Superintendent position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Edina Public Schools can count on maximizing the number of qualified candidates interested in the position.
- **Candidate recruitment:** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with individuals around the state, region and nation and assuring access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of the District's time:** Baker Tilly's comprehensive process incorporates the active participation of School Board members at key steps in the process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment process or to put aside other pressing issues facing the District.
- **Minimize staff disruption:** Baker Tilly's search process also minimizes disruptions to District staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough evaluation of candidates:** The Edina Public Schools seeks a Superintendent of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

### 3. Proposed fees

*The all-inclusive professional fee to conduct the recruitment is provided below.*

The all-inclusive professional fee includes the cost of professional services by the recruitment project team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Baker Tilly and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate.

All questions regarding the professional fees and project-related expenses should be directed to Patty Heminover at [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com) or via phone at (651) 223 3058.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Candidate Profile Development/Advertising/Marketing Task 2 Identify Quality Candidates	
Phase II	Task 3 Screening of applications and submission of recommended semi-finalists to client Task 4 Reference checks, background checks and academic verifications	
Phase III	Task 5 Final Process/on-site interviews with finalists	
Conclusion	Acceptance of offer by candidate	
<b>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</b>		<b>\$21,000</b>
<b>Optional services for consideration</b>		<b>Fee</b>
At the District's option, Baker Tilly will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Superintendent. This survey is completed by community leaders, citizens and District employees and would alter the project timeline.		<b>\$1,650</b>
On rare occasions, Baker Tilly is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the District. Additional work specifically requested by the District which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. Baker Tilly will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.		<b>\$220 per hour plus expenses</b>



#### Triple guarantee

Our Triple Guarantee is defined as:

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to finalize selection from the initial group of finalists, Baker Tilly will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 12 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but will include project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

#### Negotiations

If selected, we will provide Edina Public Schools with our standard engagement terms. Should the District wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

## 4. Firm experience

### References

**Recruitment project team leader Patty Heminover** is the designated project lead for the Superintendent recruitment. Feel free to contact any of the individuals listed below to verify the quality of work Baker Tilly provides to each client as part of these recently completed executive recruitment projects.

Mahtomedi Public Schools			
<b>Name</b>	Lucy Payne	<b>Title</b>	School Board Chair
<b>Phone</b>	(651) 773 5045		<a href="mailto:lucy.payne@isd832.net">lucy.payne@isd832.net</a>
<b>Name</b>	Barb Duffrin	<b>Title</b>	Superintendent
<b>Phone</b>	(651) 407-2001	<b>Email</b>	<a href="mailto:Barb.duffrin@isd832.net">Barb.duffrin@isd832.net</a>
Middleburg Community Carter School			
<b>Name</b>	Stephen Robinson	<b>Title</b>	Head of Schools
<b>Phone</b>	(504) 687-5048	<b>Email</b>	<a href="mailto:Stephen.robinson@icps.org">Stephen.robinson@icps.org</a>
Baker University			
<b>Name</b>	Sarah Harris	<b>Title</b>	Chief Human Resources Officer
<b>Phone</b>	(785) 594-8362	<b>Email</b>	<a href="mailto:Sarah.harris@bakeru.edu">Sarah.harris@bakeru.edu</a>

### Experience

The following is a list of executive recruitments recently conducted by members of the Baker Tilly team.

List of relevant projects		
Client	State	Project
Baker University	KS	Dean of Nursing
Independent School District No. 0281	MN	Finance Director
Middleburg Community Charter Schools	VA	Principal
Independent School District No. 0832	MN	Superintendent
Tarrant County College District	TX	Director of Emergency Management
University of Minnesota	MN	Police Chief
Alexandria City Public Schools	VA	Director of Budget-Finance
Alexandria City Public Schools	VA	Director of Procurement
Northern Virginia Community College	VA	Director of Facilities
Independent School District No. 0625	MN	Human Resources Director

List of relevant projects		
Client	State	Project
Cleveland State University	OH	Assistant Vice President, Controller
Independent School District No. 0111	MN	Superintendent
Independent School District No. 0113	MN	Superintendent
BlueSky Charter School	MN	Interim Director
Independent School District No. 0047	MN	Superintendent
Independent School District No. 0113	MN	Superintendent
Independent School District No. 2752	MN	Superintendent
Independent School District No. 0013	MN	Director of Finance and Operations
Independent School District No. 0152	MN	Superintendent

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## 5. Recruitment project team

*The Baker Tilly project team is designed specifically for the Edina Public Schools.*

The project team represents experienced professionals who will be working on your Superintendent recruitment. Our service team is selected to meet four very specific objectives for the District: 1) it represents the staff who will be directly responsible for your project; 2) it provides a range of expertise to cover the range of service requirements; 3) it provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) it represents the commitment to take personal and professional responsibility for the services and outcomes for the Edina Public Schools.



### Recruitment project team leader

**Patricia Heminover, Director**

T: +1 (651) 223 3058

E: [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

### Additional recruitment project team members

**Kelly Smith, Ed.D., Director**

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**Anne Lewis, Director**

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**Chuck Rohre, Firm Director**

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**Edward G. Williams, Ph.D., Director**

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**Art Davis, Director**

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**Michelle Lopez, Senior Recruitment Analyst**

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**Sharon Klumpp, Director**

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# Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



### **Baker Tilly US, LLP**

#### **Director**

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### **Education**

Master of Education, Administration  
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management  
University of Saint Thomas (Saint Paul, Minnesota)

Bachelor of Science, Consumer Science, Business  
Administration  
Minnesota State University – Mankato

Patty has been with the firm since 2010. Prior to joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

### **Specific experience**

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

### **Industry involvement**

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, Member
- State Negotiators Association,  
Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

### **Continuing professional education**

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

# Kelly D. Smith, Ed.D.

Kelly D. Smith, a director at Baker Tilly Municipal Advisors, LLC, has been with the firm since 2015.



### **Baker Tilly Municipal Advisors, LLC**

#### **Director**

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### **Education**

Ed.D., Educational Policy and Administration  
University of Minnesota – Minneapolis

Master of Arts, Educational Administration  
Sixth-Year Certificate in Educational Administration  
Mankato State University – Mankato

Bachelor of Arts, Mathematics Education  
University of Minnesota – Morris

Registered Municipal Advisor with the Securities  
and Exchange Commission

Kelly serves in Baker Tilly's public education practice group. He previously served for 24 years in the role of superintendent in Minnesota and several outstate districts. Kelly is a past president of the Minnesota Association of School Administrators (MASA). He has also served as business manager of a Minnesota school district.

### **Specific experience**

- Facilitates bond and operating levy campaigns
- School district reorganization
- Develops budgets
- Finds financial solutions to issues faced by school districts
- Finds facility financing solutions for cooperative organizations

### **Industry involvement**

- Minnesota Institute of Public Finance (MIPF)
- Minnesota Association of School Administrators, past president
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)

### **Community involvement**

- Belle Plaine Borough Rotary Club, past president (two terms) and past secretary/treasurer
- Past planning & zoning commission member

### **Continuing professional education**

- Holds current Superintendent license in Minnesota



# Charles A. Rohre

Chuck Rohre, a firm director at Baker Tilly, has more than 35 years of experience managing and consulting in both the private and public sectors.



