

# **Highline Public Schools Board Action Report**

Supports the Strategic Plan
DATE: September 29, 2021
LEAD STAFF: Holly Ferguson, Chief Policy & Strategy Officer; Erinn Bennett, Director of Special Projects
For Introduction: October 6, 2021 For Action: October 6, 2021
I.TITLE Authorization to enter into a contract with a firm for superintendent search services
II. WHY BOARD ACTION IS NECESSARY As the governing body with the authority to employ a Superintendent, it is the responsibility of the Board to direct how the search will be conducted.
III. BACKGROUND INFORMATION  Dr. Susan Enfield has announced she will be leaving Highline Public Schools at the end of the 2021-22 school year. Therefore, the Board needs to select a new superintendent to lead the district starting on July 1, 2022. This Board action authorizes entering into a contract for professional services with a search firm to assist the Board in conducting the search. The goal is to have a new superintendent selected no later than the end of February 2022, and for that person's employment to begin no later than July 1, 2022.
A Request for Proposals (RFP) was approved by the Board on September 1, 2021. Proposals from firms in response to the RFP were due by September 16, 2021, at 5pm. The five proposals received were intially screened and three search firm finalists were invited to interview with the Board at a work session on September 29, 2021. Hazard, Young, Attea & Associates; Ray and Associates, Inc.; and Human Capital Enterprises interviewed with the Board.
Because the district would like to move quickly to begin the superintendent search process, this motion is for introduction and action on the same date.
IV. RECOMMENDED MOTION I move that the Highline School Board authorize the district to enter into a contract with to assist the Board in conducting a superintendent search.
V. FISCAL IMPACT/REVENUE SOURCE  Fiscal impact to this action will be (amount and source including fund Example - \$522,000 from general fund Title 1 revenue).  The fiscal impact of this motion is approximately \$25,000 to \$40,000, depending on the firm and options selected. Additional search costs may include, but are not limited to, travel expenses for consultants and candidates, advertising, engagement/outreach (e.g., translations/interpretation services), and the new superintendent's contract. One cost factor will be whether engagement and meetings are conducted virtually due to the pandemic.
The revenue source for this motion is general fund.
Expenditure:
VI. APPLICABLE POLICY(S)  This action is in compliance with the following: Policy No. 1005, Key Functions of the Board, states, "Creating

Conditions for Student and Staff Success: To achieve the vision, the board will establish a structure which reflects local circumstances and creates an environment designed to ensure all students the opportunity to attain their maximum potential. This includes employing a superintendent..."

#### **VII. ALTERNATIVES**

The alternative to approving this motion is for the Board to conduct a superintendent search without using a search firm to assist. This is not recommended for several reasons: 1) A search firm has contacts and resources to recruit competitive candidates not available to the district; 2) The firm will provide valuable assistance in reviewing and checking applications and backgrounds. This work would need to be done by Human Resources if a firm is not selected, which already has a full program of activities; and 3) Many school districts use a search firm to support their superintendent search processes. Candidates may be more comfortable applying to a district using a firm.

VIII. COMMUNITY ENGAGEMENT  Community Engagement Required:   Yes □ No  There will be engagement with students, families, staff, and community partners during the superintendent search process.
IX. POLICY MONITORING PLAN  This new or revised policy will be monitored by the School Board:  Quarterly Semi-Annually Annually Not Applicable
The metrics that will be used to monitor this policy include: N/A
X. ATTACHMENTS Request for Proposals (RFP) for Search Consultant Services

#### REQUEST FOR PROPOSALS FOR SEARCH CONSULTANT SERVICES

#### I. BACKGROUND/INTRODUCTION

The Board of Directors of Highline Public Schools requests proposals for the professional services of an experienced executive search firm to assist the Board in conducting a superintendent search.

HPS is a district of approximately 18,000 students at 33 schools with a combined budget of over \$465 million. The district employs more than 2,000 staff members and offers a wide variety of educational opportunities from early childhood to college preparation. Approximately 60 percent of students are eligible for free and reduced-price meals, 30 percent are English Language Learners, 80 percent are students of color, and there are 99 distinct primary languages spoken.

For the last nine years, Highline Public Schools (HPS) has been led by a nationally recognized superintendent. The School Board is seeking a strategic, experienced leader in its next superintendent to build upon the successes of the district.

Highline Public Schools is deeply engaged in work around equity, race, and identity to better foster and support an environment in which our students, families, and staff grow, thrive, and succeed. The district is guided by a strategic plan that is centered on the promise that, "EVERY STUDENT in Highline Public Schools is known by name, strength and need, and graduates prepared for the future they choose." As a result, for the last seven years, the graduation rate has steadily increased, with 83.8% of students graduating in four years in 2019-20.

HPS is a community of engaged students, families, educators, staff, and community partners. The Board intends to conduct a superintendent search process that includes authentically engaging with these stakeholders. The Board will design a selection process in consultation with the selected firm, including engaging with the community to develop desired qualifications and characteristics for the role.

The current superintendent's contract expires at the end of June 2022. The goal is to have a new superintendent selected no later than the end of February 2022, and for that person's employment to begin no later than July 1, 2022. The district contact for the consultant will be Erinn Bennett, Director of Special Projects, who is managing the search for the district.

This Request for Proposals (RFP) describes the selection process and documentation required for submitting a proposal. Any firm failing to submit their proposal in accordance with the procedures set forth in the RFP may be considered nonresponsive.

#### II. SCHEDULE

Selection Process	Date
Request for Proposal Published	September 2, 2021
Last Day for Questions from Proposers by	September 9, 2021
2:00pm	

Proposal Due by 5:00pm	<b>September 16, 2021</b>
Initial Screening	Sept. 17-21, 2021 (tentative)
Interviews	Sept. 22-28, 2021 (tentative)
Anticipated Board Approval	Oct. 6, 2021
Anticipated Start Date	Oct. 11, 2021

#### III. SELECTION PROCESS

The district intends to select a firm based on the best interests of the district, all factors considered. Among the factors to be considered are the following:

<b>Evaluation Criteria</b>	Points
Approach	25 (See Section VI, 6)
Qualifications of Team Members	<b>20</b> (See Section VI, 4)
Firm's Experience with comparable school	15 (See Section VI, 3)
districts/Capabilities	
Awareness and understanding of Highline	15 (See Section VI, 5)
Public Schools	
References	10 (See Section VI, 7)
Pricing	15 (See Section VI, 8)

- Only proposals received by the deadline will be considered.
- Proposals will be initially screened resulting in a short-list of one or more qualified firms that will be invited to make an oral presentation/interview on a date to be determined (anticipated mid-Sept to early-Oct 2021).
- The district reserves the right to seek clarifications about the proposals.
- The district may award the contract based solely on the written proposals. However, the district may elect to engage in negotiations with a selected short list of vendors in order to improve the proposals and obtain the best contract for the district.
- The district reserves the right to request post-proposal modifications, including best and final offers and considerations.
- The final selection will be based on the evaluation criteria set forth in Section III. The district reserves the right to negotiate with the successful firm on pricing, scheduling and other factors.
- The district reserves the right to reject any or all proposals, waive minor irregularities and informalities, and make the awards in its best interest.
- The district reserves the right to modify the scope of services as a result of the written submittals and/or interviews.
- All costs incurred in the preparation of the request for the proposal process shall be borne by the proposing firm.
- Proposals submitted in response to this request for proposal shall become the property of the district and be considered public documents under applicable Washington State laws.
- The district reserves the right to terminate this contract at any time for any reason.
- All respondents will receive written notification of the decision.

#### IV. EXPECTATIONS OF CONSULTANT/PROJECT INFORMATION

The consultant shall undertake, at a minimum, the following responsibilities, and any additional responsibilities reasonably necessary to complete this work. The scope of work may include some or all of the following tasks:

- Develop and conduct a thoughtful, timely process for gathering Board, staff, student, family, and community input to establish desired qualifications and characteristics of the new superintendent.
- Actively recruit and conduct a thorough search for qualified applicants and ultimately produce for the Board a diverse "pool" of highly-qualified people who meet the criteria established. Ensure competitive applicants from a diverse background apply.
- Assist in the evaluation of applicants against the desired qualifications and characteristics
  established by the Board. Information provided should include, but is not limited to,
  profiles of experience, skills assessment, and reference and background checks.
- Advise the Board on the salary/benefit package to offer.
- To complete other tasks necessary that result in the selection and employment of a superintendent (e.g., organize travel or interview arrangements for finalist candidates as needed).

### V. <u>SUBMISSION OF PROPOSAL</u>

The proposing firm should submit one ELECTRONIC copy of their proposal sent via email to <a href="mailto:erinn.bennett@highlineschools.org">erinn.bennett@highlineschools.org</a>. The subject line of the email should be "Superintendent Search Proposal." **Proposals must be received by 5 p.m. on September 16, 2021.** 

Each proposal is to be a maximum of 20 pages (8-1/2"x11"), single sided, not smaller than 12-point type. Submittals exceeding the page limits may be considered non-responsive.

• The cover letter, table of contents, tabs, and resumes do not count toward the page limits.

## VI. PROPOSAL SPECIFICATIONS (separate sections)

- 1. *Table of Contents* (maximum one page)
- 2. *Executive Summary* (maximum one page)
  - a. Please provide a summary highlighting the firm's qualifications and special expertise to provide services requested in the request for proposal.
- 3. Experience & Capabilities of Firm
  - a. Address, telephone number, email address, date firm was established, and areas of specialization of the firm.
  - b. Total size and breakdown of firm personnel by category.
  - c. Description of other superintendent searches conducted in the past five years for comparable districts, including those of similar or larger size.
  - d. The shortest and longest tenure of superintendents appointed in other searches.
  - e. Please include whether your firm has an equity policy, and attach if so. Please also include a description of any equity work in which your firm has focused, led, participated, or engaged.
- 4. Qualifications of Team Members, including Availability & Capacity

- a. Describe how you propose to organize your team to accomplish the work. Please identify the primary team member(s) who would lead this project and their qualifications. Please include a resume for each individual, including language skills.
- b. <u>PLEASE NOTE</u>: Per Governor Inslee's directive, any consultant who will be participating in person must be fully vaccinated by October 18, 2021. Proof of vaccination may be required.
- c. Statement as to whether the proposed team members or firm are currently engaged (or will soon be engaged) in other projects that are coincident with, or might affect, the timeline of this search.

#### 5. Awareness and Understanding of Highline Public Schools

a. Please include your firm's and team's experience working in the Pacific Northwest, and describe your familiarity with the unique characteristics, culture, and opportunities of Highline Public Schools.

#### 6. Project Approach, including:

- a. Describe how you would approach this project, including:
  - i. Suggested timeline of activities and major events in the search process.
  - ii. Responsibilities to be assumed by the Board of Directors and the Search Consultant(s) during each phase of the process.
  - iii. Recommended process for developing criteria that will be used for selecting the new superintendent.
  - iv. Community Engagement:
    - 1. Recommended process for obtaining staff input.
    - 2. Recommended process for obtaining family and community input.
    - 3. Include examples of different approaches for family and community engagement you have used in other searches, including engagement conducted in multiple languages.
- b. Description of the process the consultant suggests for advertising and recruitment, including recruiting a diverse pool of competitive applicants.
- c. Description of your process for screening, reference/background checks, interviews, and final selection.

#### 7. References

a. Please provide the client name, address, telephone number, and email address of three Board members/client representatives that have recently worked with the proposed consultant(s) for this search. Please also include the firm's three most recent projects (with contact information) that most closely relate to the firm's qualifications for this project.

#### 8. Pricing

- a. Briefly discuss proposed pricing structure for the listed services, listing categories of individuals, hourly rates, type of reimbursement costs, etc. Please separate out anticipated expenses for each element of the search and outlining other anticipated expenses for the district.
- b. The district anticipates awarding a contract on a time and materials basis, by hourly rate, to a fixed contract amount.

- c. Please include costs for reimbursable and direct expenses, such as supplies, postage, etc. Please include any information about any planned use of technology and/or cost-saving measures (e.g., teleconferencing, virtual meetings).
- d. Please note pricing should be based upon previous experience on projects completed and the services outlined in the RFP.

#### VII. QUESTIONS AND COMMUNICATION

All communication and/or questions shall be submitted in writing via email by the dates and times indicated above in the Schedule (Section II). The district will consider no telephone or inperson inquiries, except at the interviews for those firms making the short-list.

Answers to questions will be issued in the form of an addendum which will be provided electronically on the Highline Public Schools' Purchasing website at <a href="https://www.highlineschools.org/departments/business-finance/purchasing">https://www.highlineschools.org/departments/business-finance/purchasing</a>.

Email: erinn.bennett@highlineschools.org

Proposals must be submitted electronically by 5pm on September 16, 2021, at the above referenced email with "Superintendent Search Proposal" in the subject heading of the email.

In the event that a firm attempts to contact any official, employee, or representative of Highline Public Schools in any manner contrary to the above requirements, said firm may be disqualified from further consideration.

This prohibition does not apply to:

- Telephone calls to the district to request copies of this RFP, to confirm attendance, or request directions relative to an interview request received from the district
- Discussion in the interview

## VIII. CONTRACT AND CONTRACTING PROVISIONS

The district's standard contract for independent contractors is included as an attachment. The proposal should include any comments or requested changes. Please note: The district reserves the right to reject any firm that is not willing to accept the district's terms and conditions as noted in the standard form of contract.

Additional Contract Document Requirements:

- New Vendor Request Form (attached)
- W-9 Form
- Washington State Business License
- Certificate of Insurance, including endorsement pages, with the limits described in the Contract for Independent Contractors

#### IX. ATTACHMENTS

- Contract for Independent Contractors
- New Vendor Request Form

# Response to Request for Proposals for Search Consultant Services

Presented To:



Submitted By:

Ray and Associates, Inc.

CORPORATE OFFICE 901 17<sup>™</sup> STREET NE P.O. BOX 10045 CEDAR RAPIDS, IOWA 52402 PHONE: 319-393-3115 FAX: 319-393-6911

E-mail: molly@rayassoc.com Website: www.rayassoc.com

Finding Leaders for America's Schools

901 17th Street NE Cedar Rapids, IA 52402 Mailing address: P.O. Box 10045 Cedar Rapids, IA 52410 Phone: 319-393-3115
Fax: 319-393-6911
Email: molly@rayassoc.com
Website: www.rayassoc.com

# Ray and Associates, Inc.

Leaders in Executive Searches

September 15, 2021

Highline Public Schools ATTN: Ms. Erinn Bennett (<a href="mailto:erinn.bennett@highlineschools.org">erinn.bennett@highlineschools.org</a>) 15675 Ambuam Blvd. SW Burien, WA 98166

Dear Ms. Bennett and Members of the Board of Directors:

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

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

We are familiar with Washington as we recently conducted the Superintendent search for Snogualmie Valley School District and previously assisted Edmonds School District, Everett Public Schools, Granite Falls School District, Lake Washington School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington. In the Western region we previously assisted North Clackamas School District, Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J and Medford School District 549C, Oregon; Colorado School for the Deaf and the Blind, Colorado Springs School District 11, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Jeffco Public Schools and Eagle County Schools, Colorado; Matanuska-Susitna Borough School District, Alaska; Clark County School District, Nye County School District and Lander County School District, Nevada; Blaine County School District, Idaho; Culver City Unified School District, Palos Verdes Peninsula Unified School District, Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Berkeley USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California: Missoula County Public Schools, Montana: Salt Lake City School District, Utah; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico; Alahambra Elementary School District, Paradise Valley Unified School District, Balsz School District, Marana Unified School District, Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona.

Nationally we have assisted Waterbury Public Schools, Greenwich Public Schools, Bridgeport Public Schools, Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut; Greenburgh Central School District, the City School District of New Rochelle, Wyandanch Union Free School District and Amityville Union

Free School District, New York; Baltimore County Public Schools, Anne Arundel County Public Schools, Howard County Public School System, Wicomico County Public Schools and Prince George's County Public Schools, Maryland; Millcreek Township School District, Woodland Hills School District, Lewisburg Area School District, Wissahickon School District, Millville School District, Montgomery County Intermediate Unit and Benton Area Public School District, Pennsylvania; Teaneck Public Schools, Paterson Public Schools, Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Lynchburg City Schools, Montgomery County Public Schools, Mecklenburg County Schools, Bedford County Schools, Newport News Public Schools, Hampton City Schools, Prince William County Public Schools and Williamsburg-James City Schools, Virginia; Savannah-Chatham County Public School System, Georgia; North Little Rock School District, Pulaski County Special School District, Rogers Public Schools, Cotter Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; Marion County Public Schools, Hillsborough County Public Schools, Lake County School District, The School District of Palm Beach County, Florida State University Schools, Brevard Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools. Ohio: Omaha Public Schools and Westside Community Schools. Nebraska; Lakeville Area School District, Minnesota; Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools and Ann Arbor Public Schools, Michigan; Kingman-Norwich USD 331, Geary County Schools USD 475, Shawnee Mission School District, Lawrence Public Schools and Kansas City Kansas Public Schools, Kansas; Columbia Public Schools, Hickman Mills C-1 School District, Joplin Schools and Kansas City Public Schools, Missouri; Champaign Unit 4 School District, DeKalb CUSD 428, Illinois Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Illinois.

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

We are currently leading searches for Broward County Public Schools and The School District of Lee County, Florida; Bloomington Public Schools District 87, Illinois; Tennessee State Department of Education, Tennessee; Madison School District and Balsz School District, Arizona; Bozeman Public Schools, Montana; Clear Creek Amana School District, Iowa; in addition to others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other search firms do not seek out candidates for a position as we do for our clients. With our extensive regional and national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country, as well as within the state. We have often found excellent in-state candidates who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

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

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

Ray and Associates, Inc. strives to provide the District with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network on your behalf to locate individuals that can effectively assume the top executive post in your District. We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

Michael Collins, President

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# **EXECUTIVE SUMMARY**

Ray and Associates, Inc. is fully capable of meeting all the requirements of the Request for Proposals issued by the Highline Public Schoolst. We clearly understand the search process that is necessary for any District to follow to be successful. In fact, we very typically receive more fully completed applications for the districts we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying Board members as well as any constituencies as identified by the Board. Our search involves looking for candidates with the appropriate skill sets and personality traits that will be a close fit for our client districts.

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

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

- Inform all of the firm's associates of the position including profile information.
- Advertise in effective media known for high readership by school leaders.
- Consult our extensive database for precise matches between District and candidate profiles.
- Contact directly successful school leaders who are in good positions currently for them to consider the position with Highline Public Schools.
- Contact other organizations at state, regional and national levels regarding the position.
- Actively seek out potential candidates at state and national conventions.

Once recruited, all applicants are screened from the perspective of viable match with District criteria. Those who emerge successfully from this screening are termed true candidates and our background research team then conducts extensive investigations on those individuals. The best of those candidates become top candidates.

We have been highly successful in placing outstanding candidates in all of our searches for over forty-five (45) years. We organize the interview process and offer an objective method for determining the boards top candidate by consensus. Very rapidly at this point we gain assent to the position from the lead candidate which is followed by the negotiations to finalize a mutually agreeable contract.

a.

