

**A PROPOSAL  
FOR THE SELECTION  
OF A SUPERINTENDENT**

*Presented To:*

**OAK PARK AND RIVER FOREST HIGH  
SCHOOL DISTRICT 200**



*Submitted By:*

*Ray and Associates, Inc.*

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***FINDING LEADERS FOR AMERICA'S SCHOOLS***

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**Ray and Associates, Inc.**

*Leaders in Executive Searches*

October 28, 2009

Oak Park and River Forest High School District 200  
ATTN: Dr. Dietra Millard, President  
201 North Scoville Avenue  
Oak Park, IL 60302

Dear Dr. Millard and Members of the Board of Education:

This letter is in response to your 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.

Ray and Associates, Inc. will bring both a national and local perspective to assist you with a search for a quality superintendent who would serve your high performing district, community and board well. Our firm has a rich tradition working with districts, communities and boards who have demonstrated their support of all students through provision of rigorous academic challenges and the holding of high expectations for student achievement. In addition, the person selected to lead your district must have the communication, professional and people skills to work with the teachers, parents, students and other governing bodies.

As I'm sure you are aware, the selection of superintendent will be one of the most important tasks your board will perform. The board's success in the selection 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 very familiar with Illinois having recently assisted Park Ridge-Niles School District 64 with their principal and business manager searches and previously conducted successful superintendent searches for Evanston Township High School District 202, Crete-Monee School District 201-U, Macomb CUSD, Lena-Winslow School District 202, Decatur Public Schools, Aptakisic-Tripp Elementary, Harlem Consolidated Schools, Champaign Unit #4 School District and Palatine High School District #211. In the Midwestern region we have completed searches for Waterloo CSD and Council Bluffs CSD, Iowa; Fargo Public Schools, Grand Forks Public Schools and West Fargo Public Schools, North Dakota; Topeka Public Schools, Kansas; Kansas City, Missouri School District and Kirkwood School District, Missouri; Hopkins Public Schools, Minnesota and Papillion-La Vista Public Schools, Nebraska. Nationally we have assisted Seattle Public Schools, Washington; Memphis City Schools, Tennessee; Guilford County Schools, North Carolina; Brevard Public Schools, Florida; Fayetteville Public Schools, Arkansas and Colorado Springs School District #11, Colorado. We are currently conducting searches for Jasper County, South Carolina; Rockwood School District and Hazelwood School District, Missouri; Lincoln Public Schools, Nebraska; Montgomery County Public Schools, Virginia; Milwaukee Public Schools and Kenosha Unified School District No. 1, Wisconsin and many 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 consultants do not seek out candidates for a position as we do for our clients. With our extensive 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) and the American Association of School Administrators (AASA) for over thirty years. This year the firm will exhibit and present 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 chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs 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 over one hundred (100) 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 in 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,

Gary L. Ray  
President

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# INTRODUCTION

## THE SEARCH

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



## BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Oak Park and River Forest High School District 200 in a performance contract regarding our professional services for your superintendent search.

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

## PERFORMANCE

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

## 2. Name, address and brief history of the firm

# HISTORY AND OVERVIEW OF THE ORGANIZATION

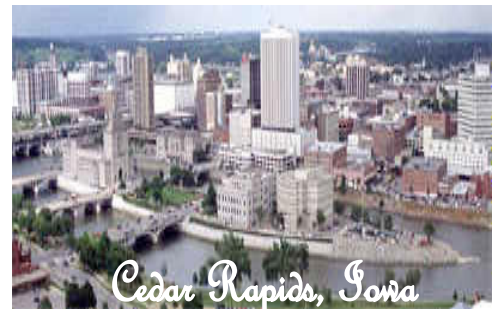
## Profile of the Firm

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have a minimum of fifteen (15) years experience in the school executive search field.

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

In addition to our corporate office located at 4403 1<sup>st</sup> Ave. SE, Cedar Rapids, Iowa, 52402, we have a corporate executive director, a national executive director, six regional directors, and over one hundred (100) associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

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



Our firm has exhibited and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty (30) years. In fact, the 2005 president of American Association of School Administrators (AASA), Don Kussmaul, as well as the 2006 president of AASA, David Gee are active associates with our firm. In addition, we have exhibited at various state school board conventions, including such states as Illinois, Iowa, Arizona, California, Washington, Oregon, Texas and Virginia. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. Our firm has been selected by the Broad Urban Superintendents Academy to mentor prospective urban superintendents. We also have associates who are affiliated with the Council of Great City Schools, the Association of Latino Administrators and Superintendents (ALAS), as well as with other professional organizations.