### **Baker Tilly US, LLP**

#### **Firm Director**

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[chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

### **Education**

Master's Degree, Human Relations and Management  
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development  
Abilene Christian University (Dallas, Texas)

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service goals are met.

### **Specific experience**

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as city and assistant city managers, police chiefs, fire chiefs, library directors, chief information officers, city/county attorneys, parks & recreation directors, finance directors and public works directors, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

### **Continuing professional education**

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

# Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.



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### **Education**

Master of Public Administration  
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science  
and Public Administration  
William Jewell College (Liberty, Missouri)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

### **Specific experience**

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

### **Industry involvement**

- International City/County Management (ICMA), member since 1984

# Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



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### **Education**

Master of Public Administration  
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science  
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

### **Specific experience**

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

### **Industry involvement**

- International City/County Management Association (ICMA)

# Anne Lewis

Anne Lewis, a director with Baker Tilly, has worked for local governments for nearly 20 years.

**Baker Tilly US, LLP**  
**Director**

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bakertilly.com

**Education**

Master of Science, Organizational Leadership  
and Public Administration  
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration  
and Management  
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an Assistant County Administrator for a Virginia county, a Deputy City Manager and an Assistant City Manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

**Industry involvement**

- International City/County Management Association, Credentialed Manager (ICMA)
  - Task Force on Recruitment Guidelines Handbook
  - Task Force on Women in the Profession
  - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

**Community involvement**

- Shenandoah University Alumni Association, Executive Committee
- Shenandoah Apple Blossom Festival®, Board of Directors

**Continuing professional education**

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

# Edward G. Williams, Ph.D.

Edward Williams, a director at Baker Tilly, brings character, competence and expertise to every search.



### **Baker Tilly US, LLP**

#### **Director**

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### **Languages**

English  
Spanish

### **Education**

Ph.D., Educational Leadership and Policy Analysis  
University of Missouri (Columbia, Missouri)

Master of Higher Education Administration  
University of Missouri (Kansas City, Missouri)

Bachelor of Arts, Education  
University of Missouri (Kansas City, Missouri)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions.

### **Specific experience**

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

### **Industry involvement**

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

### **Community involvement**

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

### **Continuing professional education**

- Institute for Management Studies - Houston
- International Personnel Management Association

# Michelle Lopez

Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.



**Baker Tilly US, LLP**  
**Senior Recruitment Analyst**  
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bakertilly.com

### Education

Currently pursuing Bachelor of Science, Project Management  
Colorado State University – Global Campus

Associate in Arts, Liberal Arts  
Minneapolis Community College (Minneapolis, Minnesota)

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also works with clients and candidates to ensure objectives are met throughout the process.

### Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

## **Appendix I: sample brochure**



# MAHTOMEDI PUBLIC SCHOOLS IS SEEKING AN OUTSTANDING VISIONARY LEADER TO SERVE AS THE NEXT SUPERINTENDENT

## THE DISTRICT

Mahtomedi Public Schools, a world-class public school district located in Washington County, Minnesota, serves nearly 3,300 students from the beautiful communities of Dellwood, Grant, Hugo, Lake Elmo, Mahtomedi, Oakdale, Pine Springs, White Bear Lake, Birchwood, and Willernie in the northeast Minneapolis and St. Paul metropolitan area.

The Mahtomedi School District is widely regarded as a vibrant, well-educated community that offers a unique small-town feel with an engaged citizenry that cares greatly for their schools. It is a wonderful place to live with an abundance of recreational opportunities for all ages.

The District prides itself on hiring highly talented people with a passion for working with students. The District has a 2017-2018 general fund budget of \$40 million with more than 395 full- and part-time employees that operate out of six District-owned facilities.

## HIGHLIGHTS OF THE DISTRICT

- Mahtomedi students consistently score at the top of the state in all three areas on the Minnesota Comprehensive Assessments.
- Five-year average graduation rate of 96.8%. More than 85% of high school students choose to attend college after graduation.
- Mahtomedi is home to the first MIT-connected K-12 fabrication laboratory in the world and fosters a new generation of students who possess world-class scientific and engineering skills.
- Community Education serves nearly 10,000 community members ranging in age from birth to seniors.
- 100% of high school students participate in one or more of the 50+ different student FABLAB activities.
- Mahtomedi has one of the most successful Educational Foundations in the state, providing more than \$2.0 million towards grants for teachers, scholarships for students, and sponsorships to organizations and initiatives that further educational excellence and the health and wellness of students.
- Mahtomedi High School was the recipient of a 2015 National Blue-Ribbon School Recognition.

## THE POSITION

The Superintendent position is open following the January 2018 announcement of Dr. Mark Larson's retirement on June 30, 2018, after serving the District for 10 years. The School Board is seeking a visionary leader who is team-oriented, possesses exceptional communication skills, and utilizes a style that engenders mutual trust and openness with staff, students, parents, and the community.

The successful candidate must demonstrate extensive and proven administrative experience including strategic planning; strong leadership skills that include a shared vision for school success; collective decision-making practices that involve and value stakeholder input at all levels; responsible and responsive resource management; personal commitment to equitable practices that foster student achievement and development; and dedication to developing and maintaining a positive working culture and climate throughout the system and community.



Mahtomedi Public Schools are committed to being an inclusive community that honors each unique individual, embraces diverse backgrounds, and values all students, families, and staff members.

## CURRENT CHALLENGES & OPPORTUNITIES

The next Superintendent will encounter the following challenges and opportunities during the first six to 24 months on the job. The list is not intended to be all-inclusive but instead representative of what to expect.

- Guide the District through a strategic planning process from inquiry through execution, monitoring, and accountability.
- Execute a successful school operating levy for November of 2018.
- Build a culture of support for our schools and strengthen relationships within our communities.
- Recognize and embrace the importance of cultural diversity.
- Guide the District through financial pressures.
- Work with the School Board to develop a common understanding of their respective governance roles.

## CANDIDATE PROFILE

The following reflects the leadership and management style, along with personal characteristics, desired in the ideal candidate according to discussions with the School Board, staff, students and community.