# **Overview of Firm/Consultant**

Name: Ray Associates d/b/a Ray and Associates, Inc. Address: 901 17<sup>th</sup> Street NE, Cedar Rapids, Iowa 52402 Mailing address: P.O. Box 10045, Cedar Rapids, Iowa 52410

**Telephone:** 319-393-3115

**Fax:** 319-393-6911

E-Mail: molly@rayassoc.com

Date of Incorporation: May 1975

Number of Years in Business: 46

Classification: S Corporation

Tax #: 81-4991919

Ray and Associates conducts local, statewide, regional and national business. The main corporate office located in Cedar Rapids, Iowa, is proposing to provide the services requested in this RFP. Our Associates come from both education and business backgrounds and have served as Teachers, Principals, Assistant Superintendents, Superintendents, State Superintendents, Chief Executive Officers, State Legislators, and various other roles.

#### b.

The firm employs three full time management staff consisting of a President, Executive Vice President and Vice President.

#### C.

Given the page limit requirements we are unable to list all of the searches completed in the last 5 years. Including searches being conducted for the 2021-22 season, we have conducted 147 in the last 5 years with enrollment sizes ranging from 800 students up to 261,000.

#### d.

The shortest tenure of a placed candidate was 1 year with the longest being 8 years. We maintain an average placement of 6 years.

#### e.

Our equity policy is shown on the following page.

# INCLUSION, EQUITY AND ELIMINATION OF INSTITUTIONAL RACISM

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

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

#### Therefore, we will:

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

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

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

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

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

Additionally, Ray and Associates is extremely proud of placing the largest number of women and persons of color in the Superintendency over the past decade and reinforced by our placement record over the 15-month pandemic period where 49% of our placements were persons of color; 30% of our placements are women and 70% of the 30% of women placed is included in the 49% persons of color statistics. Additionally, over 40% of our regional and national Associates are women and/or persons of color.

We not only write it and speak of it, but we practice it and live it and our data speaks to our intentionality.

a.

# **KEY ASSOCIATES FOR THE PROJECT**

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

#### Mr. Michael Collins, President (Key Contact)

President/Columbus, OH

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

#### Ms. Molly Schwarzhoff, Executive Vice President

Executive Vice President/Cedar Rapids, IA

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

#### **Dr. Steve Chestnut**

Regional Search Associate/Scottsdale, AZ

Steve serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He received a Bachelor's in History and Education from Pacific Lutheran University, a M.B.A. in Business Administration from City University of Seattle, a M.Ed. in Curriculum/Supervision from Central Washington University and his Ed.D. in Educational Leadership from Seattle University. He has over 20 years of experience in education in Washington and Arizona having served as an Adjunct Professor, Superintendent Associate Superintendent and Executive Director of Support Services.

#### Dr. Karen Hall

Regional Search Associate/St. Louis, MO

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

#### MICHAEL COLLINS

6169 Sugar Maple Drive, Westerville, Ohio 43082 (614) 296-5118

mike@mcgstrategies.com michael@rayassoc.com

#### PROFESSIONAL EXPERIENCE

Founder and President, 2016 - Present

THE MICHAEL COLLINS GROUP, LLC, Columbus, Ohio

- Consulting services for: educational associations, organizations, programs, issues, organizational development, policy development and practice, marketing and communication strategies, advocacy and personnel recruitment and retention
- Clients Include:
  - > American Dairy Association-Mideast, Ohio School Breakfast Program
  - Ohio School Health Services, Inc. (Serve as Executive Director)
  - Real Choice Ohio, Inc. (Serve as Executive Director)
  - Support Ohio Schools, Inc. (Serve as Executive Director)
  - Ohio Alliance of Arts Educators, Inc. (Ombudsman)
  - Education First Credit Union (Marketing Consultant)
  - > Ray and Associates, Inc. (National Superintendents Search Firm)
  - School Nutrition Association-Ohio (Government Affairs Coordinator)
  - > Ohio Alliance for Health, Physical Education, Recreation and Dance
  - Westerville Symphony at Otterbein University (Marketing Consultant)
  - > Everett, WA School District (Communications and Engagement)

#### Founder and President, 1992 – 2016

PROMOTIONS ONE, INC., Columbus, Ohio

- ❖ A special events marketing firm that specialized in events management, fundraising, sponsorship sales, and acquisition
- Consulted and collaborated with clients to increase revenue and find new opportunities for expansion and success
- Built relationships with the corporations, foundations, government officials, and community leaders to achieve additional funding and positive results and a wide-array of event issues
- Supervised all staff (paid and voluntary) with a wide-variety of size, skill-sets and experience
- ❖ 30+ years of event experience resulted in fundraising exceeding no less than 1.5 million dollars per year and generated in excess of \$400 million dollars in economic impact for Central Ohio
- Served as the Executive Director of nonprofit organizations and their respective events, guiding every aspect of their operations, organizational requirements, fundraising, marketing, production, media coordination and board relations; including:
  - ➤ Red, White, and BOOM (1999 2016)
  - > First Night Columbus (2006 2016)
  - ➤ Waterfire Columbus (2006 2014)
  - Columbus Marathon (1982 1992; 1998-2005)

- ➤ Columbus Olympic Marathon Trials Committee (1990-1992)
- ➤ Race for the Cure Co-founder and Director (1992-1994)
- ➤ Colorado Colfax Marathon (2006 2008)

#### Founder and Vice President, 1993 – 2005

COLLINS STUDIOS, INC., Columbus, Ohio (Family Business)

Operated a sales and marketing agency for artists and art projects (lead by our Father as the lead artist with collections sold worldwide).

#### Founder and Executive Director, 1988 – 1998

THE RUNNING NETWORK, Columbus, Ohio

- Sales consortium of all regional running publications in America (28 publications)
- Averaged (approx.) \$1 million in annual sales

Executive Director, 1990 – 1992

COLUMBUS OLYMPIC MARATHON TRIALS COMMITTEE, Columbus, Ohio

Organized and presented 1992 U.S. Olympic Marathon Trials

**Director**, 1981 – 1992

COLUMBUS MARATHON, Columbus Ohio

Responsible for all components of the marathon

Founder and Publisher, 1979 – 1988

OHIO RUNNER AND OHIO GOLFER MAGAZINES

- Four color, glossy magazines developed in 1979 and 1982 respectively
- Sold both titles to Great Lakes Publishing in 1988

#### EDUCATION-RELATED EXPERIENCE

Elected Member, 2009-2017 (term limited)

OHIO, STATE BOARD OF EDUCATION

- Chair, Achievement Committee, Vice-Chair, Urban Committee; Member: Executive Committee, Vice-Chair: Accountability Committee, Early Childhood-Third Grade Reading Guarantee Committee, Legislative and Budget Committee, Standards and Graduation Committee, and Capacity Committee
- Chair: State Board's adoption of new Statewide Educational Standards for Language Arts, Math, Science, and Social Studies in 2010; which are still in place for the 2016-17 School Year
- Served as an advisor to the Ohio Children's Hospital Association, the Ohio Senate and the Ohio House of Representatives in the development of Ohio's public schools' wellness and nutrition program (2009-2010)
- ❖ Served on the Senate Education Committee Testing Task Force 2015
- Served on the Ohio Department of Education's Charter School Reform Panel 2015

- Represented Ohio on the National Association of State Boards of Education (NASBE) Government Affairs Committee (influencing national education legislation and focused on the activation of ESSA), and advocacy efforts for the PEW Trust on the subject of national student nutrition programs. (2009-2012)
- Represented Ohio on NASBE's Health and Wellness Committee and served as the national representative at two 'Partner's for a Healthier America' Summits. (2010-2012)
- Served as the State Board Representative to the Governor's Task Force on Early Childhood through Third Grade Reading Guarantee (2011-2013)
- Served as the State Board Representative for Ohio's (successful) \$400 Million Race to the Top Grant (2009-2010)

#### **Elected Member**, 2002 – 2008

#### WESTERVILLE CITY SCHOOLS BOARD OF EDUCATION

- ❖ Board President, 2004 2006
- Board Liaison to Student Affairs, District Business Operations, District Communications and District Personnel and Negotiations (2002-2007)
- Ohio School Boards Association (OSBA) Board of Directors (2005-2007)
- OSBA Central Region Executive Committee (2006-2007)
- OSBA Central Region President-Elect (2007- never served as President due to election to the State Board of Education)

### Campaign Chairman, 2001

#### WESTERVILLE CITY SCHOOLS LEVY CAMPAIGN

Lead the successful \$17 million issue campaign to benefit Westerville's Schools.

**Director**, 1979 – 1982

COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL, Center for Educational Planning

**Director**, 1976 – 1979 OHIO DEPARTMENT OF EDUCATION, Center for Community Education

Coordinator, District Long Range Planning Commission and District Director,

1973 - 1976

ELMIRA, NY CITY SCHOOL DISTRICT, Community Education Programs

#### **EDUCATION**

Bachelor of Arts in Secondary Education, Miami University, 1973

Master of Arts in Education, Ball State University, 1977

#### COMMUNITY INVOLVEMENT AND RECOGNITION

- Jaycees Outstanding Young Men in America Award, 1977 and 1980
- Campaign Manager for seven campaigns for select candidates in Central Ohio, 1986–2003

- ❖ Chairman, Columbus Events Council, 1990 1993, 2000 2005
- ❖ Westerville Rotary Club, 1996 present, (Board of Directors, 1999 2002)
- ❖ Westerville Chamber of Commerce, 1997 2015 (Recipient, 2000 Community Service Award)
- Westerville Parks & Recreation Advisory Board, 1997 2004 (Vice-Chairman and Chairman, 1999-2004)
- ❖ Westerville PROS 2000 Campaign Chairman (successful 30% city income tax
- ❖ increase, issue campaign for Westerville Parks & Recreation 20 Year Expansion Program), 1998
- Westerville City Council "Winner Award" for Distinguished Service and Leadership to Parks and Recreation Department (2000)
- Columbus Marathon Board of Directors, 1992 1999
- Columbus Race for the Cure Co-Founder and Board Member, 1992 2003
- ❖ Westerville Community Reinvestment Housing Council, 2003 2009
- Westerville Education Foundation Board Member and Development Chair (2017-Present)

# Steve Chestnut, Ed. D. 27992 N. 115<sup>th</sup> Place Scottsdale, AZ 85262 480-843-8565

#### Recent Professional Experience

**Executive Director, Support Services,** Scottsdale Unified School District, Scottsdale, AZ, July 2018 – June 2020.

- Led district's Social-Emotional Learning initiatives.
- Supervised Scottsdale Online High School and district's eLearning program.
- Oversight of Student Uniform Code of Conduct.

**Associate Superintendent,** Scottsdale Unified School District, Scottsdale, AZ, March 2018 – June 2018.

- Oversight of school construction projects.
- Supervised Information Tech Dept., Building Services Dept., middle school principals.

**Superintendent, Maricopa Unified School District, Maricopa, AZ, 2012 - 2018.** 

- Passed \$20M, seven-year operating levy in 2016.
- Implemented six district sponsored charter schools in 2013-14, and 2014-15, \$5M in additional revenue.
- Implemented \$3M grant from Ak-Chin Indian Community in 2013-14 and 2014-15.
- 2014 Lou Ellen Kleinz Award of Excellence (School Board of the Year), AZ School Board Association.

Superintendent, Selah School District, Selah, WA, 2009 - 2012.

- Passed \$35M capital bond in 2012 (\$49M including state match). Project completed in 2016.
- 2011 School Board of Distinction, Washington State School Directors Association.
- Passed \$15M, three-year operating levy in 2010.

**Superintendent**, Moses Lake School District, Moses Lake, WA, 1997 - 2009.

- Passed six consecutive operating levies, 1998-2009, \$104M total.
- Led development of Grant County Skill Center project. Secured \$1M in funding from legislature for feasibility study/design in 2008. \$20M project completed in 2014.
- Passed \$34M capital project bond in 2007 (\$48M including state match). Project completed in 2013.

**Adjunct Professor,** Grand Canyon University, 2015; Heritage University, 2001-12; East. Wash. University, 1998-2009.

#### **Education**

Ed. D., Seattle University, 1989. Educational Leadership major.

M. Ed., Central Washington University, 1982. Curriculum/Supervision major.

M. B. A., City University of Seattle, 1982. Business Administration major.

**B. A. Ed.**, Pacific Lutheran University, 1977. History and Education majors.

#### **Professional Honors**

**2010 Washington State Superintendent of the Year,** American Association of School Administrators.

**2009 WASA Leadership Award**, Washington Association of School Administrators.

1996 WASA Award of Merit, Washington Association of School Administrators.

#### **Professional Memberships**

Washington Association of School Administrators.

#### Professional/Community Activities

**President**, Pinal County School Administrators Association, 2014-2017.

Participant, Arizona Town Hall, 2014.

**Board Member**, Maricopa Economic Development Alliance, 2013-2018.

Member, Maricopa Vote Yes Committee, 2012-2016.

Board Member, Education Northwest, Portland, Oregon, 2011-2012 (peer organization to West Ed).

Member, Central Washington University College of Ed/Pro Studies Education Advisory Council, 2010-2012.

Member, Washington State School Directors Association Board Standards Task Force, 2008-2009.

President, Washington Association of School Administrators, 2006-2007.

**President**, Washington State University "Harvest of Hope" Gear-Up Grant Board of Directors, 2004-2006.

**Governing Board Member**, American Association of School Administrators, 2004-2007.

Board Member, North Central Washington Workforce Development Council, 2002-2009.

Board Member, North Central Washington Vocational Skill Center, 1999-2009.

# DR. KAREN I. HALL, ED.D. 314-960-7604 • drkarenhall.riseconsulting@gmail.com • St. Louis,

MO • LinkedIn

#### EDUCATIONAL CONSULTING • EQUITY-FOCUSED LEADERSHIP • ACADEMIC PROGRAM ADMINISTRATION

An accomplished Educational Consultant, University Professor, and Department of Education Regional Supervisor with extensive experience educating, advocating, and guiding action-focused conversations centered around the theory, practice, and business of equity-focused leadership. Recognized as a community advocate and leader, developing high-impact programs, championing individuals, and guiding leaders to understand that education for all students is the fundamental stone in our society's foundation.

#### **CORE COMPETENCIES**

Educational Consulting | Diversity, Equity & Inclusion Initiatives | Higher Education Program Administration | Cross-Functional Leadership

Multi-Generational Economic Empowerment Strategies | Transformative Change Management Strategies |

Corporate Communications

Workshop & Conference Presentations | Academic Performance Optimization | ELL Strategies | Equity-Focused

Curriculum Development

Large-Scale Project Oversight | Community Engagement | Corporate Communications | Multimillion-Dollar Fiscal Management

#### **EDUCATIONAL CONSULTING EXPERIENCE**

**Educational Consultant – RISE Coaching and Consulting** – St. Louis, MO

12/2020 - Present

- Conceptualized, developed, and launched a consulting firm aimed at equipping educational leaders with the necessary skills to direct racial equality and justice within school districts.
- Serve as the CEO and Lead Educational Consultant, providing equity-focused leadership, coaching, and training to a variety of organizations through small group consultations, public speaking engagements, and conference presentations.
- Conduct executive searches for school boards to assist with the hiring of district leaders and oversee the facilitation of equity auditing processes for numerous school districts.

#### **ACADEMIC CAREER NARRATIVE**

Regional Supervisor – Missouri Department of Education – St. Louis, MO

7/2021 - Present

- Influence policies and procedures at the district level to support academic fairness and inclusion, ensuring that every child has the resources, teachers, interventions, and support for sustainable success.
- Serve as a strategic partner and advocate for district leaders as well as a liaison between The Department
  of Education and regional superintendents, supporting DESE communications and elevating public school
  voices.
- Deliver diversity, equity, and inclusion guidance to Rockwood, Kirkwood, Webster Groves, Valley Park, Riverview Gardens, Jennings, Hazelwood, Parkway, and Pattonville districts.
- Guide schools on the analysis and utilization of data, the development and execution of the school's Comprehensive School Improvement Plans (CSIP), and the continued evaluation of efforts.

#### Assistant Professor in Educational Leadership – Saint Louis University – St. Louis, MO 8/2021 – Present

Strategically plan and implement engaging course material for a diverse group of students, maintaining an
inclusive and welcoming learning environment, focusing on student retention, and improving student
progress.

- Collaborate with counselors and academic advisors and continually evaluate curriculum, maximizing learning
  opportunities and implementing innovative instructional methodologies.
- Serve as an integral part of doctoral committees for EdD projects and PhD dissertations, providing student mentorship and guidance.
- Continually contribute to student acquisition and retention initiatives by engaging a diverse group of students and supporting a variety of strategic departmental approaches.

### Superintendent – Maplewood Richmond Heights School District – St. Louis, MO 7/2012 – 10/2020

- Command responsibility of over a high-ranking school of 1,600 students, 250 employees and a \$20 million budget; receiving the District of Distinction award from a district publication, the highest score on the state's annual performance report and the 2015 National Excellence in Urban Education Award from the Center for Urban School Transformation.
- Instrumental in extensive assessment forecasting, analysis and strategic planning for academic initiatives while mentoring, coaching, and supporting educators to ensure professional development and student progress.
- Spearhead a variety of large-scale projects including a \$6.1 million land purchase and construction of a new preschool and the passing of a tax levy to meet the increasing student needs.
- \$30 million bond issue passed in 2020 to increase the number of learning spaces for students and improve building safety and security measures. Converted restrooms into gender neutral spaces.
- Excel at school-wide academic excellence, receiving recognition in the Annual Performance Report from the Missouri Department of Elementary and Secondary Education for increasing the MRH grade from 96.1% in 2016 to 97.5% in 2017.
- Continually present written communications and academic achievement focused presentations for educators including the introduction and implementation of the Public Education Leadership Project Coherence Model from Harvard University.
- Established district food pantry, Weekend on Wheels, providing support to over 96 families and providing over 1,440 boxes of food throughout each academic calendar year.

## **Assistant Superintendent – Maplewood Richmond Heights School District** – St. Louis, MO 7/2008 – 7/2012

- Provided administrative and programmatic support to the Superintendent, coordinating the federal grants
  program, and providing leadership, social justice training, and professional development for a variety of
  educators and personnel while managing numerous human resource activities.
- Served as the Gifted Program Administrator, Summer School Administrator, and Home Visit Program Coordinator, facilitating continuous academic improvement approaches as well as ongoing, frequent, and open communication with staff, families, and leadership committees.
- Led the program and implemented a variety of ESL and ELL strategies that increased the proficiency of English amongst students and ensured maximum resources needed to succeed.
- Received numerous awards including the Apple Distinguished School Award for technology, educational
  excellence, and leadership as well as the Outstanding Local Government Achievement Award from the EastWest Gateway Council for "Healthy Eating with Local Produce Program."

### Principal – Willow Brook Elementary – Pattonville School District – St. Louis, MO 7/2003 – 6/2008

- Managed the daily operations of the school and continually evaluated curriculum, maximized learning opportunities, and employed innovative methods in education including the utilization of Gallery Walks for grade-level collaborations and block scheduling for K-3 Communication Arts.
- Facilitated leadership meetings and reported academic progress with a focus on academic improvement through extensive action research and data-driven analysis to determine the effectiveness of curriculum performance and outcomes.
- Appointed school-wide data teams and employed a TechPaths database for grade level curriculum mapping
  while implementing computer-supported collaborative learning through a library media.