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

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we may state, without reservation, that you will be quite pleased with our services.

  
Ray and Associates, Inc.  
*Leaders in Executive Searches*

### Mission Statement

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

### 3. Identify key personnel by name and their qualifications



## THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a superintendent who meets the particular needs and qualifications of the Oak Park and River Forest High School District 200. We have:

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

### 3. Identify key personnel by name and their qualifications – cont

#### KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed 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 the Oak Park and River Forest High School District 200. In addition, we have professional contacts throughout Illinois, the Midwestern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

##### **Mr. Gary L. Ray, President**

Principal/Project Coordinator  
Cedar Rapids, IA

Gary L. Ray is president of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Oak Park and River Forest High School District 200 and any committee that may be established on all details of this search. He is a former school administrator with an advanced degree who has worked with hundreds of school boards over the past thirty years.

##### **Mr. Steve Triplett**

Corporate Executive Director  
Cedar Rapids, IA

Mr. Steve Triplett serves our firm as the corporate executive director and assists the president with all aspects of searches. He also assigns all background investigative work on candidates and supervises the teams work. Mr. Triplett has been a superintendent and principal for 24 years.

##### **Dr. Denny Dunton**

Regional Search Director  
St. Charles, IL

Dr. Dennis Dunton serves our firm as a regional search director and will monitor and direct team efforts as well as recruit and screen candidates. He earned his doctorate in Educational Administration from University of Illinois at Urbana-Champaign and spent nearly 20 years as a superintendent and assistant superintendent in Illinois before retiring in 2007.

##### **Dr. Jon Mink**

Regional Search Associate  
Elgin, IL

Dr. Jon Mink serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. He received his doctorate in Educational Administration from the Northern Illinois University and has been a superintendent in Illinois for the last 12 years. Prior to this he served 22 years in the field of education as a teacher, principal and assistant superintendent.

##### **Dr. John Murphy**

Regional Search Associate  
Chicago, IL

Dr. John Murphy serves our firm as a regional search associate, team member and background investigator and as such performs the recruiting and screening of candidates. John served as a superintendent and assistant superintendent in Illinois for nearly 20 years. He has an earned doctorate in Education from Northern Illinois University where he has been an assistant professor and member of the faculty for the past 10 years.



### 3. Identify key personnel by name and their qualifications – cont

## SUMMARY OF PROJECT ASSOCIATES

**Dr. Walt Warfield**  
Springfield, IL

**Dr. Don Kussmaul**  
East Dubuque, IL

**Dr. Mac McPherson**  
Decatur, IL

**Dr. Phyllis Amick**  
Scottsburg, IN

**Dr. Tony Stansberry**  
Shawnee, KS

**Dr. Maggie Noe**  
Jackson, MO

**Dr. Roberta Selleck**  
Westminster, CO

**Dr. Edward Rastovski**  
Wahoo, NE

**Dr. James R. Oglesby**  
Fairfax, VA

**Dr. Stan Paz**  
Tucson, AZ

**Dr. Ricardo Medina**  
San Jose, CA

**Dr. Diane Reed**  
Honeyoye Falls, NY

**Dr. Todd Bloom**  
Wayzata, MN

**Dr. David Gee**  
Queensbury, NY

**Dr. Tom Morgan**  
Bridgeton, MO

**Ms. Anita Johnson**  
Laguna Niguel, CA

**Dr. Gary Emanuel**  
Flagstaff, AZ

**Dr. William Newman**  
Mountain Home, AR

**Ms. Nilsa Gonzalez**  
Mount Laurel, NJ

**Ms. Isreal Tyler**  
Columbia, SC

**Mr. Jim Mabbott**  
Beaverton, OR

**Dr. Joe Joyner**  
St. Augustine, FL

**Dr. Jim Shoemake**  
Tacoma, WA

**Mr. Alvin Johnson**  
Atlanta, GA

**Dr. Jack Keegan**  
Deer Mountain, UT

**Dr. Jon Rednak**  
New Providence, PA

**Ms. Toni Cordova**  
El Paso, TX

**Dr. James Davis**  
Plano, TX

*Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.*

## 4. Qualifications of the firm

### Executive Summary

Ray and Associates, Inc. is fully capable of meeting all the requirements of the RFQ. We clearly understand the search process that is necessary for a diverse, urban school 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 Oak Park and River Forest High School District 200.
- 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 semi-finalists and for each of them a written Confidential Report is produced for the Board's review.