- Demonstrate a strategic, decisive, and confident **leadership** style to take the District to the next level.
  - *Model high levels of integrity and productively deal with the stress and complexities of various situations; maintain confidentiality and demonstrate courage to raise important issues in spite of challenges requiring planning and resources.*
- Ability to listen, engage, and **communicate** with stakeholders.
  - *Articulate organizational priorities, seek feedback, build community consensus and identify community issues that impact local education.*
- Ability to work **collaboratively** across and within different groups that will foster a positive, professional climate of mutual **trust** and respect among School Board, faculty, staff, administrators, students and school community.
  - *Lead with a passion for education; ethical with high moral standards, honestly, trustworthiness, openness and candidness.*
- Demonstrate an understanding and recognition of the significance of **diversity**, and respond to the needs of diverse learners.
  - *Promote sensitivity of diversity throughout the school community.*
- Demonstrate a deep understanding of **educational research** and emerging best practices, and demonstrate success in developing and managing a transparent **budget** that prioritizes student needs and academic excellence.
  - *Understand and apply research and best practices on integrating curriculum and resources to help all learners achieve at high levels.*
- Demonstrate a willingness and desire to be **visible** in the schools, attend school events and be a contributing member of the school community.
  - *Promote and develop a connectedness between the Mahtomedi School District and the communities that comprise the District.*

## COMPENSATION AND BENEFITS

A highly competitive starting salary based on the successful candidate's qualifications and experience will be offered. Mahtomedi also offers an excellent comprehensive benefits package.

## APPLICATION AND SELECTION PROCESS

Interested candidates that hold or are eligible for a license as Superintendent of Schools issued by the State of Minnesota Board of School Administrators should submit a cover letter and resume online at <https://springsted-waters.recruitmenthome.com/postings/1871> by Thursday, April 12, 2018.

The Mahtomedi website may be found at: <https://mahtomedi.k12.mn.us>

Mahtomedi Public Schools is an Equal Opportunity Employer of Minorities, Females, Protected Veterans, and Individuals with Disabilities (EOE).

## TIMELINE

Closing Date: April 12

Screening of Applicants: April 26

First Round Interviews: April 30 & May 2

Final Interview: May 7

Start Date: July 1

## CONTACT

Patty Heminover

Email: [pheminover@springsted.com](mailto:pheminover@springsted.com)

Phone: 651-223-3058 Cell: 651-968-7841

Kelly Smith

Email: [ksmith@springsted.com](mailto:ksmith@springsted.com)

Phone: 651-223-3099 Cell: 952-292-5465

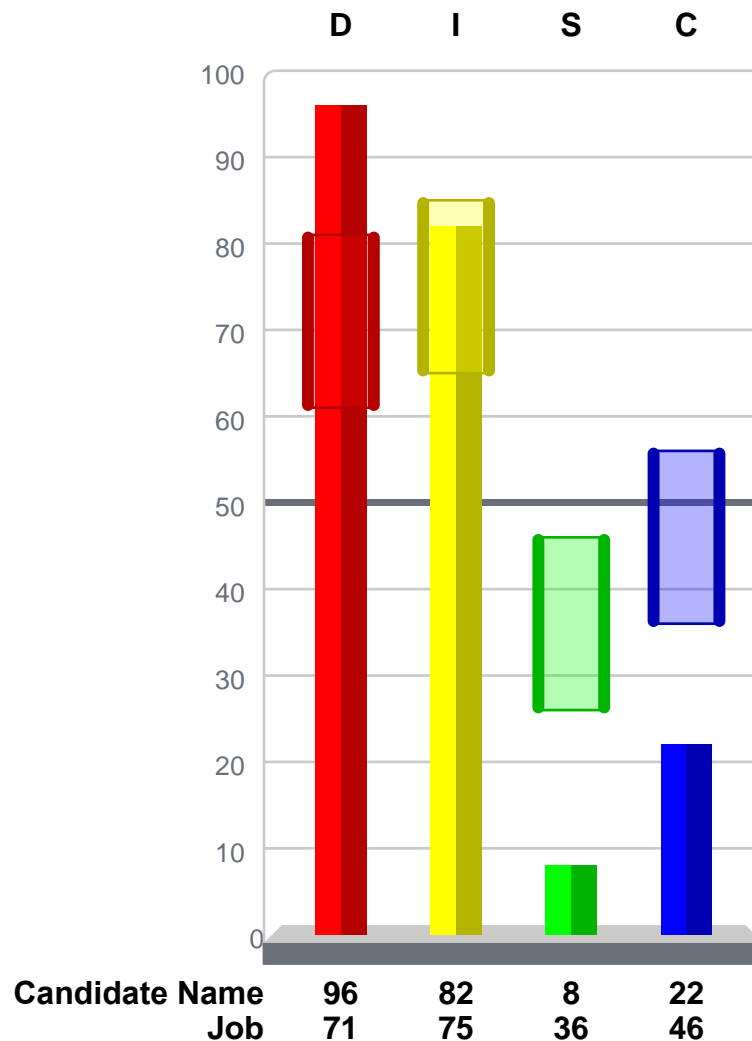



## **Appendix II: sample excerpt of TTI report**



## Workplace Behaviors® Candidate Name

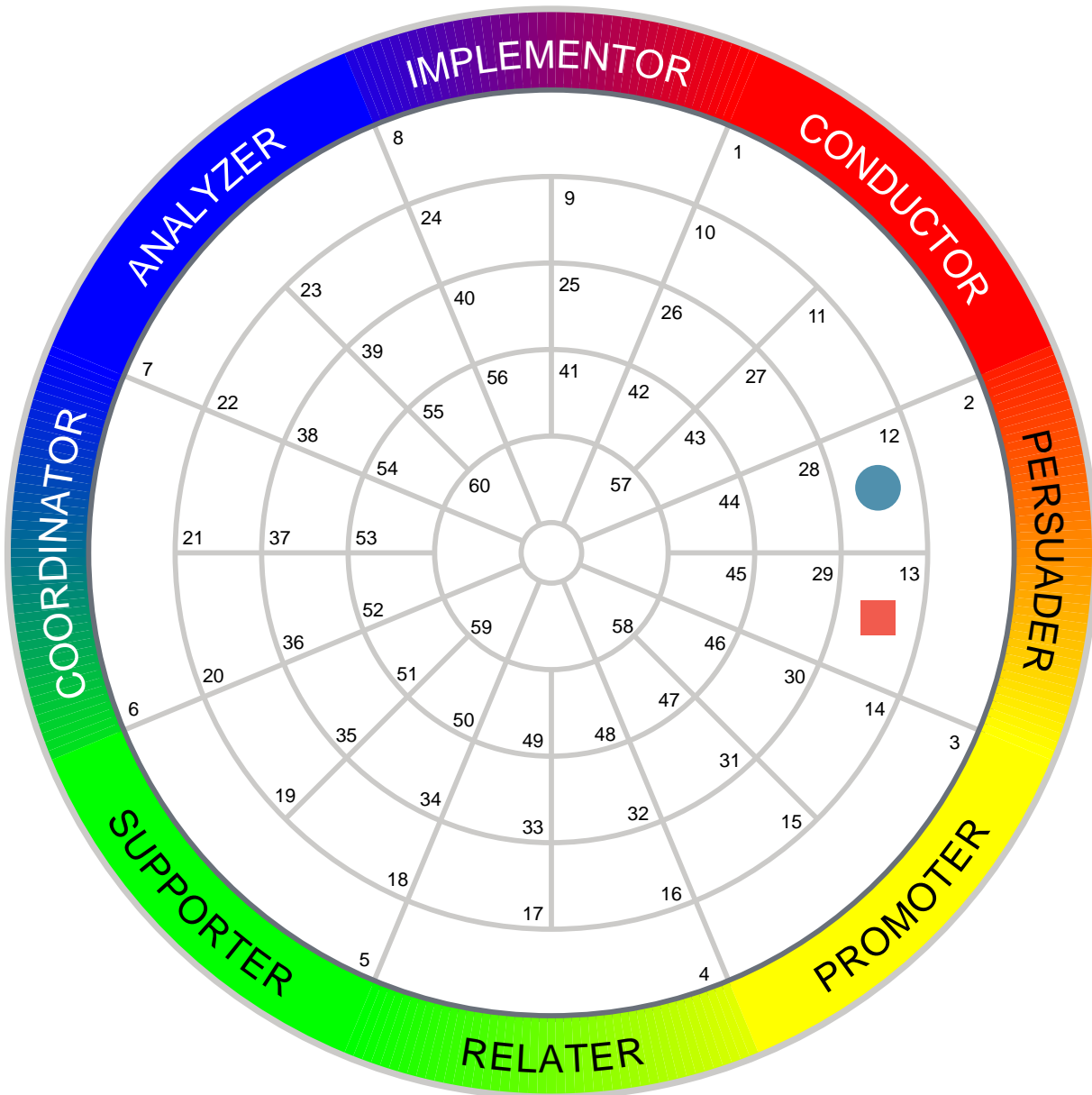
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)