#### **ACADEMIC LEADERSHIP EXPERIENCE**

•	Adjunct Professor – Brown School of Social Work – Washington University	8/2018 – 12/2018
	<ul> <li>Social Justice and Human Diversity</li> </ul>	
•	Adjunct Professor – School of Education – Saint Louis University	2/2021 - 5/2021
•	Online Course Designer – School of Education – Webster University	10/2020 - 1/2021
•	Assistant Principal – Drummond Elementary – Pattonville School District	7/2002 - 6/2003
•	Assistant Principal - Carrollton Oaks - Pattonville School District	7/2001 – 6/2002
•	Assistant Principal – Marvin Elementary – Ritenour School District	7/2000 - 6/2001

#### EDUCATION, CERTIFICATIONS, AND AWARDS

- Doctor of Education Transformative Learning in the Global Community Webster University Webster Groves, MO
- Education Specialist Degree Lindenwood University St. Charles, MO

• Third Grade Teacher – Keysor Elementary – Kirkwood School District

- Master of Education Administration St. Louis University St. Louis, MO
- Bachelor of Science Education Fontbonne University Clayton, MO
- Career Continuous Administration Certificate Lindenwood University St. Charles, MO
- Principal | Transition Administration Certification St. Louis University St. Louis, MO
- Learning Disabled K-12 | Behavior Disordered K-12 | Elementary Education 1-8 Fontbonne University – Clayton, MO
- Honoree 75<sup>th</sup> Annual Brotherhood Sisterhood Awards The National Conference for Community and Justice
- Salute to Excellence in Education –The St. Louis American
- Inspiring St. Louisan St. Louis County NAACP
- Missouri Thespians Honor

#### **COMMUNITY ENGAGEMENT**

- Board Director Tunnel Light, INC
- Executive Board Member FOCUS St. Louis
- Campus Read Saint Louis University
- Transformational Leadership Committee Missouri Association of School Administrators (MASA)
- Superintendent Coaching Missouri Association of School Administrators (MASA)
- University Missouri St. Louis Leadership Academy in Character Education (LACE)
- National Conference for Community & Justice of Metropolitan St. Louis (NCCJ St. Louis) Facilitator Certification
- FOCUS St. Louis Leadership St. Louis 2013
- FOCUS St. Louis Diversity Leadership Fellowship 2015

#### REGIONAL EDUCATIONAL LEADERSHIP PRESENTATIONS

- Hall, K (2021, May). Hall: Education in the divided states of America [Editorial]. StL Today. Retrieved from https://www.stltoday.com/opinion/columnists/hall-education-in-the-divided-states-of-america/article c93ed35d-0980-54b5-8da4-33d7eeebd1d0.html
- Saint Louis University School of Education Commencement Speaker 5/2021
- Racism How it Manifests in Schools and What We Can Do to Address It Saint Louis Univ PRiME Center 3/2019
- Co-Creator Administrative Diversity Certification

1/2018 - 6/2018

8/1994 - 5/2000

- Regional Female Superintendent's Networking Coordinator Maplewood Richmond Heights 1/2018 – 2/2019
- Educational Leaders Workgroup Alive and Well St. Louis 1/2018 12/2018
- Restorative Practices Leadership Advisory Council Member EdPlus/CharacterPlus 5/2017 12/2017
- Panel Presentation The Bloom Sponsored by the Mid County Chamber at Moosylvania 4/2019
- Panel Presentation MASA New Superintendents 4/2019
- Black History Presentation Avery Elementary School & Webster Groves School District 2/2019
- Practice and Theory of Change Superintendent Learning Lab: MRH/Mehlville/Pattonville/Parkway/Valley Park 1/2019
- Trained Facilitator NCCJ Gateway2Change Soldan High School 12/2018
- Presenter Each One Teach One Washington University Gephardt Institute for Civic & Comm Engagement 11/2018
- **Keynote Presentation –** Theatre Communications Group, TCG 6/2018
- Presenter Equity in Education Conference Webster University 4/2018
- Black History Presentation Bristol Elementary & Webster Groves School District 3/2018
- Youth at the Center Panel Presentation
   — Revisiting the Ferguson Commission Report Washington
   Univ. 2/2018
- Panel Presentation "Backpack Full of Cash" Screening Maplewood Richmond Heights School District 2/2018
- Symposium Panel Presentation School to Prison Pipeline St. Louis County Children's Service Fund 11/2017
- Radio Interview Restorative Practices KWMU St. Louis Public Radio 7/2017
- Panel Discussion E.E. & The Impact of Poverty on the Education Process University City Library 6/2017
- Radio Interview Transgender Student Policy St. Louis Public Radio 5/2017
- Educational Equity Consultation Ladue School District 3/2017
- Educational Equity Consultation Webster Groves School District 3/2017
- Equity Training Presentation Villa Duchesne 3/2017
- Equity Training Strategic Plan Review and Consultation Kirkwood School District 1/2017
- Radio Interview Discipline Policy St. Louis Public Radio
   11/2016
- Equity Training Strategic Plan Review and Consultation Kirkwood School District 6/2016
- Time Wise Panel Discussion Participant NCCJ 11/2015
- Presentation Social Justice and Educational Equity Kirkwood School District 11/2015
- Television Interview Suspended Futures Nine Network Special Broadcast
   10/2015
- Task Force Participant Closing the Achievement Gap Kirkwood School District 10/2015
- Community Development Practice Presentation Washington University Brown School of Social Work 10/2014
- Presenter Education Summit MCU Event Nine Network Stay Tuned 7/2014
- Television Interview Prescription Drug Abuse Nine Network Stay Tuned
- Television Interview Suburban Poverty Nine Network Stay Tuned 5/2014

#### b.

Our associates are aware of the fact they need to be vaccinated by October 19, 2021 should they need to appear in person.

C.

All of the team members are currently working on other searches each in various stages. Our firm is large enough to accommodate any search at any given time; each at various stages in the process. This ensures potential candidates and our clients that we are quite active in the search business, which is necessary to be successful. We have never had complaints about priority issues as we have the capacity to handle each search with the utmost attention.

In Response to: 5. Awareness and Understanding of Highline Public Schools

# **SEARCH EXPERIENCE**

We have conducted searches for the following districts located in the Northwestern region: North Clackamas School District, Hood River County School District, Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Medford School District 549C, Eugene School District 4J, Oregon; Edmonds School District, Everett Public Schools, Granite Falls School District, Lake Washington School District, Snoqualmie Valley School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District, Federal Way Public Schools, Washington; Missoula County Public Schools, Montana; Salt Lake City School District, Utah; Clark County School District, Nevada;

President Mike Collins worked on the searches for the North Clackamas School District, Snoqualmie Valley School District and Salt Lake City School District. While he did not work on the search for Everett Public Schools he has an ongoing contract with the district to work with cabinet members on district-wide family engagement.

Associate Steve Chestnut has knowledge of Washington state as he was a Superintendent in Washington for 21 years having served as Superintendent for both Selah School District and Moses Lake School District. In addition, he was the AASA 2010 Washington Superintendent of the Year and also served as President of WASA in 2006-2007. He is familiar with the district and its diversity as well as the previously launched school improvement program.

# **HIGHLINE PUBLIC SCHOOLS**

# SUPERINTENDENT SEARCH SUGGESTED PROCESS AND TIMELINE

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

	DATE	the ingringriced in yellow indicate un'in person meeting was the consultant(e)
rt &	10/11/2021	Consultant planning meeting with the Board and individual Board member interviews.  (Time: TBD) (option to conduct via Zoom as cost saving measure)
Stage 1 Board Input 8 Preparation	10/12/2021	Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).
Boa	10/12/2021	Notify all associates and other professional contacts of vacancy.
	10/12/2021	Contact constituents and stakeholders for input meetings on 10/27-28/2021.
ant	10/13/2021	Online survey link, for input on developing the profile, available on District website from 10/13/2021 to 11/01/2021.
Stage 2 Profile Development & Process	10/27-28/2021	Meetings with constituent and stakeholder group representatives. (option to conduct via Zoom as cost saving measure)
Stage 2 ile Develo & Proces	11/01/2021	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
Prof	11/03/2021	Promotional flyer draft due.
_	11/04/2021	Board to finalize Superintendent profile for the promotional flyer and online application form. ( <i>Time:</i> <u>TBD</u> ) (option to conduct via Zoom as cost saving measure)
3 ing ning	11/05/2021	Print promotional flyer. Forward to consultant.
Stage 3 ecruiting Screening	11/05/2021	E-mail promotional flyer and online application instructions to interested candidates.
Stage 3 Recruiting	12/19/2021	Deadline for all application materials. (*See note below.)
Stage 4 Candidate Presentation	1/04/2022	Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: <u>TBD</u> ) (option to conduct via Zoom as cost saving measure)
Pr	Wk 1/10/2022	Interview candidates (1st round).
	Wk 1/10/2022	Meeting with consultant following the last interview. (Time: TBD) (option to conduct via Zoom as cost saving measure)
	Wk 1/17/2022	Interview finalist candidates (2 <sup>nd</sup> round). (Optional)
Stage 5 Selection of Finalist & Future Planning	Wk 1/17/2022	Final meeting with consultant following the last interview. (Time: <u>TBD</u> ) (option to conduct via Zoom as cost saving measure)
ge 5 of F Plai	<u>TBD</u>	Consultant will discuss contract terms with the finalist.
Stage ection of Future Pla	<u>TBD</u>	Offer the contract.
select & Fut	<u>TBD</u>	Press release of new Superintendent.
ν <sub>α</sub>	<u>TBD</u>	Board Self-Assessment Survey Results presented to the Board.

<sup>\*</sup>All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the Board.)

# **WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH**

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

Ray and Associates, Inc. Board				
Stage One: Board Input and Preparation	<ul> <li>Meet with the Board members individually to obtain input for profile development.</li> <li>Meet with entire Board to set timeline, finalize procedures and services desired, establish Board contact person, discuss application process, set advertising and determine salary.</li> </ul>	<ul> <li>Provide individual input for the profile development.</li> <li>Set the timeline, finalize procedures and services desired, provide Board contact person, set advertising and salary.</li> </ul>		
Stage Two: Profile Development and Process	<ul> <li>Meet with employees and stakeholders as identified by Board.</li> <li>Hold morning and evening open forums to collect community input.</li> </ul>	<ul> <li>Review and make the final decision on the desired profile.</li> <li>Review and approve flyer and application forms.</li> </ul>		
Stage Three: Recruiting and Screening	<ul> <li>Advertising and recruitment of candidates for position.</li> <li>Screening of the candidates to bring forward the candidates that match the Board's criteria.</li> </ul>			
Stage Four: Candidate Presentation	<ul> <li>Bring forward 8-12 top candidates for Board consideration.</li> <li>Provide a matrix to assess the top candidates.</li> <li>Provide a summary of the individual Board responses.</li> <li>Assist in establishing interview format and interview questions.</li> <li>Schedule 1st round interviews.</li> </ul>	<ul> <li>Review application packets.</li> <li>View video interviews.</li> <li>Complete consensus building matrix to determine candidates to interview in 1st round.</li> <li>Work with search firm to establish interview format and questions.</li> </ul>		
Stage Five: Selection of Finalist and Future Planning	<ul> <li>Following 1st round interviews, lead Board through consensus building activity to reach determination of finalists.</li> <li>Assist in establishing interview format and final round questions.</li> <li>Schedule interviews of finalists</li> <li>Lead Board through a consensus building activity to determine final candidate.</li> </ul>	<ul> <li>Interview 1st round candidates</li> <li>Complete consensus building matrix to determine finalists.</li> <li>Work with search firm to establish interview format and questions.</li> <li>Conduct interviews of finalists.</li> <li>Complete consensus building matrix to determine final candidate.</li> <li>Announce Board Selected Candidate.</li> </ul>		

# **BUILDING THE PROFILE**

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

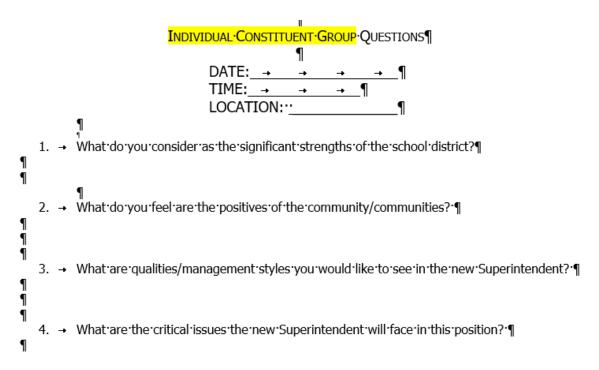
In addition, for those stakeholders unable to attend scheduled meetings, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at no additional fee. We will provide you with a link to place on the District website. Our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

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

# **COMMUNITY ENGAGEMENT**

YOUR LOGO HERE

USA School District REVISED 31 Qualities Survey 7-29-21
QUALITIES DESIRED IN THE NEW SUPERINTENDENT
* 1. Which group do you represent? (Please select only one) $\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \$
Teacher
Administrator
Support Staff
Parent
Student
Non-Parent Community Member



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

## **SUPERINTENDENT SEARCH - COMMUNITY INPUT SESSIONS**

Location: \_\_\_\_\_
Date:\_\_\_\_

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

## **INTERVIEW PROCESS – COMMUNITY INPUT**

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

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

# RECRUITMENT

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

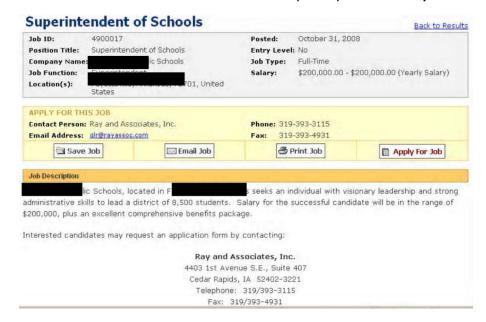
Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service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

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

Additionally, Ray and Associates is extremely proud of placing the largest number of women and persons of color in the Superintendency over the past decade which is reinforced by our placement record over the 15-month pandemic period where 49% of our placements were persons of color; 30% of our placements are women and 70% of the 30% of women placed is included in the 49% persons of color statistics. Additionally, over 40% of our regional and national Associates are women and/or persons of color.

# SAMPLE ADVERTISING

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



# Sample advertisement in Education Week SUPERINTENDENT

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

Interested candidates may apply online at <a href="https://www.rayassoc.com">www.rayassoc.com</a>

Ray and Associates, Inc.

Ph: 319/393-3115 E-mail: <a href="mailto:glr@rayassoc.com">glr@rayassoc.com</a>

Application Deadline:

Please do not contact the Board or District directly.

# Sample advertisement in ALAS



## Sample advertisement in Women in Higher Education



## SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

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

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

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

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

In Response to: 7. References

#### REFERENCES

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Bexley City Schools (Mike Collins search)	Bexley, OH	Victoria Powers	Board Vice President	Cell: 614-214-2485 vepowers@icloud.com
Columbia Public Schools (Karen Hall search)	Columbia, MO	Teresa Maledy	Former Board Member	573-819-4387 (cell)
Alhambra Elementary School District (Steve Chestnut search)	Phoenix, AZ	Cathleen O'Neil Frantz	Board President	Cell: 602-579-0368 <a href="mailto:cathleenoneilfrantz@alhambraes">cathleenoneilfrantz@alhambraes</a> <a href="mailto:d.org">d.org</a>
Round Rock ISD	Round Rock, TX	Amy Weir	Board President	Cell: 512-295-5016 amy_weir@roundrockisd.org
Salt Lake City School District	Salt Lake City, UT	Nate Salazar	Board Member	Cell: 801-367-6392 nate.salazar@slcschools.org
Everett Public Schools	Everett, WA	Caroline Mason	Board President	Cell: 425-238-7308 caroline.mason@everettsd.org

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

### SEARCH COST – THE COMPLETE PROCESS

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

### COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be nineteen thousand five hundred dollars (\$19,500.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

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

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

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

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

## **ESTIMATED** COST SHEET – PREPARED FOR: HIGHLINE PUBLIC SCHOOLS

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

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

### Travel

Flight	
Ground transportation (billed at \$0.575 per mile)	
Hotel (if needed for stakeholder meetings)	
Meals	
Travel Subtotal	3,000.00

<sup>\*\*</sup>Expenses may be less if district utilizes local consultant or cost saving meetings.

Ray and Associates, Inc. Estimated Expense Total:	3,500.00
Ray and Associates, Inc. Base Fee	19,500.00

All expenses are estimates, based on past experiences. Highline Public Schools will be billed for only the actual expenses incurred. **Meetings that can be done virtually as a cost saving measure are noted on the Suggested Timeline**.

### **Board Approved Advertising**

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

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

### SATISFACTION GUARANTEED

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

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

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

<sup>\*</sup>Does not include estimated advertising or candidate expenses for interviews.

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



## SUPERINTENDENT SEARCH PROPOSAL

September 16, 2021





September 16, 2021

Ms. Angelica Alvarez, President Highline Public Schools Board of Education 15675 Ambaum Boulevard SW Burien, WA 98166

Dear Members of the Highline Public Schools Board of Education:

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to Highline Public Schools in your search for a new Superintendent. Why is HYA exceptional amongst educational search firms? We believe it is due to the following factors:

NATIONAL REACH – LOCAL KNOWLEDGE: HYA has more experience in identifying quality educational executives than any other firm in the industry. The fact that it has assisted boards with successful selections in more than 1,500 searches with student enrollment ranging from less than 500 students to upwards of 640,000 is no accident. HYA's success is about people: our Associates, their extensive contacts, and the Boards we assist. We build relationships with each new search, expanding our reach and our record of success.

**COMMITMENT to DIVERSITY:** HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts. Candidates hired with HYA assistance are of varied gender, race, culture, ethnicity and religious background.

**RESEARCH BASED COMMUNITY ENGAGEMENT:** HYA gives you the option to gain in depth information from your community through a research-based survey that includes national norms. The survey identifies the goals, needs, and priorities of the school system to help better match a candidate's skills with the needs of the District and gives valuable information to the new leader on day one of employment. HYA understands that materials published to constituents must be detailed and clear; the survey report reflects that the superintendent search process is part of a disciplined approach that HYA has carefully designed over 30 years of executive search engagements.

**EXPOSURE and ANALYTICS:** Without spending a dollar on advertising, HYA clients know that they are getting immediate exposure through the HYA Active Searches page with over 25,000 page views per month. In addition, HYA provides analytics on your job postings including how many views your job has received, on what days, the average amount of time your posting was viewed etc. No other firm has the infrastructure to provide this data to their clients.

HYA has numerous options for our clients to customize their search to the District's and Board's specific needs and wishes.

Sincerely,

Glenn "Her" M'Su

Glenn "Max" McGee, Ph.D., President HYA

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### 2. Executive Summary

Hazard, Young, Attea and Associates, (HYA) proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Highline Public Schools (hereinafter referred to as "HPS" or District).

HYA has more experience in identifying quality education executives than any other firm in the industry. The fact that the firm has assisted Boards with successful selections in more than 1,500 searches with student enrollment ranging from less than 500 students to upwards of 640,000 is no accident. HYA began working with rural, urban and suburban school Boards 35 years ago in an effort to assist them in recruiting highly qualified candidates and finding a leader that is the right fit for the district. HYA's success is about people: our Associates, their extensive contacts, and the Boards we assist. We build relationships with each new search, expanding our reach and our record of success.