We have been highly successful in placing outstanding candidates in all of our searches for over thirty years. We organize the interview process and offer an objective method for determining the Board's 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.

## 5. List five (5) references of comparable size, include sample of past work

### REFERENCES

SCHOOL DISTRICT	LOCATION	CONTACT PERSON/TITLE	ENROLLMENT	PHONE NUMBERS/ E-MAIL
<b>Evanston Township HS District 202</b>	Evanston, IL	Mary Wilkerson Board President	3,100	Hm: 847-864-6965 Cell: 847-846-3718 <a href="mailto:wilkersonm@eths.k12.il.us">wilkersonm@eths.k12.il.us</a>
<b>Crete-Monee School District 201-U</b>	Crete, IL	Thomas Verbeke Former Board President	4,800	Hm: 708-672-8581 <a href="mailto:trverbeke@aol.com">trverbeke@aol.com</a>
<b>Macomb CUSD 185</b>	Macomb, IL	Bill DeJong Former Board President	1,900	Hm: 309-833-1504
<b>Kirkwood School District</b>	Kirkwood, MO	Deb Ayres Former Asst. Supt. of HR	5,000	Cell: 314-629-3453 <a href="mailto:dayres@lindenwood.edu">dayres@lindenwood.edu</a> <a href="mailto:ayresdeb@yahoo.com">ayresdeb@yahoo.com</a>
<b>Waterloo Community Schools</b>	Waterloo, IA	Sharon Miller Board Secretary	10,500	Wk: 319-433-1826 Hm: 319-232-7659 Cell: 319-239-6208 <a href="mailto:millers@waterloo.k12.ia.us">millers@waterloo.k12.ia.us</a>
<b>Manheim Township School District</b>	Lancaster, PA	Hannah Bartges Board President	5,600	Hm: 717-569-4484 Cell: 717-381-1419 <a href="mailto:jonbartges428@comcast.net">jonbartges428@comcast.net</a>
<b>School District of Springfield Township</b>	Springfield, PA	Mal Gran Board President	2,100	Hm: 215-836-5993 Cell: 215-206-1004 <a href="mailto:malcolm.gran@comcast.net">malcolm.gran@comcast.net</a>
<b>Ferndale School District</b>	Ferndale, WA	Stuart McKay Board President	5,200	Wk: 360-371-1080 Hm: 360-384-5372 <a href="mailto:smckay@ferndale.wednet.edu">smckay@ferndale.wednet.edu</a>
<b>Asbury Park Public Schools</b>	Asbury Park, NJ	Corey Lowell Board Secretary	2,500	Wk: 732-776-2663, x2437 Cell: 732-768-5322 <a href="mailto:lowellc@asburypark.k12.nj.us">lowellc@asburypark.k12.nj.us</a>
<b>Albuquerque Public Schools</b>	Albuquerque, NM	Brenda Yager Board Liason	90,000	Wk: 505-880-3731 Hm: 505-881-0832 Cell: 505-250-1066 <a href="mailto:yager@aps.edu">yager@aps.edu</a>

**5. List five (5) references of comparable size, include sample of past work – cont**

School  
District of

SPRINGFIELD TOWNSHIP

May 4, 2009

To Whom It May Concern:

As President of the Board of School Directors of Springfield Township, I am pleased to write this recommendation for Ray and Associates and specifically for Drs. Jon Rednak, David Gee and William Adams. Last September, the Springfield Township Board of School Directors chose to do a national search for our next superintendent. We identified 5 potential search team consultants. Following presentations by the teams and after Ray and Associates received high praise from educators experienced in this area, we chose Ray and Associates to lead our search.