# The Success Insights® Wheel











- Job - (13) PROMOTING PERSUADER
- Candidate - (12) CONDUCTING PERSUADER








# Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range			Person
1. Customer Focus	91	—	100	50 
2. Teamwork	74	—	100	67 
3. Interpersonal Skills	72	—	92	73 
4. Influencing Others	86	—	100	68 
5. Flexibility	83	—	100	78 
6. Creativity and Innovation	66	—	84	62 
7. Leadership	75	—	93	85 

Primary Driving Forces Cluster	Zone Range			Person
1. Collaborative	35	—	57	6 
2. Selfless	40	—	62	61 
3. Harmonious	35	—	57	0 
4. Receptive	22	—	45	29 

Job Behavioral Hierarchy	Zone Range			Person
1. Competitive	73	—	100	90 
2. Interaction	60	—	84	90 
3. Versatile	54	—	74	100 
4. Frequent Change	52	—	72	92 

 Exact match     
  Fair compatibility     
  Good compatibility     
  Poor compatibility     
  Over-focused

Candidate Name



## Search Proposal

**Superintendent  
Edina Public Schools  
Edina, MN  
February 9, 2021**

### Contents:

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February 9, 2021

Mr. Leny Wallen-Friedman  
President, Board of Education

Dear Mr. Wallen-Friedman and Members of the Board of Education:

Thank you for the opportunity to present an overview of **SCHOOL EXEC CONNECT** and the services we can provide for your superintendent search. Our firm prides itself on providing a quality search process that will result in a great leader for Edina Public Schools.

**SCHOOL EXEC CONNECT**, founded in 2004, is in its sixteenth year. Our diverse firm is comprised of more than 60 men and women who have been leaders in quality school districts throughout the country. We have an unusually high degree of success, which we attribute to the quality of our associates, the excellence of our protocols and our ability to find the best educational leaders who match the needs of our clients.

We define our success by the longevity of the leaders we place, our repeat services to client districts, and the positive and long-lasting relationships we establish with the boards with whom we work. We will understand your strengths and needs through conversations with the members of the Board, staff, and your entire constituency. Our recruitment and interview process aligned to this understanding will result in well-vetted, highly qualified candidates from which to make your selection of a new superintendent.

Thank you for considering our proposal for your superintendent search. We would enjoy working with you to achieve the mutual goal of finding great leadership for the students in Edina Public Schools.

Sincerely,

Kevin O'Mara Ed.D, President  
**SCHOOL EXEC CONNECT**

kevin.omara@schoolexecconnect.com  
708.516.0793

## **Consultants (see page 7)**

- Dr. Kenneth Dragseth, Senior Partner, [ken.dragseth@schoolexeconnect.com](mailto:ken.dragseth@schoolexeconnect.com), (952)-210-2790
- Dr David Clough, Partner, [david.clough@schoolexeconnect.com](mailto:david.clough@schoolexeconnect.com), (847)-644-5556
- Ms. Patty Phillips, Senior Associate, [patty.phillips@schoolexeconnect.com](mailto:patty.phillips@schoolexeconnect.com), (651)-357-0996
- Ms. Lisa Anderson, Associate, [lisa.anderson@schoolexeconnect.com](mailto:lisa.anderson@schoolexeconnect.com), (952)-210-9865

## **Proposed Timeline (see page 10)**

- Phase A: February 2021
- Phase B: February-March 2021
- Phase C: March-April 2021
- Phase D: April-May 2021

## **Costs (see page 14)**

- Consulting Fee: \$19,500
- Expenses not to exceed: \$1,900

## **Our Guarantees (see page 15)**

Our understanding of the search services required and an overview of how **SCHOOL EXEC CONNECT** will provide these services.

- Mutually planning and tailoring your search process and timelines with the Board
- Working closely with your District staff members who assist the Board
- Preparing and providing written materials needed for the search process
- Assisting the Board in establishing criteria for a New Superintendent Profile including desired qualifications and leadership attributes
- Accepting applications on the **SCHOOL EXEC CONNECT** website with links to your District's website
- Using our national network to recruit candidates meeting the qualifications established by your Board
- Presenting a slate of qualified and well-vetted candidates to the Board
- Preparing the Board for first and second interviews
- Facilitating Board interviews at the Board's request
- Preparing Interview Committees for interviews
- Recommending an in-depth vetting process for the final candidate. Options include a site visit, Board reference calls, and a deep criminal background check.
- Assisting the Board with contract negotiation and compensation recommendations
- Communicating diligently with the Board and staff throughout the search
- Assisting with news releases announcing the new superintendent

Why is **SCHOOL EXEC CONNECT** so successful? We are one of the leading private search firms because we give school districts the personalized and individualized services each search deserves. Our firm is diverse, comprised of consultants who are knowledgeable and work closely together. We are large enough to have an exceptionally strong network, but are small enough to give your District the focus and attention your search needs.

**SCHOOL EXEC CONNECT** was founded 16 years ago and since inception, **SCHOOL EXEC CONNECT** has become one of the leading educational search firms in the Midwest with 60 consultants, more than 500 searches completed throughout the United States and a 96% placement success rate.


**SCHOOL EXEC CONNECT** specializes only in executive searches for school districts, private schools, charter schools, and consortium schools.

**Dr. Kevin O'Mara**, President, **SCHOOL EXEC CONNECT** is the retired Superintendent of Argo (IL) Public Schools and currently serves as Associate Professor in the Department of Leadership at Concordia University Chicago. Dr. O'Mara has led more than 30 searches in the United States.

**SCHOOL EXEC CONNECT** is a two-proprietor corporation founded in 2004 in Highland Park, Illinois. The corporation has never operated under another name and has been in continuous operation since 2004.