The large quantity of searches our firm conducts each year puts us at a competitive advantage. The search volume places our firm and its Associates in more frequent contact with potential candidates, many of whom may not be actively seeking employment but are then known to the Associates and can thus be recruited when or if an appropriate position arises. In addition to your local HYA team, clients have a network of 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough, and quality assistance to school Boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions.

HYA is committed to engaging a diverse cadre of associates and candidates ever since it was established in 1987. An HYA Emeritus Associate was the founder of NABSE (National Alliance of Black School Educators) and current HYA associates are members. Many HYA associates have served and/or currently serve as members of and Board of Directors of ALAS (Association of Latino Administrators and Superintendents) and other associations across the country. HYA is proud of the diversity of candidates hired with its assistance, including individuals of varied gender, race, ethnicity, culture, and religious background. HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts. Currently, HYA Associates serve on the Executive Board of ALAS and ALAS's Co-Director of Superintendents Leadership Academy for 2021. Likewise, another Associate serves on the Board of NABSE and was named NABSE Phenomenal Woman of the Year. HYA was the firm selected to find the Executive Director for ALAS for 2020. HYA does not just talk about equity and diversity, we walk the talk and strive to make a difference in districts small and large throughout the country. We have not seen any evidence that other firms are as proactive in this regard as HYA, and while we are proud of our contributions, we know that much more is needed.

### 3. Experience & Capabilities of Firm

- a) Hazard, Young, Attea & Associates (HYA Corporation)
   1475 E. Woodfield Road, 14th Floor
   Schaumburg, IL 60173
   Phone) 847-724-8465 Fax) 847-318-6751 Email) hya@hyasearch.com
- b) HYA has 5 full time staff members employed at our home office and 100+ independent contractors throughout the country.
- c) Please see the attached list of searches our firm has conducted in the past five years.
- d) The shortest tenure was one year (HYA conducted a new search), and the longest tenure, 28 years, we recently conducted the search for his replacement in 2021.

### 4. Qualifications of Team Members, including Availability & Capacity

### a) Proposed Team:

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Board, HYA proposes the following search team. Resumes are attached.

HYA Associate	Cell Phone	Email
John Bash	360-269-8224	johnbash@hyasearch.com
Lisa Flores	303-815-0727	lisaflores@hyasearch.com
Valerie Pitts	831-332-5126	valeriepitts@hyasearch.com

Therese Meyer serves as project manager and can be reached at 847-744-5640 and theresemeyer@hyasearch.com.



**John Bash:** has dedicated his leadership career to building systems of support so that every student can succeed. As a superintendent in Washington State, his district developed a wide range of new community partnerships resulting in expanded family resource centers in each school, new housing for homeless families, improved attendance rates, and an ontime high school graduation rate over 90% (2019).

His district leadership experience includes service in large urban diverse communities, small rural schools, and suburban mid-sized districts. His broad scope of experience includes administrative oversight of all instructional operations/programs as well as non-instructional operations, including financial management and school construction.

John served as a Board Member for the Washington Association of School Administrators from 2017-2021 and has been a member of Rotary, multiple Chambers of Commerce, and multiple non-profit groups in the communities he has served. He has received multiple community service awards, local and regional recognition for his community partnership work, and instructional leadership awards for achievement in student learning and teacher/principal evaluation leadership.

John's executive experience includes superintendent searches, strategic planning, executive mentoring/coaching, school improvement planning, community relations, and school board function. John is committed to a high standard of customer service and works to ensure every client is heard, involved, informed, and respected throughout the consulting process.



**Lisa Flores:** The granddaughter of migrant laborers, Lisa is the first in her family to graduate from college. A former Peace Corps volunteer (Ecuador 1994-96), Lisa has continued her commitment to volunteer community service by participating on numerous community boards, including recent service on the Denver Public School Board of Education. As a DPS board member, she delivered on improving services for students with special needs.

She has also volunteered on the boards of the Latina Initiative, Children's Museum of Denver, Denver Housing Authority, Denver Public Library, and Denver Urban Renewal Authority.

For the past 30 years, Lisa has worked in the nonprofit, local government and philanthropic sectors. Lisa began her career at Mi Casa Resource Center for Women and the Girl Scouts Mile Hi Council. From 1998-2003, she served as executive director of Denver Inner City Parish — a multigenerational, nonprofit community center. Working as senior staff to former Denver Mayor John Hickenlooper (2003-2006) and later philanthropic work at the Gates Family Foundation (2006-2015), afforded Lisa the opportunity to engage in a wide variety of community development, social service and civic projects. A newer associate, Lisa has conducted searches for large districts in Colorado and Texas. Her experience as a board member brings a unique perspective to the superintendent search process.



**Valerie Pitts, Ed.D.:** has over 38 years of varied school and district leadership experience in six districts and five counties in Northern California and most recently, central Oregon. Her focus has been on creating equitable and inclusive learning environments, rigorous, accessible, and project based curriculum, mastery and self-directed student learning opportunities for all. She shared

leadership with the governance team, staff, parents, students and community through dynamic strategic planning, accountable communication and sustained partnerships.

She enjoyed a 12-year tenure as a successful CA superintendent and during that time assisted other districts with shared services as interim superintendent and senior advisor. Her vast K-12 experience also includes collaboration with local colleges and universities and she is currently an adjunct education leadership professor at San Francisco State University. She volunteers as a senior leadership mentor for the California Association of School Administrators. Dr. Pitts has served on numerous state and local committees, presented at national conferences and published articles on inclusive education. Recent searches include Bend-La Pine School District, OR, Carmel Unified School District, CA, Las Lomitas Elementary School District, CA and Klamath Falls City Schools, OR.

b) PLEASE NOTE: Per Governor Inslee's directive, any consultant who will be participating in person must be fully vaccinated by October 18, 2021. Proof of vaccination may be required.

The proposed team members have all been fully vaccinated.

c) Statement as to whether the proposed team members or firm are currently engaged (or soon will be engaged) in other projects that are coincident with, or might affect, the timeline of this search.

HYA and the search team are not aware of any conflicts that might affect the timeline of the Highline search.

### 5. Awareness and Understanding of Highline Public Schools

HYA has assisted over 32 school systems in the Pacific Northwest over the years Washington, Idaho, Oregon, Montana, California, etc. Including the previous search for Highline Public Schools in The proposed search team members listed above have distinguished careers in public education serving urban, rural, and suburban districts, with one team member serving in Washington for over 35 years.

HYA search team member John Bash had the opportunity to work with Dr. Susan Enfield on a national Communities in Schools initiative in 2017 where the focus of the collective work was on integrated systems of support for students with an emphasis on leveraging community partnerships to address barriers to learning. Highline continues this work to support their mission to ensure success for all students. With Highline being one of the most diverse student populations in the state (over 80% SOC), this work further supports Highline's Strategic Plan initiative centered on the promise that "EVERY STUDENT in Highline Public Schools is known by name, strength and need, and graduates prepared for the future they choose."

HYA search team member Valerie Pitts has been with HYA since 2018 and has recently completed searches in Oregon and California. HYA search team member Lisa Flores is a former Board member. Her experience as a board member for the Denver Public Schools gives her

unique insights in understanding the perspectives of board members during the search process.

Our team is familiar with the unique characteristics, culture, and opportunities of Highline Public Schools and we are confident our search process will allow us to recruit candidates that would be a great fit for Highline.

### 6. Project Approach

### a.i.) Suggested Timeline

HYA's search processes are organized in four phases – Engage – Recruit – Select and Transition, which are aligned below to the questions in your RFP. Full descriptions of each phase in our search process are included in this proposal.

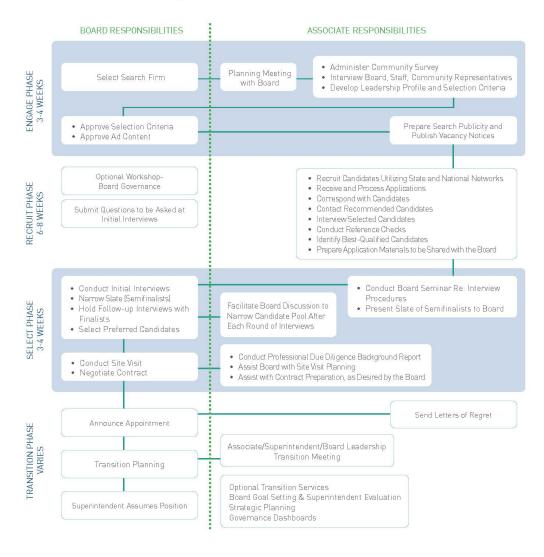
Activity	Proposed Dates
Planning meeting with board	Oct. 11-15 (TBD w/Board)
Online survey open/close	Open: Oct. 20; Close: Nov. 3
Advertising	Nov. 19 - Dec. 31
Leadership profile development interviews/focus	Oct. 18 - Nov. 3
groups	
Leadership Profile Report presented to board	Nov. 17 (Board Mtg.)
Application deadline	January 4, 2022
Seminar for interviews and final stages of search	Jan. 5 (Board Mtg.)
process	
Slate presented to board	Jan. 5 (Board Mtg.)
Board initial interviews	Jan. 15 (Saturday)
Boards meets to identify semi-finalists	Jan. 15 (Spec. Mtg.)
Board interviews with semi-finalists	Jan. 22 (Saturday)
Third-party background checks	Jan. 15-21
Board site visit	Optional
Announcement of appointment	February, 2022
Superintendent assumes responsibility	July 1, 2022
Retreat with new superintendent (optional)	To be determined after
	appointment of new
	Superintendent

### a.ii.) Board/Search Consultants Responsibility

The first step of every HYA search is to hold a formal Planning Session. At this meeting, the HYA search team will work with the Highline Board to customize the search process and perform all the necessary support services to ensure a successful search. The HYA Associates will support the School Board in all phases of the search. Meeting as often as needed, providing the necessary support, and maintaining direct and frequent communication until a new

Superintendent is employed. The following flow chart describes the responsibilities to be assumed by the Board of Directors and the Search Consultants during each phase of the search

### **HYA Signature Search Process**





## a.iii.) Recommended Process for Developing Criteria for Recruitment /Selection a.iv.) Community Engagement

A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Board in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the Board and others the Board designates. HYA recommends extensive community involvement in providing input to the Board prior to establishing the criteria desired in the new Superintendent. HYA takes great pride in its commitment to community engagement and thoroughness of the processes used to gather deep and meaningful engagement through its stakeholder forums, community interest group meetings and individual interviews. HYA also employs a research-based survey tool that is customizable and available in world languages. There is a lot of science involved in crafting an effective and reliable survey; the resulting survey report is presented with disaggregated data by stakeholder group and identifies the goals, needs and priorities of the school system along with the desired characteristics of its next leader. The *Community and Leadership Profile Report* is sophisticated and immediately publishable for your community. An example of the report is included with this proposal.

HYA has a history of successful virtual/video-based engagement. HYA has extensive experience and expertise conducting video interviews, focus groups, forums, meetings, candidate presentations, meet and greets, and community Q&A sessions. In addition, the firm has reported and presented to school Boards at public meetings and in closed sessions using the whole array of video platforms.

The Engage Phase is a disciplined and inclusive approach that seeks first to understand what students, staff, parents, Board, and community members need and desire from their school district and Superintendent. HYA engages both internal and external stakeholders using virtual or face to face interviews, focus groups, forums, and surveys. The goal is to gather information from all stakeholders to identify the strengths of the district/community and current and foreseeable district/community challenges within a research-based framework to match the right leader with your school district.

Depending on the Board's selections for the Engage Phase, some of the most important deliverables include the following:

- Summary of the planning meeting with the Board that details the timeline and steps of the search process and decisions made by the Board;
- HYA Community and Leadership Profile Survey and Survey Report, if desired and paid

- for by the Board;
- Findings from individual consultant days (up to 4 days) for interviews, focus groups, and/or town hall meetings;
- Leadership Profile Report and Desired Characteristics based on the data from the survey, interviews, focus groups, meetings with the Board and other material made available to the associates.

### b) Recruitment

The HYA search team and HYA back office staff will assist the Board in designing an advertising package and creating and placing the advertisements of the vacancy. HYA uses a myriad of recruiting techniques to ensure all potential candidates are reached. Without spending a dollar on advertising, HYA clients know that they are getting immediate exposure through the HYA Active Searches page with over 25,000 page views per month. In addition, HYA provides analytics on your job postings including how many views your job has received during a specific period of time, the average amount of time your posting was viewed, etc. No other firm has the infrastructure to provide this data to their clients.

HYA offers optional national and regional advertising packages. Given the volume of searches HYA conducts each year and our preferred pricing, our options provide our client districts national advertising packages at rates below what they could purchase in the marketplace. The costs are detailed in the advertising services schedule in the *Signature Search Brochure*.

In addition to national and regional advertising, HYA utilizes the firm's extensive national network of Associates. HYA Associates throughout the country are aware of outstanding Superintendents and aspiring Superintendents in their state and region and maintain close professional relationships with many educators and school district leaders who might be interested in making a job change or career move. HYA Associates have ongoing relationships with state and national superintendent organizations including AASA (The School Superintendent's Organization), ALAS (Association of Latino Administrators and Superintendents) and NABSE (National Alliance of Black School Educators).

Associates are kept informed of the searches the firm is conducting and we seek recommendations from them regarding candidates who fit the profile being sought for that district. The proof of our recruiting network and efforts is the fact that approximately two thirds of the candidates ultimately selected by Boards with whom we work were recruited for the position rather than applied or self-nominated. The deliverables during the recruitment phase include:

- Prepare and place advertisements as selected;
- Recruit and contact candidates utilizing national networks;
- Correspond with candidates regarding the search process, timeline, *Leadership*Profile Report and Desired Characteristics;
- Interview candidates;
- Conduct reference checks;
- Identify best qualified candidates;
- Prepare application materials of selected slate of candidates for Board consideration.

### c) Screening, Reference/Background Checks, Interviews and Final Selection

Reference checking is one of the most important tasks in the search process. We begin with the informal references of referrals for potential candidates. Once an individual moves to the level of a potential candidate through the application process or through recommendations and recruitment efforts, we begin our vetting process. This includes contacting the listed references on the application or provided by the candidate. While this step is necessary it is not sufficient as most candidates will provide references that will provide only highly favorable comments. We continue the vetting process by conducting comprehensive internet searches to review any public information regarding the candidates. HYA Associates conduct confidential reference calls to obtain deep insight on any candidate that would be recommended to the Board for consideration. Given our network of Associates and many professional relationships, it is likely that we know someone who either knows the candidate directly or knows someone who knows the candidate. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether to recommend the candidate to the Board.

### **Select Phase**

HYA believes that the Associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process for semi-finalists and finalists because we want the Board members focused on assessing the candidates, not managing logistics. The Associates are available during the interview process to ensure that all runs smoothly and to facilitate debriefing the interviews and what the Board learned about the candidates. But it is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision. Some of the specific deliverables during this phase include:

- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Conduct the Interview Workshop and provide materials and protocols to ensure informative effective Board interviews;

- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate Board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide optional third party, independent investigative background check(s) of candidates as selected.

Upon completion of screening interviews conducted, the Associates present a select slate to the Board. The number of candidates on the slate will have been determined by the Board during the initial planning meeting. Prior to presenting the slate (or in a separate advance session, if preferred), the Associates will conduct a seminar for the Board designed to prepare for candidate interviews. This seminar will include written guidelines and protocols to ensure informative and comprehensive interviews. Approximately one to two hours in length, the seminar will also review the steps in the final stages of the search.

Prior to this workshop, HYA will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board's initial interviews with the candidates. Such feedback will be developed into an Interview "Script", which will be reviewed and revised during the aforementioned workshop and then used by the Board during the first round of interviews. The second interviews are generally unscripted and designed to follow-up on topics and questions identified during the first interviews.

The Associates will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board.

Two additional steps are recommended towards the end of the selection process, before any public announcement: a comprehensive independent background check by an outside firm and a site visit. The comprehensive background checks can be conducted on the single finalist or on the three semi-finalists that the Board brings back for second interviews. These are not simple background checks by searching a social security number. The due diligence background checks are conducted by a third-party entity and include checking on issues related to criminal and civil court records, financial records, driving records, college degrees and university accreditations. They can also include print and social media reviews. The site visit is optional and is typically completed on the sole finalist once a selection is made but before a contract is signed.

### **Transition Phase**

At the conclusion of the selection process, HYA offers a combination of included services and optional services to assist with the transition of the new superintendent. The included services are:

- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent;
- Assist the Board in announcing the appointment of the new superintendent;
- Hold a transition meeting with the new Superintendent regarding information learned throughout the search process and next steps in the transition process;
- Offer other transition services to be considered by the Board and if desired, paid for by the Board. These services include Executive Coaching, Board Governance Training, Superintendent Evaluation and Strategic Planning.

### 7. References

HYA's reputation for effectiveness and integrity is extremely important. The following references are for Board members from districts that recently worked with the HYA Associates being proposed for the search. Our references will attest that phone calls from Board members and/or the search liaison are picked up or returned immediately regardless of the time of day. Emails are returned in a matter of hours, and questions are answered in detail. Our team works for you and with you.

District Name and State	Reference Name	Contact Information
Jefferson County Public Schools (CO) (Reference for Lisa Flores)	David Bell	303.881.7497 david.bell2@jeffco.k12.co.us
Tumwater School District (WA) (Reference for John Bash *this search was not an HYA search)	Jay Wood	360.791.4566 jnpwood1932@comcast.net
Bend-La Pine Schools (OR) (Reference for Valerie Pitts)	Melissa Barnes Dholakia	Melissa.barnesdholakia@schoolboard.bend.k12.or.us
Three most recent HYA Superintende	ent searches which r	nost closely relate to this project
Coeur d'Alene Public Schools, ID 1400 N. Northwood Center Ct., Coeur d' Alene, ID 83814	Jennifer Bremley	208.661.4208 jbrumley@cdaschools.org

Richland School District 400, WA		
6972 Keene Road, West Richland WA		509.528.3488
99353	Rick Jansons	rick.jansons@rsd.edu
Sioux Falls School District, SD		605.376.1329
201 E. 38th St Sioux Falls, SD 57105	Cynthia Mickelson	cynthia@mickco.com

### 8. Pricing

In consideration for Services, the District will pay to Hazard, Young, Attea and Associates:

- Consulting Fee for the search in the amount of \$24,500. This fee is due in three installments:
  - o 50% will be invoiced upon execution of the contract/letter of agreement
  - o 25% will be invoiced upon presentation of the *Leadership Profile Report*
  - o 25% will be invoiced upon presentation of the slate
- Associate Expenses for travel will be reimbursed by the Board. Mileage reimbursement is based on current IRS guidelines.

### **Optional Additional Services:**

Service:	Included in Fee:	Optional Enhancements:
On-site/online Associate days interacting with the Board and the community	Approximately fourteen days total with four of those days allocated for stakeholder engagement	Additional on-site consulting days billed at \$2,500/day as selected and paid for by the Board.
Community Engagement	Interviews, Focus Groups, Town Hall Meetings as decided by the Board.  Research Based Survey, Community and Leadership Profile Survey Report, and Effective Superintendents White Paper.  Survey is professionally translated in Spanish (not Google Translate.)	Add customized questions up to 3 openended and 10 forced questions for \$1,000.  Professionally translated (not Google Translate) survey in world languages for \$415 per language.