The team from Ray & Associates met with our Board, helped us to define our goals, helped us to develop promotional and application materials, conducted meetings with stakeholders, and brought us to the point where we had fifty-seven applicants, six semi-finalists and today, two outstanding finalists. Throughout this process, both the consultants and the office staff in their headquarters were always immediately available and responsive.

Our process here was complicated by the existence of an internal candidate with a group of active supporters. The team helped us successfully navigate those difficult waters.

As Board President, this was my first experience in this process and I must admit to my personal anxiety throughout this time. However, following the final interviews, our board members, to a person, expressed their exhilaration at the success of the search and their strong positive feelings about our search team.

Please do not hesitate to call me at 215-836-5993 should I be able to provide any further information or assistance.

Sincerely,

Malcolm Gran, President  
Springfield Township Board of School Directors

**5. List five (5) references of comparable size, include sample of past work – cont**



Educational Management Consulting, Inc.  
Richard P. Majka, Esq.

314 Red Sky Drive  
St. Charles, Illinois 60175  
Phone: 630-513-6162  
Fax: 630-513-6182  
Email: rmajka@aol.com

September 10, 2005

To Whom It May Concern:

My name is Richard Majka and until I retired in 2003 I served as the Assistant Superintendent for Employee Relations and the Board of Education Secretary for Elgin School District U-46. In that role I participated in the superintendent search when Dr. Marvin Edwards, former Illinois Superintendent of the Year, retired.

U-46 is a diverse pre-school through twelfth grade school district of approximately 40,000 students. The Board was extremely pleased with Dr. Edwards for the previous ten years and approached the search process with high expectations for an effective replacement. Requests for Proposals for a search firm were sent out and the Board received a number of proposals and interviewed five firms. Gary Ray and Associates was the firm that was selected. What impressed me the most about Ray and Associates was Gary's statement to the Board that the Superintendent that they wanted was very successful in his/her current position and, at this time, had no thought about changing jobs and was probably not even aware that the Elgin U-46 school district was looking for a superintendent. I believe his point was that his firm would generate positive excitement about our position and this is, in fact, exactly what occurred.

The Board hired a superintendent from Texas who was directly approached by Gary and encouraged to apply. He sold her on the school district U-46 and she applied and after extensive Boards and even community interviewing was employed. She has been the Superintendent in U-46 since that time and has brought an outstanding level of leadership to the school district.

I would strongly recommend Gary Ray and Associates as a Search Firm on the basis of my observations and the results which the firm was able to achieve in School District U-46.

Respectfully,

Richard P. Majka, President  
Educational Management Consulting, Inc.

**5. List five (5) references of comparable size, include sample of past work – cont**



October 30, 2008

To Whom It May Concern:

Albuquerque Public Schools contracted with Ray and Associates to conduct its superintendent search during the spring of 2008.

The school district conducted its own series of community meetings to gather information about the important aspects that the community would like to see in a superintendent, so I cannot speak to Ray and Associates' effectiveness in that area.

However, Ray and Associates was very effective in providing a process that was used by the search committee and the Board of Education to narrow down the candidates to a list of finalists. The process took out the politics. There wasn't much trust among the search committee, Board of Education and the community; people were nervous that politics would get in the way of a transparent process to select the best candidate for the district and community. The process that Ray and Associates used to narrow down the list was so effective that people felt good about their choices each step of the way.

Ray and Associates also was very proactive in recruiting across the country and brought a diverse list of candidates for consideration.

The Board of Education, district and community are happy with the superintendent selection that Ray and Associates helped make happen for Albuquerque Public Schools.

I hope this is helpful information to you for your process.

Sincerely,

Brenda Yager, Director  
Board Services  
Albuquerque Public Schools  
6400 Uptown Blvd NE, Suite 100E  
Albuquerque, New Mexico 87110  
(505) 880-3731  
yager@aps.edu

## 6. Detailed discussion of approach, methodology and how project will be conducted and managed, with a detailed calendar