## **SCHOOL EXEC CONNECT's background and qualifications**

- School Exec Connect has two senior Partners, twelve Partners, seven Senior Associates, and forty-one Associates working out of eight states.
- Partners, Senior Associates and Associates working for our firm include retired superintendents, sitting superintendents, college professors, human resource directors, special education superintendents, and regional superintendents.
- Since 2004, we have successfully completed more than 400 superintendent searches for educational institutions.
- Our entire team of 60 consultants works closely together, supporting each search to find qualified candidates from across the country that match each district's needs.
- A hallmark of School Exec Connect is our Annual Training Conference where we train new associates, review our past year, improve our practices and get to know each other better to assure ongoing support and communication for our work together.
- We stay informed on legislative changes that affect school districts.
- All searches conducted by School Exec Connect have been completed on time and within budget.
- Our survey gives substantive information to Boards of Education about the various stakeholders' thinking. Given a large enough response, we can even report various subgroups' responses to a variety of topics important to your District.
- We have never been sued or refused any portion of payment by a district; nor have we ever had a search terminated.
- We provide complete written materials to support the needs of the District staff when preparing materials.

- 
- We provide exceptional training and written materials for Boards and constituents who are involved in candidate interviews.
  - The thoroughness of our community engagement gives a Board valuable information throughout the process, while leaving the search decisions in the hands of the Board.
  - **Our record of success is outstanding. More than 96% of our superintendent placements have been in good standing with their Boards after the first contract.**

**SCHOOL EXEC CONNECT** has a steady record of profit since its inception in 2004. We have never filed for bankruptcy, been sued or involved in any litigation with a client, school district, consultant, or candidate, had any search terminated nor been refused payment.

The consultants who will assist you with your search:

- **Dr. Kenneth Dragseth, Senior Partner, SCHOOL EXEC CONNECT** is the retired Executive Director of Edina Public Schools and recently retired Director of Administrative Licensure at the University of Minnesota. Dr. Dragseth has led more than 55 searches in Minnesota. He was National Executive Director of the Year and Minnesota Executive Director of the Year. He has been a consultant and presenter nationwide on a variety of educational issues including: Board and Executive Director relationships, district leadership training and achieving academic excellence in schools. As Executive Director he was first in the nation to alter school start times for high school students due to the research on adolescent sleep patterns and needs. He led a district that is recognized for excellence and high performing students. He has been a principal, Director of Curriculum and Instruction and Assistant Executive Director.
- **Dr. David Clough, Partner, SCHOOL EXEC CONNECT**, is the retired superintendent of Community High School District 128, Vernon Hills, IL. He has served as superintendent in Chaska, MN, as well as being a high school principal and deputy superintendent. He has been active both in professional and community organizations serving as President of the Mid-American Association of School Superintendents and the Superintendent's Roundtable of Northern Illinois. Having led or participated in over 50 searches he is a respected and sought after support for others in our firm.
- **Ms. Patty Phillips, Senior Associate, SCHOOL EXEC CONNECT**, would serve as the lead consultant and liaison with the Board and the District designee. She retired in 2015 after serving ten years as superintendent in North St. Paul/Maplewood/Oakdale (NSPMO). Prior to serving in NSPMO, Ms. Phillips was a kindergarten teacher, principal, curriculum director and superintendent in Virginia, Minnesota. Ms. Phillips was Minnesota's 2010 Superintendent of the Year, and a member of Minnesota's first education delegation to China. She has a large state and national network due to her participation on a number of state and national boards, including the American Association of School Administrator's Governing Board; the Mid-American Association of School Superintendents; and the Minnesota Association of School Administrator's Professional Assistance team. She mentors aspiring and new superintendents and was the keynote speaker for the 2014 Symposium for Women Leaders. She received both her Bachelor and Master's degrees from the University of Minnesota, Duluth and completed her administrative licensure requirements at St. Cloud State University.
- **Lisa Anderson, Associate, SCHOOL EXEC CONNECT** is a long-term member of the Eastern Carver County School board and client of School Exec Connect. She was integral in successfully hiring three Superintendents and has the unique perspective of a school board member. As a leadership coach Lisa will guide you through the process of selecting a Superintendent that begins and ends with the strategic needs of the district. Lisa is an expert facilitator that will engage the community, district employees and school board to establish the goals of the future Superintendent and to identify the best candidate to accomplish those objectives. As a 30-year leadership development professional, Lisa is passionate about growing the next generation of school leaders. She runs a leadership development firm that designs customized, large-scale leadership programs that are both forthright and collaborative. Lisa leads sessions on Leadership, Succession Planning and Strategic Planning. Lisa has a Bachelor's Degree in Business from University South Dakota and Master's Degree in Human Resource Development/Training from Saint Cloud State University in Minnesota. She has Leadership Coaching Certifications and sits on the Eastern Carver County School Board for over eleven years, the Southwest Metro Intermediate board for the past year, the Minnesota School Board Association Board for 2 years and Association of Metropolitan School Board for four years and executive and legislative board since 2019.

Complete resumes of the consultants will be sent upon request

## **Burnsville-Eagan-Savage School District 191**

**Search Years: 2012-13 & 2018-19**

**10,000 students**

Burnsville, MN

Sandy Sweep, Board Chair 2012

952-250-7097

Abigail Alt, Board Chair 2018

[aalt@isd191.org](mailto:aalt@isd191.org)

## **St. Louis Park Public Schools**

**Search Years: 2012-13 & 2016-17**

**4,000 students**

St. Louis Park, MN

Bruce Richardson, Board Chair (12-13)

952-928-6040

Jim Yarosh, Board Chair (16-17)

[jimyarosh@sbgdf.com](mailto:jimyarosh@sbgdf.com)

## **Hopkins Public Schools**

**Search Year: 2016-17**

**10,500 Students**

Hopkins, MN

Wendy Donovan, Board President

[Wendy.donovan@hopkinsschools.org](mailto:Wendy.donovan@hopkinsschools.org)

## **Eastern Carver County School District 112**

**Search Year: 2016-17 & 2019-20**

**9,620 students**

Chaska, MN

Dr. Jeffrey Ross

763-458-8801

[ross.jeffrey@district112.org](mailto:ross.jeffrey@district112.org)

## **Robbinsdale Area School District 281**

**Search Years: 2009 & 2015-16**

**12,500 students**

New Hope, MN

Tom Welch, Board Chair 763-504-7996

Sherry Tyrrell, Board Chair 763-504-7998

## **Eden Prairie Independent School District 272**

**Search Year: 2011-12**

**9,202 students**

Eden Prairie, MN

Renee Jacobus, Board Chair

612-750-1522, 952-934-5480





**Phase  
A**

**Opening the Search**

**Phase  
B**

**Creating the  
New Superintendent Profile**

**Phase  
C**

**Developing the Candidate Pool**

**Phase  
D**

**Select the Slate of Candidates**

### **Phase A: Opening the Search (February 2021)**

- The search process begins with the signing of the Letter of Agreement.
- An initial Planning Meeting is held with the Board to establish the scope and timeline of services.