Advertising	Advertising on HYA's webpage (over 25,000 page views on our Active Searches page per month) and social media pages.	HYA has designed advertising packages to maximize exposure for the vacancy. Options and pricing for additional advertising services are attached.	
Reference/ Background Checks	HYA Associates screen and conduct reference checks on candidates.	HYA highly recommends an independent, third-party due diligence background check be used on the finalist(s). The cost ranges from \$1100 - \$1950 per candidate. See Due Diligence Services in the Signature Search Brochure.	

### **Other Considerations:**

If the Board chooses to reimburse candidates for travel for interviews, candidates will submit the expenses directly to the District for reimbursement.

HYA is a green corporation and provides all search materials online. If the Board requests hard copies of the materials, the district will be invoiced to cover the costs of any printing, binding and shipping of materials.

Recruitment for other positions; if the Board employs an HYA recruited candidate within one year of the close of the superintendent search, in addition to the position of Superintendent, 10% of the base salary will be due to HYA for the recruitment of said candidate.

### **HYA GUARANTEES**

### **Fixed Price**

Throughout the search process the Associates will be available to counsel with the Board about the search. The Associates will assist the Board until the Board determines it has found the appropriate candidate for the position.

### Non-Solicitation of Selected Candidate

The Superintendent appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.

### **Client-Satisfaction**

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the

Board at no additional cost barring travel, advertising and due diligence expenses. This applies to HYA Slated Candidates.

### **Price Match**

HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

### JOHN D. BASH

### **EDUCATION AND CERTIFICATES**

M.A.	Washington State University	1993
B.A.	Central Washington University	1987
Superintendent Certification	Washington State University	2008

### PROFESSIONAL EXPERIENCE

Associate, Hazard, Young, Attea & Associates, IL
Asst. Superintendent, Tenino School District, WA
Superintendent, Tumwater School District, WA
Deputy Superintendent, North Thurston Public Schools, WA
Assistant Superintendent, Centralia School District, WA
Director of Teaching, Learning, Special Programs Centralia SD, WA
Elementary Principal, Washington Elem School, Centralia SD, WA
Middle School Asst. Principal/Athletic Director, Centralia SD, WA
Education Specialist – Special Education, Olympia SD, WA
Education Specialist – Assessment, Olympia SD, WA
Classroom Teacher, Olympia SD and Shelton SD, WA

### PROFESSIONAL AFFILIATIONS

Washington Association of School Administrators (Board Member: 2018-Present)

American Association of School Administrators

Employee Relations and Negotiations Network

ESD#113 Human Resource Administrators

Association of Washington School Principals

Lewis County Central Office Administrators

ESD#113 True North Student Assistance Program Executive Board

WASA Region #113 Instructional Administrators Chair

### **HONORS and AWARDS**

City of Tumwater Partnership Award - 2019

Thurston County TOGETHER! Appreciation Award - 2019

ESD#113 Spirit of Leadership Award – 2012

North Thurston PS Leadership Award - 2012

City of Centralia Community Service Award – 2009

Elected Vice President of Public Schools Personnel Cooperative ESD#113 - 2009

Centralia School District Helping Hands Award - 2008

WASA Region #113 Student Achievement Leadership Award – 2007

Centralia College Hispanic Educational Leadership Project Award - 2006

Community Service Award: Twin Cities Rotary – 2002

### **COMMUNITY INVOLVEMENT**

Tumwater Citizens for Better Education

**Tumwater Rotary** 

North Thurston Citizens for Schools

North Thurston Education Foundation

Boys and Girls Clubs of Thurston County

Hispanic Leadership Project (Centralia College)

Twin Cities Rotary (Centralia/Chehalis Club)

### LISA FLORES

### **EDUCATION**

MA	Regis University, Denver Colorado	
BA	University of California at Santa Cruz	1992

### WORK EXPERIENCE

11/15 - 12/19	Denver Public Schools, Board of Education. Denver, Colorado
10/06-06/15	Gates Family Foundation, Senior Program Officer. Denver, Colorado
8/03-9/06	City & County of Denver, Office of Mayor John Hickenlooper, Special Assistant to the Mayor. Denver, Colorado
9/98-7/03	Denver Inner City Parish, Executive Director. Denver, Colorado
2/97- 8/98	Girl Scouts Mile Hi Council, Field Executive. Denver, Colorado.
8/94-10/96	United States Peace Corps, Health Educator. Ecuador, South America.
10/92-6/94	Mi Casa Resource Center for Women, Fenix Specialist. Denver, Colorado.

### PROFESSIONAL DEVELOPMENT

2016-18	Aspen Global Institute, Pahara Fellow - National Education Focused Cohort
2017	Harvard University, Kennedy School of Government, Gates Family Foundation
	Fellow
	Executive Session for Senior Leaders in State and Local Government
2001	Grassroots Institute for Fundraising Training (GIFT), Fundraising Trainer
2000	Community Resource Center (CRC), Denver Colorado,
	Colorado Nonprofit Leadership and Management Program

### **BOARDS AND COMMISSIONS**

2017-Present	Rocky Mountain Public Media, Board Member
2016-2019	Denver Urban Renewal Authority, Commissioner
2013-2016	Denver Public Library, Commissioner
2012	DPS Bond/Mill Community Advisory Committee, Co-Chair
2009-2012	Denver Housing Authority, Commissioner (2009-2011 Treasurer)
2008-2010	Envision Schools Colorado, Board Member
2006-2011	Denver's Road Home – Homeless Resource Allocation Committee, Member
2005-2009	Latina Initiative, Board Member (2007-2009 Treasurer)
2003-2006	City and County of Denver - Welfare Reform Board, Commissioner
2003-2006	Denver's Commission to End Homelessness, Board Member
2004-2006	Children's Museum of Denver, Board Member

### **VALERIE PITTS**

### **EDUCATION**

Ed.D. University of La Verne

M.A. San Francisco State University

B.A. San Francisco State University

### PROFESSIONAL EXPERIENCE

2018-current	Educational Consultant. ACSA Mentor, coach, coordinate university MAT and Admin training programs, board governance training and facilitation
2005 – 2017	Superintendent, Larkspur-Corte Madera School District, Larkspur, CA Senior Advisor, Ross School District, Ross, (2010-2011) Interim Superintendent, Sausalito Marin City School District (2011-2013) (shared service with LCMSD)
2003 – 2005	Principal, San Lorenzo Valley High School San Lorenzo Valley Unified School District, Felton, CA
1998 – 2003	Principal, New Brighton Middle School, (6-8) Soquel Union Elementary School District, Capitola, CA
1994 – 1998	Principal, Boronda Elementary School (K-6) Salinas City School Elementary School District, Salinas, CA
1988 – 1994	Director, Healthy Kids Center, Region V (.50) Director, No. Santa Cruz County Special Education Local Plan Area (.50) Program Administrator, Special Education (1988-1991) Santa Cruz County Office of Education, Capitola, CA
1989 – current	t Lecturer, School of Education, San Jose State University Adjunct Professor, School of Education, San Francisco State University
1986 – 1988	Secondary Resource Teacher/Program Specialist, Solano County Office of Education, Fairfield, CA
1980 – 1986	Teacher, Special Education, San Rafael High School, San Rafael, CA

## **Advertising Services**

HYA Associates work with their clients to consider the many approaches to advertising vacant position(s). The HYA staff creates and coordinates all advertisements at the Board's direction. HYA advertising packages ensure exposure in the most frequently read print, e-publication journals, and job boards of education leaders across the country. In addition, HYA offers more focused advertisement packages for the Board to consider as add-ons to the National packages, including state and region-specific options.

All HYA search clients are advertised on the HYA Active Searches webpage and social media accounts - Facebook, Linkedin and Twitter. The HYA Active Searches webpage averages 25,000 views per month and is a clickable list that leads its viewers to a separate page fully dedicated to your search. Included in the consulting fee for

### Package 1 - \$2,150

One listing in the HYA group ad in Ed Week's print publication

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

### Package 2 - \$3,400

Two HYA group ads in Ed Week's print publication

Online listing on EdWeek's TopSchoolJobs for 30 days & Showcased on the homepages for EdWeek and TopSchoolJobs for 7 days

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

### Package 3 - \$6,650

Listing in the HYA group ads in Ed Week's print publication for the length of the search

Dedicated District specific ad in Ed Week's print publication

Online listing on EdWeek's TopSchoolJobs for 30 days & Showcased on the homepages for EdWeek and TopSchoolJobs for 7 days

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades



### Options to Complement the Advertising Packages

(Choose as many as desired.)

### Careerbuilder Network - \$488

Careerbuilder ad, linked to ASCD job ramp (Association for Supervision and Curriculum Development) for 30 days

### ALAS & NABSE - \$520

Association of Latino Administrators and Superintendents (ALAS) for 6 weeks online, push on ALAS apps

National Alliance of Black School Educators (NABSE) for 30 days

### Custom

Quoted price is based on number of Associations and frequency of ads to place

### Regional Packages

(Regional packages give your vacancy additional exposure in a specific geographic region. National Advertising, as detailed in packages 1, 2, and 3, should still be considered.)

### California - \$1,050

2 advertisements in the ACSA (Association of California School Administrators) EdCal CareerConnect print and 7 days online

CALSA (California Association of Latino Superintendents and Administrators) online advertisement for 30 days

### Northeast - \$1,050

NJASA (New Jersey Association of School Administrators)

NYSCOSS (New York State Council of School Superintendents) online and newsletter

CAPSS (Connecticut Association of Public School Superintendents)



## **Executive Due Diligence**

HYA offers executive due diligence as part of the search process. The comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents will produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for criminal record history. Each background search requires 7-10 working days to complete.

Two packages are offered. The Comprehensive Package includes a news and social media analysis. The news media investigation provides a better understanding of a candidate's leadership style, public relations skills and priorities. The news media investigation draws upon over 28,000 specialized publications and 900 newswires in 200 countries and includes 30 years of credible archived information. Special focus is given to publications in communities where the candidate has lived or worked. The social media review includes a review of text and images on sites such as Twitter, LinkedIn, personal blogs and industry websites. The analysis provides a summary of candidate generated activity with highlights of negative alerts.

The Basic package was designed in response to requests for a simpler cabinet or principal position background check; it does not include the news and social media analysis.

	Comprehensive \$1950	Basic \$1100
Personal Profile Summary	x	х
Social Security Trace	X	х
County Criminal Record History	x	х
Federal Criminal Record History	X	х
County Civil Record History	x	х
Department of Motor Vehicles License Information	x	х
Education (Degree) Verification	x	х
Investigation of all Aliases Identified within Past 7 Years	x	х
Investigation of all Jurisdictions of Residence, Education, and Employment within Past 7 Years	X	x
University and Academic Program Accreditation	x	х
National Criminal Record History	х	х
National Sex Offender Search	x	х
Executive Summary	х	х
News Media Review (5 year timeframe and up to 20 relevant articles)	х	
Social Media Review	х	

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0 – 2,500 students	2,501 – 5,000 students	2020 5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
Aspen School District (CO) 1,700 students, PK-12 Susan Marolt 970.379.8732 smarolt@aspenk12.net Collingswood Public Schools (NJ) 2,300 students, PK-12 Regan Kaiden 917.549.2738 rkaiden@collsk12.org Hopkinton SD (NH)	Homewood City School District (AL) 4,200 students, K-12 Charlie Douthit 205.368.7925 Summit Public Schools (NJ) 4,100 students, K-12 Donna Miller donnamiller@summit.k12.nj.us	Fond du Lac SD (WI) 7,000 students, K-12 Dr. Susan Jones 920-979-1364 joness@sb.fonddulac.k12.wi.us Pemberton Township Schools (NJ) 5,000 students, PK-12 Tom Bauer 609.410.8399 tbauer@pemberton.org	Norwalk Public Schools (CT) 11,500 students, PK-12 Sarah LeMieux 203.988.4294 lemieuxs@norwalkps.org Richland SD 400 (WA) 13,600 students, PK-12 Rick Jansons 509.528.3488 rick jansons@rsd.edu Salinas City Elementary SD (CA)	Atlanta Public Schools (GA) 52,000 students, PK-12 Jason Esteves 404.421.6215 jesteves@atlantapublicschools.us Clear Creek Independent SD (TX) 44,000 students, K-12 Laura DuPont laura-dupont@ccisd.net Fort Wayne Community Schools (IN) 29,600 students, PK-12
Seth Aframe 603.856.3534 Saframe@sau66.org Maple Dale-Indian Hill SD (WI) 490 students, K-8 Ryan Jenness 414.322.7983		veroria Area 3D (Wr) 5,800 students, K-12 Meredith Christensen 847.724.8465 christem@verona.K12.wi.us	9,000 students, TN-0 Amy Ish.831.262.6860 aish@salinascity.k12.ca.us Traverse City Area Public Schools (MI) 10,000 students, PK-12 Sue Kelly 231.218.9800	Green Bay Area School District (WI) 20,300 students, PK-12 Eric Vanden Heuvel 920,655.8993 epvandenheuvel1@gbaps.org
Maplewood-Richmond Heights SD (MO) 1,700 students, PK-12 Katie Kaufmann 314.313.5670 katie kaufmann@mrhschools.net Maria Langston@mrhschools.net maria.langston@mrhschools.net				24,000 students, PK-12 Cynthia Mickelson 605.376.1329 cynthia@mickco.com
Oyster Bay-East Norwich Central SD (NY) 1533 students, PK-12 Laurie Kowalsky Iaurie.Kowalsky@aol.com San Bruno Park School District (CA) 2,500 students, PK-8 Teri Chavez tchavez@sbosd.k12.ca.us				
Whitewater Unified School District (WI) 1,923 students, PK-12 Casey Judd 920.723.3035 cejudd@idcnet.com				



		2019		
0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
Las Lomitas Elementary SD (CA) 1,300 students, K-8 John Earnhardt john.earnhardt@gmail.com	Berkeley Heights Public Schools (NJ) 2,700 students, K-12 Doug Reinstein 908-531-8181 dreinstein@bhpsnj.org	Port Washington Union Free SD (NY) 5,500 students, PK-12 Nora Johnson 917-690-9908 njohnson@portnet.org	Bayonne Public Schools (NJ) 9,800 students, PK-12 Joseph Broderick 201-988-1447 jbroderick@bboed.org	ALAS (Association for Latino Administrators & Superintendents), Washington D.C. Annie Ortiz 860.729.4749
Malveme Union Free School District (NY) 1,700 K-12 students Danielle Hopkins 516-216-3514 Portola Valley School District (CA) 600 students, PK-8 Jeff Klugman jklugman@pvsd.net Watchung Borough School District (NJ) 650 students, PK-8 Jessica Ingrassia 323-420-9280 Wyoming City Schools (OH) 1,950 students, K-12 Jeanie Zoller 513.379.3767	Center School District (MO) 2,700 students, PK-12 Rebecca Lahann 816.456.1793 rlahann@center.k12.mo.us Freeport School District 145 (IL) 4,100 students, PK-12 Janice Crutchfield@fsd145.org Lebanon Community Schools (OR) 4,340 students, K-12 Tom Oliver tom.oliver@lebanon.k12.or.us New Milford Public Schools (CT) 3,947 students, PK-12 Angela C. Chastain angela@angelachastain.com Mountain View-Los Altos HSD (CA) 4,300 students, 9-12 Dr. Phil Faillace 650.248.3375 Rockville Centre UFSD (NY) 3,600 students, K-12 Tara Hackett 516-660-8400 tarahackettboe@gmail.com Willingboro School District (NJ) 3,400 students, PK-12 Kelvin Smith 609:902.2902	Wenatchee Public Schools (WA) 7,700 students, PK-12 Sunny Hemphill hemphill.sunny@wenatcheeschools.org	Central Kitsap Schools (WA) 11,000 students, PK-12 Jeanie Schulze 360.908.5001 Fairfield Public Schools (CT) 10,000 students, PK-12 Nick Aysseh 203.442.7255 naysseh@fairfieldschools.org Greater Albany Public Schools (OR) 9,627 students, K-12 Jennifer Ward 541.730.2270 Medford School District (OR) 14,000 students, K-12 Cynthia Wright Cynthia Wright Cynthia Wright Cynthia Wright Cynthia Sewanhaka Central HSD (NY) 8,500 students, 7-12 David Del Santo 646.938.6500	Academy School District 20 (CO) 26,200 students, PK-12 Tracey Johnson 719.491.2633 Karin Nelson 719.491.2633 Beaufort County SD (SC) 22,000 students, PK-12 Christina Gwozdz 843.636.8555 Christina Gwozdz@beaufort.k12.sc.us Denver Public Schools (CO) 92,000 students, PK-12 Anne Rowe annerowe60@gmail.com Edison Township Public Schools (NJ) 16,000 students, K-12 Ralph Errico ralph.errico@edison.k12.nj.us Glendale Unified School District (CA) 26,000 students, TK-12 Jennifer Freemon 818.388.1251 jfreemon@gusd.net Greg Krikorian 818.480.1327 gkrikorian@gusd.net School District of Indian River County (FL) 17,700 students, PK-12 Brian Barefoot 772.925.5333 Prince George's County PS (MD) 130,000 students, K-12 Erica Berry Willson EBwilson1@co.pg.md.us
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		2018		
0 - 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
Bonny Doon Elem. School District (CA) 163 students, PK-8 Amy McCabe 831.457.9912	Flemington-Raritan Regional SD (NJ) 3,100 students, K-8 Tim Bart 908.797.7178	Boyertown Area School District (PA) 6,900 students, K-12 Steve Elsier 610-367-4697	Birmingham Public Schools (MI) 8,000 students, K-12 Kim Whitman 248.760.3011	Anaheim Elem. School District (CA) 18,000 students, K-12 Jackie Filbeck 714.883.6701
Greenburgh-Graham UFSD (NY) 150 students Jess Dannhauser DannhauserJ@graham-windham.org Live Oak School District (CA) 2100 students, K-8 Jeremy Ray jray@losd.ca Loma Prieta Joint Union Elementary (CA) 941 students, PK-8 Deana Arnold d.amold@loma.k12.ca.us Mount Pleasant Central SD (NY) 2,000 students, K-12 Thomas McCabe 914.874.6075 Orange City School District (OH) 2,024 students, K-12 Melanie Weltman 216.378.6989 mweltman@orangecsd.org Rumson-Fair Haven Regional HSD (NJ) 970 students, 9-12 Lisa Waters 732.616.0961	Garden City School District (NY) 3,800 students, K-12 Angela Heineman 516.521.0304 Lafayette School District (CA) 3,568 students, TK-8 Teresa Geringer 510.599.9152 Lawrence Township PS (NJ) 3,800 students, PK-12 Dana Drake 201.527.8464 Los Gatos Union Elementary SD (CA) 3,200 students, K-8 Peter Noymer 408.656.5510 Los Gatos-Saratoga Union HSD (CA) 3,287 students, 9-12 Robin Mano rmano@lgsuhsd.org Park City School District (UT) 4,973 students, PK-12 Andrew Caplan acaplan@pcschools.us San Carlos School District (CA) 3,100 students, PK-8 Eirene Chen echen@scsdk8.org	Hollister School District (CA) 5,500 students, TK-8 Elizabeth Martinez emartinez@hesd.org Lancaster ISD (TX) 7,200 students Ty Jones 214.802.3776 Montclair School District (NJ) 6,700 students, K-12 Laura Herzog@montclair.k12.nj.us Palo Alto Unified School District (CA) 8,000 students, K-12 Ken Dauber 650-906-4340 kdauber@pausd.org	Chambersburg Area SD (PA) 9,000 students, PK-12 Alexander Sharpe 717.404.6179 alexander.sharpe 717.404.6179 alexander.sharpe@casdonline.org Davenport CSD (IA) 16,000 students, PK-12 Ralph Johanson 563.381.4598 rjohanson1@msn.com Bruce Potts 563.355.7388 pottsb@davenportschools.org East Aurora SD 131 (IL) 14,000 students, K-12 Kimberley Hatchett 630.881.1243 Helena Public Schools (MT) 8,200 students, K-12 Sarah Sullivan 406.465.1472 Huntley CSD 158 (IL) 9,500 students, K-12 Tony Quagliano 847.254.2885 Lawrence Public Schools (MA) 15,000 students, K-12 John Connolly 617.447-1302 johnronanconnolly@gmail.com New Bedford Public Schools (MA) 12,700 students Mayor Jonathan F. Mitchell 508.979.1410	Billings Public School District 2 (MT) 16,000 students, K-12 Greta Besch Moen 406.248.4360 Crowley Independent SD (TX) 15,000 students, K-12 June Davis 847.437.1938 Duval County Public School District (FL) 128,000 students, K-12 Warren Jones 904.390.2372 Jonesw2@duvalschools.org Ector County Independent SD (TX) 30,000 students, PK-12 Doyle Woodall, 432.553.4115 dww831@yahoo.com Linn Benton Lincoln Education Service District (OR) 37,000 students Heather Search 541.812.2600 Los Angeles USD (CA) 640,000 students, PK-12 Monica Garcia 213.505.6122 monica.garcia@lausd.net Newark Public Schools (NJ) 35,000 students, K-12 Josephine Garcia 973-733-7333 j4garcia@nps.k12.nj.us Oceanside Unified School District (CA) 20,000 students, K-12 Ann Corwin 760.213.7285
23				Stafford County PS (VA) 28,650 students, PK-12 DeWayne McOsker 540.751.8809