### CONSULTANT SERVICES PROVIDED FOR THE OAK PARK AND RIVER FOREST HIGH SCHOOL DISTRICT 200



#### THE CONSULTANT WILL:

1. Customize the search process to meet the needs and expectations of the Oak Park and River Forest High School District 200.
2. Work with the board to establish a timeline that lists each step in the search process.
3. Discuss with the board the requirements and salary range for the superintendent position.
4. Work with the Oak Park and River Forest High School District 200 staff and those selected by the board in the development of an accurate informational flyer and application form. The printing of such documents will be the responsibility of the district.
5. Provide sample letters to be used by the Oak Park and River Forest High School District 200 in its correspondence regarding the vacancy.
6. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the board. The consultant(s) will meet and interview each individual board member to help develop a profile for the new superintendent position. The consultants will receive and organize all input data and then report the results to the board.
7. Develop all required forms for the application and screening process.
8. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
  - Notify all associates to actively recruit potential candidates.
  - Contact individuals in our firm's database whose interests match district criteria.
  - Actively recruit applications from qualified individuals.
  - Solicit nominations from knowledgeable people in the profession.
  - Contact other professional consultants in private and public sectors.
  - Discuss with all candidates the district's characteristics and the board of education's profile and criteria for the new superintendent position.
  - Advertise nationally in the following as selected by the board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the Illinois School Administrators and Illinois School Boards Publications, Women in Education, Hispanic Magazine, The Black Collegian, The School Administrator Publication, Executives Only Website, K-12 Jobs Website and other publications selected by the board.
9. Develop and manage the process for the preliminary interviews with the board.
10. Conduct preliminary interviews of qualified candidates that meet the qualifications selected by the board.
11. Verify the qualifications, experience, and eligibility of certification of candidates.

## 6. Detailed discussion of approach, methodology and how project will be conducted and managed, with a detailed calendar – cont

12. Check references provided and conduct additional professional background investigation of leading candidates.
13. Provide the board with a detailed written Confidential Report of each of the leading semi-finalist candidates who meet the qualifications selected by the board.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the board in determining the finalists for an interview. *We have been extremely effective working with boards who are divided on issues and candidates.*
15. Assist the board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the board.
17. Help arrange the details of interviews for leading candidates.
18. Coordinate with the Oak Park and River Forest High School District 200 Business Office the procedure for reimbursement of candidates' expenses.
19. Assist district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the board.
21. Assist the district in preparing a press release, upon request, announcing the appointment of the new superintendent.
22. Provide the board with a report of the District Governance Survey Results at no additional cost.

The superintendent search services and process provided above can be adjusted to meet the specific needs of the Oak Park and River Forest High School District 200.

## 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 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. It is important, however, for our clients to know that we are not a placement service that owes any favors to potential 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, 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
- Directly contact successful school leaders who are currently in good positions to invite them to consider the Oak Park and River Forest High School District 200 position
- Contact other organizations at state, regional and national levels regarding the position
- Actively seek out potential candidates at state and national conventions



## 6. Detailed discussion of approach, methodology and how project will be conducted and managed, with a detailed calendar – cont

### MONITORING THE SEARCH PROCESS

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



### CLIENT CHECKPOINTS

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

- ✓ Establish a timeline for the process
- ✓ Determine the input process
- ✓ Set the superintendent qualifications
- ✓ Review/approve informational flyers
- ✓ Approve application forms
- ✓ Receive regular progress reports from the consultant
- ✓ Approve format and questions for the interview process
- ✓ Select candidates for final interview
- ✓ Interview your selected finalists
- ✓ Determine optional on-site visits of leading candidates
- ✓ Hire the candidate
- ✓ Determine and approve the contract
- ✓ Approve the press release

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

## 6. Detailed discussion of approach, methodology and how project will be conducted and managed, with a detailed calendar – cont