### **Phase B: Creating the New Superintendent Profile (February-March 2021)**

- Board members are interviewed to understand the qualities, skills, and experiences they seek in a new superintendent.
- Focus Groups/Open Forums are held with selected groups approved by the Board.
- A District-wide On-line Survey, tailored for your District, is designed to allow staff and community members to give input to the search process. This is available in multiple languages.
- A New Superintendent Profile is developed using the information gained from Board interviews, focus groups, open forums, survey results, individual interviews, and written feedback. The Board approves the New Superintendent Profile.

### **Phase C: Developing the Candidate Pool (March-April 2021)**

- The search process and calendar are posted on your District's website.
- The vacancy is advertised nationally and statewide and posted on the **SCHOOL EXEC CONNECT** website.
- The Consultants accept applications and recruit candidates who match your District's New Superintendent Profile.
- The Consultants screen and interview selected candidates face-to-face using The New Superintendent Profile.
- Internal candidates follow the same process as external candidates.
- References and Internet checks are conducted on potential candidates.
- Highly qualified candidates (typically five to seven) are presented to the Board and the Board decides whom to interview.

### **Phase D: Selecting the Candidates (April-May 2021)**

- The Consultants hold a Board Interviewing Workshop prior to the first interviews.
- The Consultants facilitate Board interviews of the slate of candidates and the Board narrows the field to three semi-finalists.
- Interview Committee(s) comprised of staff, parents and community members interview the semi-finalists in a structured process and each member writes individual feedback.
- The Board will have the semi-final candidates give a short Formal Presentation to observe the candidates' presentation skills.
- The Board conducts a second set of interviews using feedback from the Interview Committees in a formal and informal setting.
- The Board may choose to make reference calls or conduct a site visit to the final candidate's home district.
- The Board negotiates and takes action on the new superintendent's contract.

## Methods to communicate with the School Board

We have found the best method to communicate with a Board of Education is through a Board Liaison and District Staff Liaison. We use phone, email, scanning and texting. However, we will communicate in the way best for all Board members in your District. Our consultants are available to meet with the Board in person as often as requested. During the search, we provide updates and formal reports as needed and present the *Slate of Candidates*. We will recommend that the Search Process, Search Timeline, and original Profile Report be displayed on your District's website for all constituents, staff members, Board members and candidates to see.

## Timelines, pre-qualifications and final recommendation processes

Our suggested timeline is listed with a detailed search description. We find that bringing a slate of five (5) to seven (7) pre-qualified candidates to the Board works the best. We then provide training for the Board to interview and reduce the slate to three (3) finalists in first interviews. We also recommend interview committees to make non-ranked, individual recommendations to the Board before their final candidate interviews. The Consultants may facilitate these interviews.

## Our role in assisting the Board with candidate selection

We will provide the Board with detailed written interview guidelines, including questions for the candidates. We will also provide training for the Board in interviewing techniques. We also provide all written materials for the *Interview Committees* and may facilitate the interviews.

## Recommendations for community participation

We recommend that the Board involve both citizens and staff in the interviewing of final candidates.

## Information needed from Board and staff

In every search, there are specific duties and actions that can be performed only by District Board and staff liaisons. We recommend one designated Board member as the liaison for the overall communication purposes of the search and one staff member assigned to the search for logistical purposes.

Designated staff member(s) will be asked to do the following tasks:

- Oversee the posting of the position and related superintendent search information (developed by the Consultants) on your District's website with links
- Send the survey link to community and post on District website
- Provide logistical support for Focus Groups
- Duplicate copy ready materials for the interview committees
- Oversee arrangements for the interview places and equipment needed for them
- Assist in making dinner arrangements for the Board and the finalist candidates. (Optional)
- Duplicate the Committee feedback for each board member after the finalist interviews.
- Assist the Board liaison and Consultants as search issues arise



## Methods to identify and recruit candidates

To identify prospective candidates, we use a variety of methods. The most efficient way is through our *Colleague Network*. We have 60 consultants in **SCHOOL EXEC CONNECT** who work very closely together to identify candidates. Our national network has been effective in identifying candidates from out-of-state. We will use regional and state venues to advertise the position and will work with your Board to design your complete advertising approach for the position. Because candidates know and trust our firm, they will check our website and your District's website for information about your position.

# Superintendent Search Work/Task Plan

BOARD	JOINT	CONSULTANT
<b>Planning meeting</b> Timeline, process, advertising		
<b>Community engagement</b> <ul style="list-style-type: none"> <li>- Focus groups</li> <li>- On-line survey</li> <li>- New superintendent profile</li> </ul>		
<b>Board approval</b> New superintendent profile		
<b>Candidate search</b> <ul style="list-style-type: none"> <li>- Advertise</li> <li>- Network &amp; recruit prospects</li> <li>- Interview selected applicants</li> </ul>		
<b>Board workshop</b> Interview Strategies		
<b>Board first interviews</b> <ul style="list-style-type: none"> <li>- Five to six candidates</li> <li>- Select three to move forward</li> </ul>		
<b>Final preparations</b> <ul style="list-style-type: none"> <li>- Prepare committee(s) for interviews               <ul style="list-style-type: none"> <li>- Salary research</li> </ul> </li> </ul>		
<b>Board second interviews</b> <ul style="list-style-type: none"> <li>- Candidate presentations               <ul style="list-style-type: none"> <li>- Committee feedback</li> </ul> </li> <li>- Board dinner/final interview</li> <li>- Final candidate selected</li> </ul>		
<b>Final decision</b> <ul style="list-style-type: none"> <li>- Background check</li> <li>- Board reference calls               <ul style="list-style-type: none"> <li>- Contract offer</li> </ul> </li> </ul>		
<b>Name the new superintendent</b> <ul style="list-style-type: none"> <li>- Board action</li> <li>- News release</li> <li>- Introduction to community</li> </ul>		
<b>Close search</b> <ul style="list-style-type: none"> <li>- Inform all candidates of Board's decision               <ul style="list-style-type: none"> <li>- Assist Board if needed</li> </ul> </li> </ul>		
<b>New Superintendent begins duties</b>		

The consulting fee for your search will be \$19,500. It is inclusive and no hourly fees will be charged in addition. The consulting fee may be reduced and negotiated if the level of search services is reduced.

## **Expenses:**

Regular expenses will not exceed \$1,900. These include, but are not limited to copying, secretarial support, consultant travel expense, supplies, and interview costs.

## **Advertising:**

Advertising costs are determined and paid by the District. Options include:

- Print and online advertising in *Education Week*
- LinkedIn targeted posting/promotion
- Connections to the American Association of School Administrators (AASA) and Minnesota School Board Association (MSBA) websites
- Posting on the **SCHOOL EXEC CONNECT** website
- E-mail blasts to selected superintendents and contacts throughout the country

## **Other Expense Information:**

- **SCHOOL EXEC CONNECT** will invoice your District twice. First, after signing the *Letter of Agreement* and, second, upon the Board's approval of your new superintendent's contract.
- After the candidate pool has been presented to the Board, the District incurs the costs of the search. This may include mileage, meals, lodging, etc.
- It is recommended that the finalist undergoes a criminal background check before a contract is signed; this option is a \$750 expense.