		2017		
0 – 3,000 students	3,001 – 5,000 students	5,001 – 7,500 students	7,501 - 20,000 students	20,001+ students
Bexley City SD (OH) 2,274 students, K-12 Melissa LaCroix	Beacon City Schools (NY) 3,600 students, K-12 Meredith Heuer 917,447.6562	Franklin Public Schools (MA) 5,447 students, PK-12 Kevin O'Malley 774.571.8486	Alexandria City Public Schools (VA) 15,000 students, PK-12 Ramee Gentry 703.899.2637	Fairfax County PS (VA) 183,000 students, PK-12 Sandy Evans, 571.423.1083
Melissa.Lacroix@bexleyschools.org Harvard CUSD 50 (IL) 2,400 students, PK-12	Chappaqua Central SD (NY) 4,000 students, K-12 Allison Gardner 914.409.7696	Hempstead Union Free School District (NY) 6,000 students, PK-12 Maribel Touré 516.434.4000	Clarke County SD (GA) 13,500 students, PK-12 Charles Worthy, 706.255.7795	Garland ISD (TX) 57,400 students, PK-12 Larry H. Glick 972.475.4000
Sandra Theriault stheriault@cusd50.org Hunterdon Central Regional HS (NJ) 2,990 students, 9-12 Deborah Labbadia 908,616,8588	Concord Public Schools & Concord-Carlisle Regional School District (MA) 3,355 students, K-12 Johanna Bovnton 978,318,1500		Crowley ISD (TX) 15,200 students, PK-12 June W. Davis 817.292.6092 Cupertino USD (CA)	Midland ISD (TX) 25,000 students, PK-12 Rick Davis 432.683.6686
Madison SD (NJ) 2,604 students, K-12 Lisa Ellis 201.400.2349	Duxbury Public Schools (MA) 3,250 students, PK-12 Anne Ward, awarddux@verizon.net		18,500 students, PK-12 Anjali Kausar 408.827.8336 El Rancho USD (CA)	Portland Public Schools (OR) 49,200 students, PK-12 Amy Kohnstamm 503.913.3945
Montecito Union School District (CA) 438 students, K-6 Katy Murphy & murphy@montecitou.org	Jefferson UHSD (CA) 4,750 students, 9-12 Rosie Tejada 415.250.5123		8,800 students, PK-12 Jose Lara 562.991.4868 L'Anse Creuse PS (MI)	Richmond City SD (VA) 22,000 students, PK-12 Dawn Pope 804.402.5000 Thomas Farrell 804.513.0523
Orinda Union Elementary SD (CA) 2,529 students, K-8 Julie Rossiter 925.408.1780 jrossiter@orinda.k12.ca.us	Manhasset Union Free SD (NY) 3,300 students, K-12 Regina Rule 914.602.1483		12,000 students, K-12 Amy Servial 586.822.9302 amyservial@gmail.com Dr. Terri Spencer 248.520.0334 tmsedd@gmail.com	San Diego County Office of Ed (CA) 500,000 students Gregg Robinson 619.225.0377
Pelham Public Schools (NY) 2,800 students, K-12 Madeline Smith 646.209.5213	4,309 students, PK-8 Eric Ephraim 847.541.0076		Pleasanton Unified SD (CA) 15,000 students, PK-12 Joan Laursen 925-339-1763	
Piedmont USD (CA) 2,706 students, K-12 Andrea Swenson 510.697.8567 aswenson@piedmont.k12.ca.us	3,766 students, PK-8 Nancy Brownell, 916.769.7417 Rye City SD (NY) 3,384 students, K-12		Richland SD (WA) 13,400 students, K-12 Rick Jansons, 509.528.3488 rick.jansons@rsd.edu	
	Katy Keohane Glassberg glassberg.katy@ryeschools.org		Sequoia Union HSD (CA) 9,000 students, 9-12 Carrie DuBois cdubois@cbnorcal.com	



		2016		
0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 20,000 students	20,001+ students
Brisbane SD (CA) 450 students, TK-8 Leo Tingin 415.269.4149	Bedford Central School District (NY) 3,600 students, K-12 Jennifer Gerken 914.262.3526		Campbell Union HSD (CA) 8,000 students, 9 - 12 Linda Goytia 408.230.7414	Beaverton School District (OR) 40,725 students, K-12 Anne Bryan 503.679.5040
Carliste Public Schools (MA) 620 students, PK-8 Malises MaMagna, 078 360 6550	Laguna Beach USD (CA) 3,037 students, K-12 Carol Normandin		Carlsbad USD (CA) 11,000 students, K-12 Claudine Jones 760.331.5000	Blue Valley SD 229 (KS) 22,000 students, PK-12 Mike Seitz 913.226.7765
CCSD 89 – Glen Ellyn (IL) 2,000 students, PK-8 Mike Nelson 773.469.7750	Minooka Community HSD #111 (IL) 2,700 students, 9-12 Mike Brozovich mbrozovich@mchs.net		Decatur Public School District 61 (IL) 9,000 students, PK-12 Dan Oakes 217.358.4467 danoakesjr@comcast.net	Houston ISD (TX) 215,000 students, PK-12 Manuel Rodriguez 713.498.5649
Gravenstein Union SD (CA) 748 students, K-8 Jim Horn 707.823.1052	New Albany-Plain Local SD (OH) 4,882 students, PK-12 Debra Kalinosky		Fairfield Public Schools (CT) 10,000 students, PK-12 Philip Dwyer dwyer_philip@yahoo.com	Humble ISD (TX) 41,000 students, PK-12 Robert Sitton 281.450.2472
Harvey School District 152 (IL) 2,300 students, PK-8 Gloria Johnson	dkalinosky@earthlink.net Walnut Creek ESD (CA) 3,600 students, K-8		Manchester School District (NH) 15,000 students, PK-12 Debra Langton 603.669.8338	Los Angeles USD (CA) 640,000 students, PK-12 Steve Zimmer 213.241.6387
Richland SD88 (IL) 915 students, K-8 Julie Starasinich 815.690.0674			San Dieguito Union High School District 12,400 students, 7-12 Grade Beth Hergesheimer Beth.Hergesheimer@sduhsd.net	21,000 students, PK-12 Mark Schluter 817.948.6425 Josh Wright 682.472.1846
Soquel Union Elementary SD (CA) 1,900 students, PK-8 Judy McGooden 408.818.1263			Santa Barbara Unified SD (CA) 15,500 students, PK-12 Kate Parker kparker@sbunified.org	Phoenix Union HSD (AZ) 27,000 students, 9-12 Lela Alston 602.278.2002
South Bend Community School Corporation (IN) 1,039 students, K-12 Jay Caponigro 574.274.7269 iay@iaycaponidro.com			Stamford SD (CT) 16,000 students, K-12 Geoff Alswanger 203.968.0233	Providence PSD (RI) 24,000 students, PK-12 Nicholas Hemond 401.453.8600 Santa Ana Unified SD (CA) 56,000 students, PK-12
Woodbridge School District (CT) 780 students, PK-6 Margaret Hamilton, 203.494.7591 mannham@sbcglobal.net				John Palacio 714.542.0589



HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-250-7261 or at hya@hyasearch.com with questions or requests for additional information.

Hazard, Young, Attea & Associates

1475 E. Woodfield Rd, 14<sup>th</sup> Floor Schaumburg, IL 60173 (847) 250-7261

www.hyasearch.com

## Human Capital Enterprises Superintendent Search:

## A Proposal for The Highline School District



Human Capital Enterprises believes it uniquely has the expertise to support the Highline School District with the highest caliber leadership and support through its upcoming executive transition. As a leading Pacific Northwest superintendent search firm, we pride ourselves on searches conducted with exceptional service to our Boards and widely respected attention to detail – with the highest level of integrity in the process. Our deep local ties combined with our connection to the national educational leadership community allows us to bring outstanding talent from across the region and throughout the country.

Respectfully Submitted for Consideration, September 2021

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### II. Executive Summary

### Why Human Capital Enterprises?

Human Capital Enterprises is unique in that it brings an HR lens to the Superintendent Search process, focused on the highest commitment to professional recruiting as well as thoroughness, integrity of process, fairness, and outstanding levels of communication between Board and consultant, and from consultant to candidates. We also see ourselves as true, dedicated partners to the Board, with high investment in the outcome – ever mindful that the hiring decision rests squarely on the shoulders of the elected school board. Our commitment is paralleled by our deep understanding of Washington and a vast national network. To that end, we look forward to exploring with you the possibility of partnering in this extraordinarily impactful work, and having the honor of serving the Highline Board and community during this vital transition.

HCE focuses on deep connections and ongoing partnerships with the elected school boards to whom we are in service. Our relationships, whether formal or informal, often continue for years beyond the appointment of the new superintendent. And unlike other superintendent search firms, we are led by HR professionals who have spent their careers as recruiters with a high attention to detail – and we believe that this qualitative difference is deeply felt by our many satisfied board member clients across the country. For every full Superintendent Search we conduct, our team includes at least one consultant who has served as a Chief Human Resources Officer for a school district, and at least one consultant who has served as a school district Superintendent.

### Our Commitment to Racial Equity

Human Capital Enterprises chooses to partner with school districts who are unabashed in their commitment to racial equity, and in redressing the historical injustices that have been perpetuated by public institutions in the United States – including public school districts. These injustices have sometimes been intentional, and at other times they have been the byproduct of indifference or even well-intentioned ignorance. They exist in the present day, sometimes quietly and sometimes overtly.

Today's school boards and school leaders have a moral responsibility to seek out and dismantle those structures of racial injustice that exist, so that every child, regardless of racial background, is provided that which they need to succeed, and to achieve, and to live a healthy and meaningful life.

We work in solidarity with, and in service to, such school boards and school leaders.

### III. Experience and Capabilities of Firm

Hank Harris, President of Human Capital Enterprises (HCE), proposes to conduct a search for an outstanding and highly qualified Superintendent of Schools for the Highline School District. Human Capital Enterprises is a sole proprietorship owned and operated by Hank Harris, who is well-versed in this work, well-known in the Pacific Northwest and who has built a strong nationwide reputation for professionalism and expertise in public school district leadership searches. Hank served as a teacher and administrator in Washington, beginning his career as a teacher in the Evergreen School District and concluding his career as the Executive Director of Human Resources for Bellingham. For many years HCE partnered with the search firm HYA/Hazard Young and Attea. HCE has been fully independent since August 2020.



Established: 2012

Website: <a href="https://www.humancapitalenterprises.com/">https://www.humancapitalenterprises.com/</a>

Address: 401 S El Cielo Rd., Ste 173. Palm Springs CA 92262

Primary States Served: Washington, Oregon

Email: info@humancapitalenterprises.com or hank@humancapitalenterprises.com
Areas of Specialization: Superintendent Search and Executive Search for School Districts
Personnel: President/Owner: Hank Harris, supported by a team of 6-8 independent associates.

Hank has over ten years' experience supporting school leaders and school boards with executive searches and has served many of the largest school districts in the Northwest including Lake Washington, Spokane, Portland Public, Beaverton, North Clackamas, and Medford. Prior to

opening Human Capital Enterprises, he spent six years as a teacher, school administrator, and district leader including serving in chief human resources officer roles for the school districts of Canby, Oregon; Portland Public Schools; and Bellingham.

Hank has worked as a search consultant as well as a Board and Superintendent consultant to several districts around the region, many of which are listed below. All Districts in bold indicate where Hank has led a Superintendent or Assistant/Deputy Superintendent Search either through HCE or HYA in the last five years.

### Washington and Oregon

- Central Kitsap, Washington
- Lake Washington, Washington
- Marysville, Washington
- Mukilteo, Washington
- North Central ESD, Washington
- Olympia, Washington
- Port Townsend and Chimacum (joint), Washington
- Richland, Washington
- Spokane, Washington
- Wenatchee, Washington
- Beaverton, Oregon
- Central Point, Oregon
- Greater Albany, Oregon
- Lebanon, Oregon
- Linn Benton Lincoln ESD,
   Oregon
- McMinnville, Oregon

- Medford, Oregon
- North Clackamas, Oregon
- Northwest Regional ESD, Oregon
- Portland Public, Oregon
- Redmond, Oregon
- South Coast ESD, Oregon
- South Lane, Oregon

### Outside of the Pacific Northwest

- Albuquerque, New Mexico
- Fairfax County, Virginia
- Fulton County, Georgia
- Henrico County, Virginia
- Portsmouth, Virginia
- Prince George's County, Maryland
- Richmond, Virginia
- Stevens Point, Wisconsin
- Tuscarora, Pennsylvania

Our track record for superintendent longevity for our placements is second-to-none in the field. With only one exception, every superintendent placed in the last five years by Hank and his team, whether through HCE or HYA, is still serving as superintendent of schools in the very district where she/he was placed. (The single exception is a

remarkable superintendent whose firing after two years by a newly elected board majority drew widespread condemnation and made national news.)

Our Equity Statement is delineated in the Executive Summary. We are absolutely committed to the ideals stated in that statement, and we only solicit opportunities to serve school boards whose values align with these.

# IV. Qualifications of Team Members, including Availability and Capacity

Steven T. Webb, Ed.D. served as superintendent of Vancouver Public Schools from 2008-2021. He has a distinguished 36-year career in public education in Washington and California, serving as superintendent, deputy superintendent, assistant superintendent for secondary learning and technology, principal and associate principal, high school teacher and coach.

Steve was named 2016 Washington State Superintendent of the Year and was a finalist for AASA's 2016 National Superintendent of the Year. In 2015, the US Department of Education named Dr. Webb a "Future Ready Leader" featuring Vancouver Public Schools digital transformation initiative nationally. In 2016, Education Week, named Dr. Webb as a "Leader to Learn From."

Steve will serve as Lead Consultant and will be the main point of contact for the Board; he will project manage; and he will serve as lead recruiter as well.

Hank Harris will provide logistical support to the Board and to Steve. Hank has spent 28 years in service to school districts in the Pacific Northwest, and as described above, is the founder and president of Human Capital Enterprises.

Tammy Campbell, Ed.D. served as Superintendent of Federal Way Public Schools from 2015-21 and is transitioning to executive coach and advisor to the successor superintendent in 2021-22. Under her leadership, FWPS has realized both regional and state level accolades with the FWPS School Board of Directors named as the Large District Board of the Year by the Washington State School Directors' Association, and Dr. Campbell being recognized as one of the 25 most influential leaders in the Seattle Region by Seattle Magazine.

Tammy began her career in education as a classroom teacher and has over 21 years of public education experience having served as a classroom teacher, principal, executive director of teaching and learning, executive director of instructional programs, assistant superintendent of teaching and learning, and superintendent. Tammy will provide support to stakeholder and focus group engagement.

Hector Gomez Zurita will serve as liaison to Spanish-speaking constituents. He has served in various leadership roles for United Airlines, Emirates Airlines, and Groupon over the last decade and has supported searches in McMinnville and South Lane School District.

HCE and the search team are not aware of any conflicts that might affect the timeline of the search. The proposed timeline will be finalized with the Highline Board of Directors at the HCE facilitated planning meeting to plan for a search that favorably concludes by the end of February 2022.

# V. <u>Awareness and Understanding of Highline Public Schools</u>

As described above, we consider ourselves a Washington firm with a strong national outreach. We are licensed in the state of Washington and have served several of the state's school districts. We are familiar with and admirers of the work of your current superintendent and Board.

Together the team brings over 60 years of service to public education in Washington including urban, rural and suburban school districts. The team members are familiar with the unique characteristics, culture, and

opportunities of Highline Public Schools and are confident they can recruit candidates that would be a great fit for the district.

Dr. Susan Enfield has had a distinguished decade-long career serving as Highline Public Schools' superintendent. The Board's leadership during her tenure has resulted in significant achievements and recognition for Highline, including the following:

- Graduation rate improvement of 21 points, from 62% to 83%.
- Successful passage of district funding ballot measures, including every local levy and 2016 \$299M capital construction bond measure and preparing for a possible \$400M bond proposition to renovate and build future ready learning environments.
- Additional schools and programs of choice through community and civic based partnerships, including the recently opened Maritime School.
- National recognition as a best practice district with personalized learning, SEL, and bi-literacy as a member of Digital Promise League of Innovative Schools.
- National thought leadership with respect to diversity, equity, and inclusion practices and policies, as evidenced by the district's annual Equity Symposium.
- Focused community-driven vision and strategic plan with target strategies and key performance indicators in the following strategic priority areas: school culture, growth and mastery, digital and media literacy, bilingual and bi-literate, high school graduation.
- Finally, we know that Highline Public Schools is committed to knowing each and every student by name, strength and need. Their students are "brilliant, beautiful, and brimming with promise." The Highline community is rich in diversity-- thought, background, and lived experience. Highline Public Schools' whole learner, whole school, and whole community approach to serving children and families will be an important consideration in the recruitment and selection of the successor superintendent.

# VI. Project Plan and Approach

HCE envisions certain milestones for this work with the school board, on a clear timeline that has been pre-approved by the members of the Board. The work of the search can be delineated as follows.

#### PLANNING.

HCE will engage with the Board in an open-session (or worskession) Planning Meeting which will establish the parameters and a framework for the search. We develop a strong communication plan with the Board that meets the needs of the Board collectively and individually. There are various paths a Board can take in a search, and we will walk the Board through them in order to arrive at a process that is best for the Board and community. We will also outline protocols that ensure a deep commitment to fairness and integrity in the hiring process.