### OAK PARK AND RIVER FOREST HIGH SCHOOL DISTRICT 200 SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

#### DATE

<u>11/23/09</u>	Consultant planning meeting with the board. <i>(Time: TBD)</i>
<u>11/23/09</u>	Input meeting with individual board members and consultant. (To be scheduled by consultant.) <i>(Time: TBD)</i>
<u>11/24/09</u>	Begin preparing information for the district promotional materials and application form with the district liaison representative(s).
<u>11/24/09</u>	Notify all associates and other professional contacts of vacancy.
<u>11/30/09</u>	Contact constituents and stakeholders for an input meeting on <u>12/08/09</u> .
<u>12/08/09</u>	Meeting with constituents and stakeholder group representatives. <i>(Time: TBD)</i>
<u>12/09/09</u>	Deadline for survey/input from constituents, stakeholders and board members.
<u>12/15/09</u>	Promotional flyer draft due.
<u>12/15/09</u>	Board to finalize superintendent profile for the promotional materials and application form. <i>(Time: TBD)</i>
<u>12/15/09</u>	Board members will receive District Governance Surveys to be completed and returned to Ray and Associates by <u>01/15/10</u> .
<u>12/16/09</u>	Print promotional materials and application form. Forward to consultant.
<u>12/17/09</u>	Mail promotional material and application form to interested candidates.
<u>02/16/10</u>	Deadline for all application materials. <i>(*See note below.)</i>
<u>03/02/10</u>	If desired, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: TBD)</i>
<u>03/02/10</u>	Consultant presents semi-finalists to the board and assists the board in selecting finalists for the interviews. <i>(Time: TBD)</i>
<u>03/02/10</u>	Develop and finalize interview questions and procedures with the board.
<u>Wk of 03/08/10</u>	Interview candidates.
<u>Wk of 03/08/10</u>	Final meeting with consultant following the last interview.
<u>Wk of TBD</u>	District Governance Survey results presented to the board.
<u>Wk of TBD</u>	Optional on-site visit of leading candidate(s) current district by board members.
<u>Wk of TBD</u>	Consultant will discuss contract terms with the finalist.
<u>Wk of TBD</u>	Offer the contract.
<u>Wk of TBD</u>	Press release of new superintendent.

*\*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 of Education.)*

## 7. Cost proposal detailing personnel and all other costs associated with project

### 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 fifteen thousand five hundred dollars (\$15,500.00). 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) equal installments; the first installment is due following completion of the informational flyer and application form, the second installment is due at the mid-point of the search and the final payment is due the month that the superintendent is officially hired by the district. Printing of the informational flyer and application form, advertisements, and mailing costs will be at the expense of the Oak Park and River Forest High School District 200.

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, postage, fax, photocopying, color printing, long distance telephone charges, and other search related expenses will be kept to a minimum and are to be reimbursed by the district. Expenses may be less if the board utilizes our web-cam capability as an option over on-site meetings. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

**Candidate Expenses.** Expenses shall include travel, lodging, and meals for the candidate and spouse. Candidates are to submit all receipts and expense documentation to a designated individual at the district and said expenses will be paid as they occur.



### PERFORMANCE CONTRACT

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

7. Cost proposal detailing personnel and all other costs associated with project – cont

**Estimated Cost Sheet – Prepared for:  
Oak Park and River Forest High School District 200**

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Oak Park and River Forest High School District 200. 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**

Ground transportation (billed at \$0.55 per mile) .....	1,500.00
Hotel (if needed for constituent meetings).....	150.00
Meals .....	150.00
** Travel Subtotal.....	1,800.00

*\*\*Expenses may be less if district utilizes local consultant.*

**Telephone:** (Candidate reminder calls, screening interviews, reference interviews, semi-finalist notification, finalist notifications, screening committee conference calls, etc.)..... 1,300.00

**Faxing:** ..... 250.00

**Postage:** (Mailing applications, follow-up for materials still needed, letters after the search for all completed files, semi-finalist and finalist, and search team materials mailed for candidate pre-screening interview.)..... 350.00

**Copies:** (All materials copied for the search to the district, pre-screening materials to associates, letters to candidate, etc) (\$.17 per copy)..... 1,100.00

**Shipping:** (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process) ..... 400.00

Ray and Associates, Inc. Estimated Expense Total: .....5,200.00

Ray and Associates, Inc. Base Fee ..... 15,500.00

**\*ESTIMATED SEARCH COST** .....20,700.00

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

All expenses are estimates, based on past experiences. The Oak Park and River Forest High School District 200 will be billed for only the actual expenses incurred.

**Estimated Advertising**

We exhibit advertising as a separate entity because the cost is based on the Oak Park and River Forest High School District 200’s decisions on how extensive the need. Our associates make recommendations and the Board of Education has the final authority on frequency and dollars spent.