# OUR GUARANTEES

## **GUARANTEE #1**

In the event that the first slate of candidates does not include a superintendent the Board wishes to hire, the Consultants will continue to bring candidates forward for actual expenses only until the Board has found a superintendent to whom they wish to offer a contract. No additional consulting fees will be charged.

## **GUARANTEE #2**

If the superintendent leaves for any reason within twenty-four months of the starting date, the Consultants will conduct a new search for no additional Consulting Fee. The Board will pay only the actual expenses of the search as listed above under Expenses.

## **GUARANTEE #3**

**SCHOOL EXEC CONNECT** guarantees that our consultants will not recruit your new superintendent for the duration of his/her first two contracts.



## **MINNESOTA SEARCHES COMPLETED THROUGH 2020**

### **Aitkin Public Schools**

**Search Year: 2018-19**

**900 students**

Aitkin, MN

Cindy Hills, Board Chair

[chills@isd1.org](mailto:chills@isd1.org)

### **Anoka-Hennepin School District**

**Search Years: 2008-09 & 2013-14**

**39,000 students**

Coon Rapids, MN

Tom Heidemann, Board President

763-506-4795

[Tom.Heidemann@Anoka.k12.mn.us](mailto:Tom.Heidemann@Anoka.k12.mn.us)

### **Bemidji Area Schools**

**Search Year: 2017-18**

**5,100 students**

Bemidji, MN

Carol Johnson,

[Carol\\_johnson@isd31.net](mailto:Carol_johnson@isd31.net)

### **Brainerd Public Schools**

**Search Years: 2013-14 & 2015-16**

**6,800 students**

Brainerd, MN

Ruth Nelson, Board President

218-821-9168

[ruth.nelson@isd181.org](mailto:ruth.nelson@isd181.org)

### **Burnsville-Eagan-Savage School District 191**

**Search Years: 2012-13 & 2018-19**

**10,000 students**

Burnsville, MN

Sandy Sweep, Board Chair 2012

952-250-7097

Abigail Alt, Board Chair 2018

[aalt@isd191.org](mailto:aalt@isd191.org)

### **Byron Public Schools**

**Search Year: 2016-17**

**5,000 students**

Byron, MN

Peggy Harris, Board Chair

507-251-9086

[Peggy.harris@byron.k12.mn.us](mailto:Peggy.harris@byron.k12.mn.us)

### **Cambridge-Isanti Public Schools**

**Search Year: 2012-13****5,000 students**

Cambridge, MN

Tim Hitchings, Board Chair [thitchings@cambridge.k12.mn.us](mailto:thitchings@cambridge.k12.mn.us)

**Chisholm Public Schools****Search Year: 2016-17****780 students**

Chisholm, MN

Robert Rahja, Board Chair

218-290-4317

[bohr@questenginc.org](mailto:bohr@questenginc.org)

**Duluth Public Schools ISD 709****Search Year: 2010-11****8,100 students**

Duluth, MN

Seliga Punyko, Board Chair

**Eastern Carver County School District 112****Search Year: 2016-17****9,511 students**

Chaska, MN

Lisa Anderson, Board Director

952-210-9865

[lisa@clarityleadershiplsa.com](mailto:lisa@clarityleadershiplsa.com)

**Eden Prairie Independent School District 272****Search Year: 2011-12****9,202 students**

Eden Prairie, MN

Renee Jacobus, Board Chair

612-750-1522, 952-934-5480

**Grand Rapids (Independent School District 318)****Search Year: 2019-20****4,000 students**

Grand Rapids, MN

Tom Peltier, Board Chair

218-327-0951

[tpeltier@isd318.org](mailto:tpeltier@isd318.org)

**Hayfield Public Schools****Search Year: 2013-14****800 students**

Hayfield, MN

Kathleen Jegna-Zelinski, Board President

507-251-8420

[zelinski.kathleen@mayo.org](mailto:zelinski.kathleen@mayo.org)

**Hibbing Public Schools****Search Year: 2014-15**

**2,400 students**

Hibbing, MN  
Jeff Polcher, Chair Pro-Tem  
218-969-7791  
[jpolcher@gmail.com](mailto:jpolcher@gmail.com)

**Hopkins Public Schools****Search Year: 2016-17****10,500 Students**

Hopkins, MN  
Wendy Donovan, Board President  
[Wendy.donovan@hopkinsschools.org](mailto:Wendy.donovan@hopkinsschools.org)

**ISD 728 (Elk River)****Search Year: 2016-17****13,000 Students**

Elk River, MN  
Shane Steinbrecher, Board Chair  
[Shane.steinbrecher@isd728.org](mailto:Shane.steinbrecher@isd728.org)

**Lakeville Area Public Schools****Search Year: 2010-11****11,000 students**

Lakeville, MN  
Judy Keliher, Board Chair  
952-898-9747

**Little Falls Community Schools****Search Years: 2005-06 & 2011-12****2,800 students**

Little Falls, MN  
Jay Spillum, Board Chair  
320-632-8514  
[jispillum@gmail.com](mailto:jispillum@gmail.com)

**Mankato Area School District****8,900 students**

Mankato, MN  
Darren Wacker, Board Chair  
[Dwacke1@isd77.org](mailto:Dwacke1@isd77.org)

**Milaca Public Schools****Search Year: 2014-15****1,900 students**

Milaca, MN  
Jeff Larson, Board President  
612-251-8206  
[larsonjd99@gmail.com](mailto:larsonjd99@gmail.com)

**North St. Paul/Maplewood/Oakdale Public Schools****Search Year: 2014-15****10,700 students**

North St. Paul, MN  
Amy Coborn, Board Chair  
651-247-2881  
[Coborn4@comcast.net](mailto:Coborn4@comcast.net) or  
[amycoborne@isd622.org](mailto:amycoborne@isd622.org)

**Northwest Suburban Integration School District**

**Search Year: 2014-15**

**Integration Cooperative of 8 School Districts**

**100,000 students**

Brooklyn Park, MN  
Jon Tynjala, Board Chair  
651-621-6081  
[john.tynjala@moundviewschools.org](mailto:john.tynjala@moundviewschools.org)

**Onamia**

**Search Year: 2014-15**

**600 Students**

Onamia, MN  
William Hill III, Board Chair  
[whill@onamia.k12.mn.us](mailto:whill@onamia.k12.mn.us)

**Osseo Area Schools**

**Search Year: 2018-19**

**21,100 students**

Osseo, MN  
Mike Ostaffe, Board Member  
763-361-7000  
[ostaffe@district279.org](mailto:ostaffe@district279.org)

**Pipestone Area Schools**

**Search Year: 2015-16**

**1,153 students**

Pipestone, MN  
Dr. Wendy Schoolmeester  
507-215-1632  
[Wendy.schoolmeester@pas.k12.mn.us](mailto:Wendy.schoolmeester@pas.k12.mn.us)