#### ANNOUNCING and ENGAGING.

Care is taken to advertise the position in the appropriate venues for the kind of search that the Board desires. We will meet directly with each Board member, and our team will also get to know the community by engaging with key stakeholders and conducting focus groups over several days. There is high value in engaging as much of the community as possible, and in order to do so, an online survey in Spanish and English is created so that all stakeholders are able to offer input.

Following this high-level engagement, your consultants will return to meet with the Board in Open Session to present two important documents for our search: a needs-assessment through our partner the Center for Educational Effectiveness; and a Highline's Next Superintendent Criteria for the Board to consider.

#### RECRUITING.

In hiring a search firm, school boards not only want a trusted partner who can run a process, but who can also identify find exceptional talent – and

in Highline's case, to entice great leaders who match Highline's criteria to consider this remarkable opportunity. The ability to attract candidates who may not be actively searching for a leadership role is a key hallmark of the HCE approach. Our direct email announcements are widely known by school leaders in the Pacific Northwest as well as nationwide – and they reach an audience of close to 25,000 educational stakeholders across the country. In addition to that, we reach out to talented individuals throughout the nation who reflect the profile of the ideal superintendent candidate, in order to share with talented individuals who might not otherwise know about the vacancy. Similarly, there are candidates who might know of the vacancy but may not recognize that it is an ideal opportunity for them to consider. Those are the very individuals Steve and Hank will identify and approach.

#### METHODS.

The ability to recruit is perhaps the most significant need in a search, and not all recruiters are the same. Advertising the job on websites and hoping that talented candidates will raise their hands is an important strategic component but is not the totality of an effective recruiting strategy. The most vital method is to engage networks, and networks of networks, which is an intense undertaking – and it is what, more often than not, leads us to the right candidates. This behind-the-scenes work of engaging networks is crucial. Describing to educators and educational leaders across the US the ideal profile for Highline's next superintendent; and asking who they know to whom we could reach out - this is what it means to engage networks. Often those paths lead us to others who ultimately lead us to prospects. Also, we always discuss – and solicit – thoughts on equity from would-be candidates, and we always include equity-focused interview questions in our preliminary interview work. It is anticipated that Highline would want someone as their next superintendent who is not new to the equity conversation.

The importance of appealing to a diverse pool of candidates is critical in all communities, but certainly all the more so in a community rich in

diversity as is Highline. We are committed to bringing the richest pool of talent to Highline, reaching out to highly capable leaders from a diversity of backgrounds. In this way we see ourselves as impactful not only in your district but in the state of Washington, and we are happy to share with you some of our accomplishments on our journey thus far.

Our team-approach is helpful in being a check-and-balance, because all our top prospects will interface with at least two members of the team if not more; and we are exceedingly careful about staying close to the *Highline's Next Superintendent Criteria* document so that we are not unwittingly excluding individuals who ought to be highly considered.

#### **SELECTION**

The team will engage in multiple conversations with top prospects culminating in a transcribed preliminary interview and a telephone reference check. At the conclusion of the recruitment window, Board Members will receive a confidential link in which they too can view candidate materials; and as additional materials on candidates become available, Board members will be able to review those supplementary materials on a schedule of their own making. HCE will then engage with the Board in a *Slate Meeting* in executive session where we will offer recommendations if so desired – including articulating a rationale regarding each recommended and non-recommended candidate. However, the Board is the decision-making body as to whom to interview and may choose to interview any of the candidates who have applied.

#### TRANSITION

HCE will guide the Board through the finalization process, which includes various components such as the public announcement and an optional but recommended, comprehensive background check.

#### **VALUES: COMMUNICATION**

One of the key distinctions between Human Capital Enterprises and other search firms is that we approach this work from a Human Resources

perspective, and that includes a keen commitment to a very high level of communication flow: from consultant to Board, from Board to consultant, and from consultant to candidates. We also will provide guidance to the Board and the staff on high-quality and timely communication flow from Board to citizenry. A superintendent search is a high-stakes body of work, and it's important to provide information in meaningful ways to a variety of audiences in a very timely manner.

Early in the process, the Board will identify a board liaison (often the Board Chair or the Executive Assistant) who will disseminate information to and from the Consultants. Our commitment to in-person (these days *virtual*) sessions with the Board also creates a foundation for a strong relationship with each individual member of the board as well as the collective. We will participate in multiple board meetings throughout the search process, and will work with the liaison to ensure that every Board Member is fully aware of process, responsibilities, and timelines. We will also get to know each Board Member through the 1:1 engagement meetings, and by the time we are at interview stage, we tend to have a very strong collaborative relationship collectively and individually.

As noted above, once we move into the Selection process, a confidential online link will be provided to all Board members so that they can review applications and supplementary materials. We will continue to use that link as we move toward the final stages of the process, so that Board members can view candidate materials, interview feedback, background investigations, etc. with ease and in real time.

#### VALUES: STAKEHOLDER ENGAGEMENT

In the "Announcing and Planning" stage delineated above, we engage with multiple stakeholders in focus groups to learn what they desire in their new Superintendent; and we supplement this with a community survey in both English and Spanish. We also conduct focus groups both in English and in Spanish, and we use this information to create a draft *Next Superintendent Criteria* for the Board.

We then ask the Board to critique and/or revise the draft according to the Board's collective wisdom, recognizing that the elected Board is the decision-making body. Ultimately this yields an approved set of criteria. The approved criteria play a vital and important role, serving as a screening tool both in the recruiting period and also in the interview/selection period.

Our philosophy is that stakeholder input should play a critical role in the development of the profile – because thoughtful Boards want to draw upon the community's wisdom in determining criteria. We also continuously remind community members that the ultimate hiring decision rests with the elected body of school board members and is not subject to popular vote, as some citizens may believe.

#### **DRAFT TIMELINE**

The timeline on the following page is an outline and will be refined according to needs and availability of board members. Specific dates will be identified at the initial *Planning Meeting* to ensure that all Board members are able to fully participate.

# 2021-2022 Draft Timeline Highline School District Superintendent Search

Activity	Date(s)	
Board Planning Meeting	October	
in Open Session		
1:1 Board conversations and key stakeholder	November	
conversations		
Focus Group Meetings	November	
Online survey window	November	
Establish Highline's Next Superintendent Criteria	December	
in Open Session		
Recruitment Window	Late December to	
	Mid-January	
Preliminary Interviews	Late January	
virtual with consultants		
Presentation of Slate	Late January	
in Closed Session		
Board initial interviews (first-round)	February	
in Closed Session		
Finalist (second-round) interviews	February	
in Closed Session		
Boards meets to identify preferred candidates	February	
in Closed Session		
Board members conduct site visit (optional) /	Late February	
Candidate visit to Highline		
Target for Board deliberation/ vote /announcement	Late February	
in Open Session		
Superintendent assumes responsibilities	July 1, 2021	

# BOARD, STAFF, AND CONSULTANT RESPONSIBILITIES BOARD OF DIRECTORS

During our *Planning Meeting*, an official timeline will be finalized in alignment with individual Board members' schedules such that all Board members are able to commit to all individual and collective responsibilities, specifically:

- 1:1 interview by each Board member with HCE consultants. Can be scheduled at convenience of Board member.
- Highline's Next Superintendent Criteria meeting. Held in Public Session.
- Slate meeting, during which applicants are identified for interview. Held in Executive Session.
- Document Review. In preparation for item (e) below, Board members should individually set aside approximately 7-10 hours to review application materials in the days leading up to First Round Interviews.
- First Round Interviews. One full extended day of interviews, typically starting around breakfast time and ending after dinner.
- Second Round Interviews. Typically held on multiple consecutive afternoons, approximately 3-5 hours in duration.
- Telephone Reference Checks on finalists. We find it to be high-value for Board Members to be involved in the telephone reference checks on finalists. Any Board Member may opt out of this if they choose.

#### **EMPLOYEES**

District employees will have opportunities to offer input into the *Next Superintendent Criteria* and may also have an opportunity to be involved at the selection phase of the search. All such opportunities are voluntary.

A liaison in the school district will provide support to the consultant and will:

- be highly involved in the facilitation and organization of focus groups
- serve as scribe during larger forums
- provide on-site support to the consultant and Board during interviews if they are in-person

- schedule virtual interviews in conjunction with the consultant
- serve as a point-person throughout the search for information flow

A communications point-person in the school district will

- routinely update the district's website to provide information to community and staff
- will inform the public and employees about opportunities to participate
- will prepare press to inform public about a hire or pending hire and may be asked to work in conjunction with counterparts in other school districts.

#### **CONSULTANTS**

The consultants will manage the entirety of the process. The consultants serve as project managers, event planners, board liaisons, facilitators, communicators, advisors, process solvers, and of course – recruiters.

# VII. References

We are honored to have a track record of client school board members who have expressed delight with the quality of service that Human Capital Enterprises has provided – as well as the caliber of talent that we have attracted to their district — and we wholeheartedly encourage you to contact as many of our clients as possible to learn first-hand about the Human Capital Enterprises difference.

District	Board Liaison	Contact
Central Kitsap	Jeanne Schulze	360.908.5001
Schools (WA)		director4@ckschools.org
Richland School	Rick Jansons	509.528.3488
District (WA)		rick.jansons@rsd.edu
	Heather Cleary	509.430.7400
		heather.cleary@rsd.edu

Port Townsend	Jennifer	360.390.8078
School District (WA)	James-Wilson	jjwilson@ptschools.org
Medford School	Cynthia Wright	541.778.6599
District (OR)		cynthia.wright@medford.k12.or.us
Portland Public	Amy	503.913.3945
Schools (OR)	Kohnstamm	akohnstamm@pps.net
Riverdale School	Carrie Spurlock	530.635.5314
District (OR)		cspurlock@riverdale.k12.or.us

## VIII. Pricing

Fee for Service: \$31,100.

This proposal includes the following minimum commitments by HCE:

- Board Planning Meeting in Open Session.
- 1:1 interviews with each Board Member (45 minutes each)
- Twenty-eight 30-minute focus group engagements in English or Spanish. Additional focus group engagements can be purchased at \$125/ea.
- Coordination of community surveys in both Spanish and English.
   We are happy to provide the survey in other languages if so desired.
- Analysis of community surveys through our partner CEE.
- Author Highline Leadership Profile.
- Author draft of Highline's Next Superintendent Criteria.
- Criteria Meeting with Board in Open Session.
- Marketing the vacancy.
- Advising of, and coordinating advertising.
- Engaging with staff on communications and logistics.
- High-level recruitment involving multiple points of contact with prospects:
  - Researching
  - Sourcing
  - Attracting
  - o Pre-Screening
- Preliminary interviews with approximately 8-14 top contenders.
- Single phone reference checks on 8-14 top contenders.
- Preparation of materials for Board review in advance of Slate meeting.

- Slate Meeting in Executive Session
- Preparation of First Round Interviews.
- Coordination of First-Round Interviews including debrief and facilitation.
- Preparation of Feedback from Board after First-Round Interviews
- Facilitation of Board decision-making after each round of interviews
- Preparation of Second-Round Interviews
- Engagement with Board and Staff around logistics of Second-Round Interviews
- Coordination of Second-Round (Finalist) Interviews
- Coordination of background-checks, if desired by Board (see C.ii below)
- Coordination of multi-point phone reference checks on all finalists.
- Coordination of final activities toward selection
- Engagement with district counsel on final processes
- Coordination of site visits if desired
- High-level communication with candidates throughout the process
- Engagement with press if desired
- Counsel to Board throughout the process including evenings and weekends.

#### **ESTIMATED TRAVEL EXPENSES**

#### **CONSULTANTS**

In the current era, much of the work of a superintendent search is effectively done virtually, although certain events and activities (such as finalist interviews and possibly the initial planning meeting) are best done in person. At our Planning Meeting, we will work with the Board to identify the desired mix of on-site and off-site support. Because your Lead Consultant is based in Vancouver, overall consultant travel costs incurred by the district should be modest.

#### **CANDIDATES**

Travel expenses incurred by semi-finalists and finalist candidates will be reimbursed by HCE and invoiced at the conclusion of each set of interviews.

### **OPTIONAL OTHER EXPENSES**

- i. Advertisements as agreed upon by the Board will be invoiced at cost by HCE.
- ii. Optional, but recommended, Comprehensive Background Check with a third-party entity in the amount of \$1750 per investigation will be invoiced by HCE.

On behalf of Human Capital Enterprises, we thank you for your consideration.

Hank Harris

Steve Webb

# Tammy Campbell, Ed.D.

803 SW 347<sup>th</sup> PL ●● Federal Way, WA 98023 ●● Phone: (253) 569-3960 ●● tammycampbell65@gmail.com

Vision: To lead collaborative & dynamic efforts among internal and external stakeholders in supporting school and district practices that result in ALL students achieving at high levels: ready for college, careers and beyond.

#### **EDUCATIONAL LEADERSHIP PROFILE**

- Visionary who builds a shared goals, systems thinking, and strong collaborative relationships
- Manager of resources to leverage theory of action, district vision and mission
- Highly effective communicator
- Demonstrated success in managing system change at both the building and district level

#### Awards/Recognition

2020\*\* Recipient of 25 Most Influential Seattle Leaders

2020 \*\*WSSDA Recipient Large School Board/Superintendent of the Year for Washington State

2019 ◆◆ IGNITE Shero Award—STEM leadership

2017 •• Keynote Speaker for UW CEL Summer Leadership Institute

2017 \*\* Recipient
Western WA District of
the National Speech and
Debate Association
Communicator of the Year

2017 •• Presenter for AWSP/WASA/WSSDA Equity Conference

2016, 2017 •• Speaker for WASA Women in Leadership Conference

2016 •• Presenter for WSSDA Annual Conference

2014 •• Presenter at AASA Conference

2012 •• Keynote Speaker for WASCD State Conference

2010 ◆◆ Recipient WASCD Educating the Whole Child

2008 \*\* Recipient WSU Chancellors Award of Excellence for Dissertation

2006 •• Barbara Jackson Scholar for WSU

2002 •• Central Valley, Principal Instructional Leadership Award

1998 ◆◆ Central Valley New Teacher of the Year

#### **EXPERIENCE**

#### **Executive Coach & Mentor Superintendent**

Federal Way Public Schools, Federal Way WA (23,500 scholars)

July 2021-present

• In seventh and final year at FWPS, in support of a succession plan, will ensure a strong transition for the district as a coach and mentor to the incoming superintendent.

#### Superintendent

Federal Way Public Schools, Federal Way WA (23,500 scholars)

July 2015-June 2021

- Led district in culture shift across ALL schools promoting high expectations, relentless focus on student outcomes, collective efficacy, and sustained improvements in student results
- Statewide recognition for exemplary high-quality remote learning plan during Covid
- Led efforts to increase graduation rates every year of my tenure, currently highest rate in the region at 87% closing gaps between Black and White gradates
- Regional leader in scholars completing dual credit courses before graduation
- Launched student voice efforts through scholar advisory groups at every school throughout the
  district; scholar advisory to the superintendent, chess club, Because of You Award, student
  forums focused on grading and racial equity and many more
- Effectively led in increasing student-led conference participation to close to 100%, FAFSA and College Bound sign-ups to 100%, and significantly increased other college and career indicators
- Implemented a central office evaluation system with an accompanying Theory of Action
- In 2018, passed the largest construction bond of over half a billion dollars in district history
- Demonstrated effective stewardship of taxpayer dollars by completing bond projects within timelines and significantly under budget
- Launched and sustained a comprehensive PD plan for equity leadership at every level of the organization

#### Assistant Superintendent, Learning & Teaching

April 2013-2015

Renton School District, Renton WA (16,000 students)

- Oversee all learning and teaching functions including curriculum, assessment, special education, Title, LAP, CTE, and supervision of schools
- Engaged seven community partners to design authentic school partnerships for underserved groups with procurement of Deep Dive RTTT Grant
- Led efforts in implementing the new principal and teacher evaluation
- Designed and facilitated district steering committee efforts to implement Multi-Tier System of Supports (MTSS)
- Redefined the support for principals through job-embedded coaching of principal supervisors
- Lead the implementation of the district improvement plan
- Facilitated new budget monitoring practices and program review within the department for resources totaling \$30,000,000
- Led the department in implementing the CCSS through deeply aligning instructional materials and job-embedded professional teacher and principal
- District instructional lead on bargaining and boundary review committees

#### Project Director, Center for Educational Leadership

2012-2013

University of Washington, Seattle, WA (Central Office Transformation)

 Coached central office leaders, superintendents, and principals on instructional leadership in both urban and suburban districts in five states (Pennsylvania, North Carolina, Wyoming, Nevada and Washington)

#### **EDUCATION**

Washington State University, Pullman, WA DOCTORAL DEGREE, 2009

Eastern Washington University, Cheney, WA MASTERS in CURRICULUM & INSTRUCTION, 1999

Minot State University, Minot, ND BACHELORS OF SCIENCE In Elem. Ed, 1996

#### **AFFILIATIONS**

- •• Adjunct Faculty, Washington University & Seattle University, Principal Certification Program, 2010-Present
- •• Leadership Consultant, University of Washington Center for Educational Leadership (CEL), 2009-2011
- Adjunct Faculty, Gonzaga University, Principal Preparation Program, 2003-2005

#### **CERTIFICATIONS**

Washington State University, Pullman, WA SUPERINTENDENTS CERTIFICATION, 2006

Eastern Washington University, Cheney, WA PRINCIPAL CERTIFICATION, 2000

- Provided embedded professional learning for central office leaders and principals on the use of instructional rounds (walkthroughs), the use of leading and lagging data, the effective use of feedback, best practices of change, and other high leverage school improvement strategies
- Collaborated with superintendents to design district work plans focused on improving principal practice
- Association of Washington State Principals (AWSP) state trainer for new principal evaluation

#### **Executive Director, Instructional Programs**

2010-2012

Spokane Public Schools, Spokane, WA (30,000 students)

- Responsible for all K-12 curriculum and instruction efforts for the district that includes managing a \$3.7 million instructional programs budget to improve student learning
- Member of the Superintendent's Cabinet
- Led department planning and implementation of the Common Core State Standards in math, ELA and other content areas.
- Coordinated and planned professional development for principals, teachers, and district administrators
- Supervised and managed a department of 25 coordinators and facilitators for all content areas
- Worked collaboratively with area executive directors and principals on the implementation of district initiatives, specifically focused on assessment, analysis of data and data-driven systems
- Member of OSPI state team focused on Common Core State Standards implementation
- Led college and career readiness (CCR) efforts that include the creation of a district course catalog with CCR focus, launch of website with CCR content, and districtwide use of the College Board Readi-Step assessment at 8th grade

#### Executive Director, Teaching & Learning

2005-2010

Spokane Public Schools, Spokane, WA (30,000 students)

- Supervised and evaluated principals of 17 elementary schools and two middle schools
- Led broad-based district effort to implement a standards-based grading and reporting system in all 34 elementary sites that included an electronic record book, new standards-based report card, assessment cut scores, and other resources
- Led district social justice initiative in closing the achievement gap including principal training on culturally responsive best practice
- Represented the district in bargaining
- Coached principals, organized systems for ongoing professional learning to support principals as instructional leaders

#### Principal, Central Valley School District (13,000 students)

2002-2005

Opportunity Elementary, Spokane Valley, WA (480 students, 60% F&R)

- Led dramatic turnaround in student achievement as Opportunity Elementary moved from the bottom third in district student achievement data to one of the top elementary schools in student achievement data in math, reading, writing and staff climate survey
- Utilized daily walkthroughs, data driven instruction, and demonstration lessons to
  observe and monitor student learning at this K-5 school that also served as the site for
  the district's gifted and talent program
- Recipient of superintendent's "Outstanding Instructional Leader" Award for 2003-2004 school year

#### Math Staff Developer and Summer School Principal

2000-2002

Central Valley School District, Spokane Valley, WA (13,000 students)

- Designed and implemented a district summer school program that supported the learning of over 300+ students
- Monitored instruction by daily walkabouts
- Implemented new math adoption for K-6 as Math Vertical Chair, Everyday Mathematics

#### **REFERENCES**

Geoffery McAnalloy Board President Federal Way Public Schools 206-478-7999

Dr. Karen Cloninger Assistant Superintendent East Valley School District 509-953-5797

Dr. Brian Benzel Former Superintendent Spokane Public Schools 509-951-6011

Kassie Swenson Chief of Communication and Strategy Federal Way Public Schools 253-204-8388

James Crawford Chief Academic Officer Federal Way Public Schools 253-391-4888

Karrie McBroom Executive Administrative Assistant Federal Way Public Schools 253-508-4315 Sally McLean Chief Finance Officer Federal Way Public Schools 206-718-1112

Dr. Becky Berg Superintendent Marysville SD 509-710-9437

Dr. Damien Pattenaude Superintendent Renton School District 206-579-4747

Dr. Dani Pfeiffer Deputy Superintendent Federal Way Public Schools 253-219-5166

Dr. Susan Enfield Superintendent Highline Public Schools 206-293-8128

# HANK HARRIS

Mobile: 202.735.6665 hank@humancapitalenterprises.com

#### **HUMAN CAPITAL ENTERPRISES**

#### Founder and President.

11/2011 - present

Serve as a human capital consultant to school districts across the United States with a focus on the Pacific Northwest. Coach Superintendents, Human Resources leaders, and educational stakeholders on human capital concerns.