**Richfield Public Schools**

**Search Years: 2007-08 & 2013-14**

**4,400 students**

Richfield, MN  
Todd Nollenberger, Board Chair  
(W) 612-869-8049

**Robbinsdale Area School District 281**

**Search Years: 2009 & 2015-16**

**12,500 students**

New Hope, MN  
Tom Welch, Board Chair 763-504-7996  
Sherry Tyrrell, Board Chair 763-504-7998

**ROCORI School District**

**Search Year: 2017-18**

**2,100 students**

Cold Spring, MN

Kara Habbren, Board Chair  
[habbenk@rocori.k12.mn.us](mailto:habbenk@rocori.k12.mn.us)

**Rochester Public Schools**

**Search Year: 2010-11**

**15,000 students**

Rochester, MN  
Dan O'Neil, Board Chair  
507-398-8887  
[danoneil@mac.com](mailto:danoneil@mac.com)

**Roseville Area Schools**

**Search Year: 2014-15**

**7,500 students**

Roseville, MN  
Erin Azer, Board Chair  
612-251-6910  
[erin.azer@isd623.org](mailto:erin.azer@isd623.org)

**Rush City School District 139**

**Search Year: 2017-18**

**900 students**

Rush City, MN  
Stefanie Folkema, Chairperson  
[sfolkema@rushcity.k12.mn.us](mailto:sfolkema@rushcity.k12.mn.us)

**St. Anthony-New Brighton Public Schools**

**Search Year: 2011-12 & 2017-18**

**1,700 students**

St. Anthony, MN  
Barry Kinsey, Board Chair  
612-789-1493  
[Barrykinsey@comcast.net](mailto:Barrykinsey@comcast.net)

**St. Cloud Area School District 742**

**Search Year: 2012-13**

**10,200 students**

St. Cloud, MN  
Bruce Mohs, Board Chair  
320-259-4489

**St. Francis Area Schools**

**Search Year: 2018-19**

**4,100 students**

St. Francis, MN  
Mike Starr, Board President  
[Michael.starr@isd15.org](mailto:Michael.starr@isd15.org)

**St. Louis Park Public Schools**

**Search Years: 2012-13 & 2016-17**

**4,000 students**

St. Louis Park, MN

Bruce Richardson, Board Chair (12-13)  
952-928-6040  
Jim Yarosh, Board Chair (16-17)  
[jimyarosh@sbgdf.com](mailto:jimyarosh@sbgdf.com)

**Sartell-St. Stephens School District 748**

**Search Year: 2013-14**

**3,200 students**

Sartell, MN

Michelle Meyer, Board Chair

320-761-2000

[Michelle.Meyer@sartell.k12.mn.us](mailto:Michelle.Meyer@sartell.k12.mn.us)

**Sauk Rapids-Rice Public Schools**

**Search Year: 2019-20**

**4,500 students**

Sauk Rapids, MN

Ryan Butkowski, Board Chair

702-235-2026

**South Washington County Schools**

**Search Years: 2008-09 & 2011-12**

**17,600 students**

Cottage Grove, MN

Leslee Boyd, Board Chair

651-436-3328

[lboyd@sowashco.k12.mn.us](mailto:lboyd@sowashco.k12.mn.us)

**Staples-Motley Public Schools**

**Search Year: 2014-15**

**1,200 students**

Staples, MN

Mary Freeman, Board President

218-575-2309

[mary.freeman@isd2170.k12.mn.us](mailto:mary.freeman@isd2170.k12.mn.us)

**Triton School District**

**Search Year: 2013-14**

**1,200 students**

Dodge Center, MN

John Streiff, Board Chair

507-374-2192

[jonstreiff@gmail.com](mailto:jonstreiff@gmail.com)

**Virginia Public Schools ISD 170**

**Search Year: 2015-16**

**1,580 students**

Virginia, MN

Stacey Sundquist, Board President

218-741-2877

[ssundquist@vmmps.org](mailto:ssundquist@vmmps.org)

**Waconia Public Schools**

**Search Years: 2007-08 & 2013-14**

**3,700 students**

Waconia, MN

Dr. Scott Moats, Search Chairman  
(W) 952-446-9012, (H) 952-446-4210

**Walker-Hackensack-Akeley School District**  
**Search Years: 2013-14 & 2015-16**

**770 students**

Walker, MN  
Lori Stein, Board Chair  
218-547-3069  
[ljbstein@hotmail.com](mailto:ljbstein@hotmail.com)

**Watertown-Mayer Public Schools**  
**Search Year: 2014-15**

**1,500 students**

Watertown, MN  
Jennifer Janicula, Board Chair  
[jjanicula@wm.k12.mn.us](mailto:jjanicula@wm.k12.mn.us)

**West St. Paul-Mendota Heights-Eagan Area Schools**  
**Search Years: 2011-12 & 2016-17**

**4,600 students**

Mendota Heights, MN  
Mr. Mark Spurr, Board Chair (11-12)  
651-450-9779  
Joanne Mansur, Board Chair (16-17)  
[Joanne.mansur@isd197.org](mailto:Joanne.mansur@isd197.org) (16-17)  
651-452-3895

**Zumbrota-Mazeppa Public Schools**  
**Search Year: 2014-15**

**1,135 students**

Mazeppa, MN  
Pete Hinrichs, Board Chair  
507-529-2014  
507-951-0826  
[pete.hinrichs@agstar.com](mailto:pete.hinrichs@agstar.com)

## Potential Interview Questions

1. What are the most important leadership actions of School Boards in supporting a search process for a superintendent?
2. What are the biggest errors made by School Boards in supporting a search process for a superintendent?
3. What was your most difficult search completed, what was the resolution, and what did you learn from it?
4. What are creative recruitment techniques you use to get the best candidates?
5. What are the best approaches for a School Board to get to know candidates prior to choosing finalists?
6. In your experience, how can the superintendent search be structured to ensure the best candidate for the superintendency is chosen, not just the person who interviews well ?
7. What has your search firm done to ensure the most diverse pool of candidates possible?
8. What is your process to secure great candidates for the school districts you serve?
9. What is the role of employees, students, and the public in the search?
10. What type of candidate do you believe is appropriate for Edina and what are that candidate's key characteristics?
11. How do you define your search firm's success rate and what is that success rate with candidates? Not only with initial placement , but also with respect to longevity and positive fit between community and superintendent .
12. What is your current search load? Are you doing any other searches with school districts in the metro area? Would you accept a search with a school district in the metro area?
13. Describe your level of participation with superintendent interviews by the board? How do you participate in the process, script questions?
14. Please identify districts similar to Edina where you have placed superintendents.
15. What is your process if none of the candidates you bring us are a good fit for our district?
16. Do you believe the School Board should be looking for someone with Superintendent experience? Why, why not?
17. What do you feel sets Edina School District apart from other school districts and how do you feel it will help or hurt in the search process? How familiar are you with Edina?
18. Have you/how would you use students in the actual candidate interview process?



19. Why should we select your firm vs. another firm?