- Serve as a strategic planning consultant within the Human Capital arena.
- Assist K-12 school districts to improve productivity by auditing and informing HR practice.
- Serve as a nationwide public speaker/spokesperson on the topics connected to PK-12 Human Capital.
- Serve as Superintendent and executive search consultant for districts with specialization in the Pacific Northwest and beyond.
- Serve as compensation consultant to the CEO and senior leadership for multiple school districts.
- Serve as a mentor to new human resources leaders.
- Serve as interim Human Resources Director on an ad-hoc basis.
- Serve as a labor relations consultant to a Superintendent and senior leadership team.
- Serve as a thought leader on K-12 Human Capital issues nationally.

# VIRGINIA ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS (VASPA) **Executive Director.** 07/2015 – 10/2017

- Manage a dues-paying professional association as the Executive Director, and only staff member.
- Plan coordinate, and oversee professional development including two annual conferences.
- Interface on human resources/human capital needs on behalf of Virginia's 133 school divisions.
- Innovate new programming.
- Engage with members, would-be members, sponsors, and would-be sponsors.
- Support the governance and policies enacted by a six-person Board.
- Ensure financial compliance.
- Organize quarterly board meetings and keep board members engaged throughout the year.
- Interpret policy for Board and members.
- Explore new opportunities to build membership and support the development and advocacy of members.
- Serve as a thought leader on K-12 Human Capital issues in the state of Virginia.

#### AMERICAN ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS (AASPA)

#### **Interim Executive Director.**

01/2014 - 03/2014

Served as Interim Executive Director/CEO of AASPA for three months, representing 1400 school district human resources leaders and staff nationwide.

- Increased membership and oversaw the most-attended "Boot Camp" in AASPA History (as of 2014)
- Oversaw the general operations of the association until a permanent Executive Director was named.

#### BELLINGHAM SCHOOL DISTRICT

#### **Executive Director of Human Resources/Consultant.**

11/2011 - 5/2015

Served as a Consultant from 11/2011 through 06/2012. Employed as Executive Director of Human Resources from 07/2012 through 06/2013. Served again as a Consultant from 07/2013 through early 2015.

- Served as a senior leader of the organization and member of the Executive Team.
- Managed budget of approximately \$1M.
- Oversaw reorganization of department protocols and improved customer relationships.

#### PORTLAND PUBLIC SCHOOLS

#### **Executive Director of Human Resources.**

07/2009 - 11/2011

Served as a Chief Human Resources Officer, assuming all aspects of human resources leadership for a workforce of 6800 employees.

- Served as chief advisor to the Superintendent and member of the Executive Team.
- Managed budget of approximately \$7M.
- Oversaw all aspects of Human Resources/Talent Management including managing seven directors and a department of 40 FTE.

# CANBY SCHOOL DISTRICT

#### **Executive Director of Human Resources.**

07/2005 - 06/2009

Served as Chief Human Resources Officer, assuming all aspects of human resources leadership for a workforce of 550 employees.

#### **EDUCATION**

- University of Washington. Certificate of School Leadership, 1997.
- University of Michigan. Masters of Arts in Secondary Education, 1993.
- Harvard University. Bachelor of Arts in English and American Language and Literature, cum laude, 1990.

#### PROFESSIONAL ACCOMPLISHMENTS

- "Outdoor STEM + SEL+ 21st = SUCCESS for Students Impacted by Poverty," AASA National Conference on Education, San Diego, February 2020.
- Board Member, OutTeach, 2016 2019.
- Board Member, American Association of School Personnel Administrators, 2012-2015.
- "Leveraging HR in the Board Room & Building Internal Capacity," American Association of School Personnel Administrators Human Capital Leadership Academy, December 2016, New Orleans, LA.
- "Analyzing and Aligning Compensation for your Classified and non-Represented Staff," American Association of School Personnel Administrators annual conference, October 2016, Orlando, FL.
- Keynote Speaker, Oregon School Personnel Association Annual Conference, Eagle Point, Oregon, April 2014;
   Welches, Oregon, July 2015.
- "Teacher Absence: Research Review and Ideas for Action," American Association of School Personnel Administrators annual conference, October, 2014, Portland, OR and Texas Association of School Personnel Administrators, December 2014, Austin TX.
- "An Outstanding Educator in Front of Them Every Day," District Administration Magazine, February, 2014.

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#### STEVEN T. WEBB

#### **EDUCATION**

Ed.D.	Seattle University	1998
MA	Lewis and Clark College	1990
BA	University of Puget Sound	1985

#### **EXPERIENCE**

Associate, Human Capital Enterprises
Associate, Hazard, Young, Attea, & Associates
Superintendent/Superintendent Successor, Vancouver Public Schools, WA
Superintendent, Apple Valley Unified School District, CA
Adjunct Professor, Educational Leadership Program, City University, WA
<b>Deputy Superintendent, Assist. Superintendent, Principal</b> , Lake Stevens School District, WA
Assistant Principal, Gig Harbor HS, Key Peninsula MS, Peninsula School District, WA
Assistant Principal, Port Townsend High School, Port Townsend School District, WA
English and Social Studies Teacher, Camas HS, Camas School District, WA
Social Studies Teacher, Sedro Woolley High School, Sedro Woolley School District, WA

#### PROFESSIONAL ORGANIZATIONS & AFFILIATIONS

American Association of School Administrators (AASA)

Urban Superintendents Association of America

Western States Benchmarking Consortium

**Education Research and Development Institute** 

Horace Mann League Board of Directors

League of Innovative Schools Superintendent Advisory Committee, Chair

National Coalition of Community Schools Superintendents Leadership Council, Co-Chair

Washington Association of School Administrators (WASA), President

Washington Interscholastic Athletic Associations Superintendents Advisory Committee

State Board of Education Required Action Review Panel (Lt. Governor Appointment)

Advancement via Individual Determination (AVID) Superintendent Collaborative

Consortium for School Networking (CoSN) Superintendent Advisory Council

AASA Learning 2025 National Commission and Professional Learning Network

AASA COVID 19 Recovery Task Force

AASA Digital Consortium

#### **PROFESSIONAL HONORS**

Washington State School Directors Association (WSSDA) School Board of the Year, 2010, 2011

NSBA Magna Award, Honorable Mention, Family Community Resource Center, 2011

AASA and NSPRA Leadership Through Communication Award, 2011

WASA Robert J. Handy Most Effective Administrator Award, 2011

Vancouver PTSA Council Outstanding Educator, 2011

WASA Leadership for Student Achievement Award, 2012

WSSDA Special Merit Award, 2013

NSBA Magna Award, First-place, Jump Start Kindergarten, 2014

eSchool News Tech Savvy Superintendent, 2014

NSBA Magna Award, First-place, Go Ready Back-to-School Festival, 2015

Horace Mann League Ambassador Award, 2015

Future Ready Leader US Department of Education, 2015

Washington State Superintendent of the Year, 2016

AASA, IEL, National Coalition for Community Schools Superintendent Leadership Award, 2016

Education Research and Development Institute Excellence in Leadership Award, 2016

AASA National Superintendent of the Year Finalist, 2016

Education Week Leader to Learn From, 2016

NSBA Magna Grand Prize, Mobile Family Community Resource Center, 2017

NSPRA Bob Grossman Leadership in Communication Award, 2018

CoSN Community Leadership for Digital Equity Award, 2019

AASA Dr. Effie H. Jones Humanitarian Award, 2020

# J. HECTOR GOMEZ ZURITA

Chicago, IL 60605 m: +1 (773) 218-4777 hectorgozu@gmail.com linkedin.com/in/hector-gomez-zurita

#### PROFESSIONAL SUMMARY

Results-driven professional with career-long record of travel industry operations, strategic planning, team leadership and collaboration, and sales operations success

Proven talent for aligning business strategy and objectives with established data analysis and revenue management paradigms to achieve maximum operational impacts with minimum resource expenditures. Successfocused leader with the ability to supervise and direct all operations of teams and personnel, drive significant increases in sales and performance, and operate with a strong focus on maximizing sales and revenue while meeting all sales goals. Exceptionally dedicated professional with keen interpersonal, communication, and organizational skills, as well as quality assurance and sales support expertise.

#### CORE COMPETENCIES

- Sales
- Partner Management
- Customer Service
- Solutions Development
- Product Development
- Business Development
- Project Planning & Management
- Performance Assessment
- Process Improvement
- Demand Planning

- Operations Coordination
- Market Management
- People Management
- Relationship Management
- Advanced MS Excel

## **PROFESSIONAL EXPERIENCE**

GROUPON GETAWAYS, CHICAGO, ILLINOIS, JULY 2019 TO PRESENT

#### **MARKET MANAGEMENT MANAGER – GETAWAYS NORTH AMERICA**

- Played a key role by developing, supervising, and directing the Market Managers Team (part of Operations) to deliver first-class and exceptional service and productivity and to achieve excellence in partner satisfaction and retention.
- Acquired and maintained an up-to-date and thorough knowledge of key market demand periods, understanding destination trends and developing plans of action and initiatives required to meet and surpass business demands.
- Spearhead the creation and implementation of solutions for the team to propel performance, optimize processes, and reduce merchant friction while encouraging and advancing professional development and individual career growth.
- Performed in-depth and consistent supplier performance and quality evaluations to certify the provision of the best possible service.
- Closely collaborated and communicated with key cross-functional team members to drive and propel key business initiatives.
- Charged with administering and resolving merchant escalations in a prompt and professional manner to maximize partner satisfaction while achieving the best common outcome.
- Actively engaged in, participate in, and provided support in product feature development. Contributed to SWOT analysis to guarantee product performance s not impacted, as well as assisting in the troubleshooting and resolution of supplier system issues.

EMIRATES ONLINE, NEW YORK, NEW YORK

#### COMMERCIAL MANAGER - COMMERCIAL USA, NOVEMBER 2017 TO JULY 2019

- Oversaw all aspects of the commercial support function, including Agency Support Unit, Group Desk, Debit Memo Team and Ticketing/Staff Travel.
- Cooperated with the Agency Support Unit and Groups Desk since the initial development and launch of the functionality, resulting in both teams gaining efficiencies and the provision of transparency to the rest of the sales organization.

- Leveraged extensive expertise to achieve efficiencies by cross-training colleagues in different teams and allowing for flexible resources where needed.
- Attended and participated in multiple conference and regional meetings with Sales Executives, Key, and Global Account Managers to devise and develop better methods to support accounts, such as the introduction of waiver banks.
- Presided over all aspects of process improvements to allow for better handling of groups and debit memo functions. Organized and facilitated meetings with multi-disciplinary teams, including departments like Sales, Revenue Optimization, Finance, and Revenue Accounts.
- Handled the reassignment and delegation of tasks, as well as overseeing the restructuring of team
  responsibilities to certify more efficient and effective use of resources, leading to improved productivity
  and efficiencies.
- Acted as a representative of the company at a wide variety of customer-facing events including seminars, sales calls, networking events, and entertaining events to establish and foster close and longstanding relationships with both corporate and agency accounts.
- Served in an integral role by furnishing constant guidance and mentoring to team members to develop and retain talent. Dispensed coaching to low performers to achieve improved results through the provision of the right tools and training.

#### AGENCY SUPPORT MANAGER - COMMERCIAL USA, November 2016 to November 2017

- Pioneered all aspects of the launch of a new Centralized Agency Support Unit for the US market to provide service to all Emirates accounts nation-wide from all different channels (agencies and corporates).
- Led the creation and development of detailed process maps for all support function and tasks to ensure
  the achievement of greater efficiencies by standardizing processes for all global and national contracted
  accounts.
- Provided supervision and direction to all operations of a team of ten Sales Support Specialists by training
  and coaching them on new procedures, systems, and market knowledge to provide top of the industry
  service in sales support.
- Evaluated and optimized the utilization of Salesforce as CRM for case management to provide the team with the ability to operate more efficiently and to dispense enhanced continuity to customers as well as visibility and reporting to senior management.
- Furnished in-depth feedback and recommendations to account managers on process improvements when supporting their accounts, as well as the value of different waivers and favors for negotiation purposes.
- Piloted the creation and development of reporting for senior management on cost of sales, waivers and favors. Carried out detailed tracking on these to maximize the value brought to accounts and minimize the cost impact,

#### REVENUE OPTIMIZATION ANALYST – AMERICAS PRICING, Dubai, UAE, May 2015 to November 2016

- Directed the development and establishment of pricing strategies to achieve maximum revenue by evaluating data to identify outliers and opportunities for mature markets and new market entries.
- Performed the monitoring and tracking of route profitability and market share to adjust the pricing structure in an efficient and effective manner, leading to positive impacts on revenue and the achievement of the right mix of seat factor and yield on specific routes.
- Partnered closely with Sales and Commercial teams to meet and surpass the company's revenue goals through collaboration and the identification of the optimal solutions to market needs.

#### UNITED AIRLINES, CHICAGO, ILLINOIS

#### STRATEGIC ANALYST/SENIOR DEMAND PLANNER – TRANSATLANTIC, FEBRUARY 2009 TO APRIL 2015

- Effectively administered and adjusted the forecast for Trans-Atlantic flights, determining overbooking levels and class mix for revenue optimization. Conducted the tracking and monitoring of route profitability and booking trends to stimulate and propel demand by steering class availability.
- Liaised with stakeholders in the Transatlantic JV (Joint Venture) to communicate and coordinate strategies with airline partners and recommend courses of action to benefit transatlantic routes, leading to substantial combined revenue improvements.

- Served as a member of a wide variety of user councils and workgroups single optimizer development, passenger valuation, short-term forecast seasonality, and upper cabin optimization.
- Tasked with overseeing the teaching of training classes, mentoring of junior flight analysts, and delivery
  of in-depth guidance to the transatlantic team by examining and scrutinizing data to make positive
  revenue decisions.

#### SENIOR FLIGHT ANALYST – TRANSATLANTIC & NORTH AMERICA, March 2007 to February 2009

- Operated in a pivotal capacity by optimizing revenue by administering flight inventory levels for various markets.
- Successfully administered overbooking levels to capitalize on revenue opportunities and to minimize customer disservice.
- Actively engaged and participated in a number of user council projects and continuous improvement efforts.

#### PREVIOUS EXPERIENCE

UNITED AIRLINES, ELK GROVE VILLAGE, IL, MAY 2006 TO MARCH 2007 | **PRICING ANALYST – LATIN AMERICA**UNITED AIRLINES, MEXICO CITY, MEXICO, FEBRUARY 2005 TO MAY 2006 | **INT'L SALES ACCOUNT EXECUTIVE**UNITED AIRLINES, MEXICO CITY, MEXICO, OCTOBER 2003 TO FEBRUARY 2005 | **CORPORATE ACCOUNT REP.**UNITED AIRLINES, MEXICO CITY, MEXICO, JULY 2000 TO OCTOBER 2003 | **CUSTOMER RELATIONS REP.** 

#### **EDUCATION AND CREDENTIALS**

BACHELOR OF SCIENCE (B.Sc.) IN MANAGEMENT & INTERNATIONAL BUSINESS, 1996 TO 2000 Universidad Panamericana, Mexico City, DF, Mexico

## PROFESSIONAL DEVELOPMENT

- 2019: FS90 Training for Managers at Groupon. Training in Situational Management, Coaching and Influencing, Chicago
- 2017: Managing Multiple Priorities, Projects and Deadlines. Training by PRYOR Learning Solutions, New York
- 2017: Dealing with Difficult People. Training by PRYOR Learning Solutions, New York
- 2017: Management Skills for First Time Managers and Supervisors. Training by PRYOR Learning Solutions, New York
- 2016: emcare Team Leaders Training. Humanitarian Emergency Response Team. Emirates Headquarters
- 2016: Target.com for Revenue Optimization. Business Tool to track and analyze revenue and account data
- 2016: Competition Law Training. Essential principles and guidelines about contact with competitors, dominance rules and dawn raids
- July 2011: Essentials of Leadership
- April 2010: Leadership Forum

#### Awards and Honors

- Recipient of Leadership Award Americas during the Emirates National Sales Conference in Seattle, October 2017
- Honored with najm Bronze Award at Emirates Airlines in recognition of my contributions and professional support during emergency activation
- Awarded Revenue Management Teamwork Award of Excellence at United Airlines in August 2007
- Graduated with Honors

# **ADDITIONAL CERTIFICATIONS & ACTIVITIES**

- Served as an active member of the Emergency Response Team with United Airlines and active team leader with emcare (Humanitarian Emergency Response for Emirates)
- Active Member of the Willis Tower Evacuation Team and Assistant Floor Warden
- Engaged and participated in the merger process to single Passenger Valuation and Optimizer for the new United Airlines
- Certified by the American Red Cross for Standard First Aid, CPR/AED Adult and Pediatric

# **ADDITIONAL INFORMATION**

Languages: English (bilingual), Spanish (native)

**Status:** US Permanent Resident

**Technical Proficiencies:** Windows, Linux (Red Hat, Ubuntu), AS/400, Mac OS, servers, routers, LAN, wireless LAN, Microsoft Exchange, Active Directory, Microsoft Office Suite, Microsoft Project, Access, Crystal Reports, SAP, BASS Marine, EDMS/Documentum, Visual Basic

**Interests:** Sailing (competitive), skiing, golfing, fly-fishing, photography, literature, tennis (recreational) [These red words are only suggestions, please replace them with what is correct for you]