AASA 4 Weeks \$449.00 – Education Week \$5,090 **estimated** total cost for job listing to run four times, print only, and twice on the website. (**approx.** \$1050 per job listing print only, and \$445 website posting for each 30 day run) (*Excluding consultant services*)

**Advertising fees are billed directly to the district by the advertising source and are dependent on the publications selected by the Board of Education. Ray and Associates, Inc. does not collect a commission for placing the ads.**

## **8. Details of how stakeholder feedback will be collected and utilized in the process**

### **STAKEHOLDER FEEDBACK**

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 also meet with whatever employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in an evening forum that is organized to solicit input via the survey process and creating 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.

Our process consists of Q and A sessions and the administration of our own 33 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 selected most common will be used later in promotional materials.

Boards that also 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. Likewise, we meet with any groups, who are to have direct contact with the candidate, to explain their roles and to ensure that they operate as ambassadors for the district. We explain in detail the limits of their roles – that they should not rank the candidates, nor should they ask any questions of personal/illegal nature. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each board member's review.

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.

## **9. Disclosure of how many searches assigned personnel will be handling simultaneously**

Associates assigned to the Oak Park and River Forest High School District 200 superintendent search will spend as much time as necessary to conduct a successful search.

## **GENERAL PROVISIONS**

### **CONFIDENTIALITY**

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

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

### **DISTRICT GOVERNANCE PROGRAM FOCUS ON ASSESSMENT AND PLANNING**

Included in the basic fee, the consultants from Ray and Associates, Inc. will spend time with the board reflecting upon current district governance procedures. In respect to governance and district initiatives, we have found that there is really no better time than very early in the tenure of a new superintendent to assess issues and expectations. Our services in this regard include interviewing and providing an assessment of board members concerning current district governance practices as well as key district challenges and opportunities for improvement. Assessment results are then analyzed and shared with the board and superintendent.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation of district governance, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several programs targeted at increasing organizational performance (i.e. student achievement) and efficiency which may be of interest to your school district at this time of significant leadership transition. It is our firm belief these programs would increase the effectiveness of both the board and superintendent, enhance their relationship, and provide for an optimum learning environment.

### **SATISFACTION GUARANTEED**

We provide a termination provision in our contractual agreement with the Oak Park and River Forest High School District 200. If the Oak Park and River Forest High School District 200 or Ray and Associates, Inc. terminate this agreement, the Oak Park and River Forest High School District 200 will be charged for only 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, the firm of Ray and Associates, Inc. will conduct a new superintendent search at no cost to the district, except for expenses.

# ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

## *Ray and Associates, Inc.* ***THE CLEAR DIFFERENCE...***

- ➔ We customize every search to meet the specific needs of our clients.
- ➔ We have the largest professional search network in the country.
- ➔ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ➔ We maintain the largest, computerized database of prescreened traditional and non-traditional candidates in the country.
- ➔ We actively recruit candidates who closely match the district profile.
- ➔ We provide an attractive, user-friendly and informative website that allows candidates to apply on-line.
- ➔ We receive more applications than any search firm in the nation.
- ➔ We interview each individual board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ➔ We organize community and staff input when desired by the board and provide a report that is highly useful in establishing position criteria.
- ➔ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ➔ We have a unique and successful consensus building process for boards who may be split on candidates or other issues.
- ➔ We provide a service to our clients after the superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.
- ➔ We have been successful in all of our searches. We provide a guarantee clause in our contract with our clients.

## **What Clients Are Saying About Our Most Recent Searches...**

*Ray and Associates surveys each board member regarding our services in assisting them in the search for a new superintendent. We are pleased to learn from their responses that we are rated above 96% satisfaction with a score of 4.9 on a 5 point scale on the most important item on the survey, "We were able to hire an excellent superintendent as a result of this search process."*

*The following are statements from Board members in support of our efforts:*

👍 "Ray and Associates facilitation was invaluable. Excellent Job!!"

*Knox County Schools, Knoxville, TN*

👍 "We hired the candidate who was our first choice. I enthusiastically recommend Ray and Associates and would hire them again without any hesitation."

*Fort Worth ISD, Fort Worth, TX*

👍 "I am very appreciative of your help and guidance. I was impressed with how smooth the process was and most importantly, believe we got a great superintendent! Thanks!"

*Grand Forks Public Schools, ND*

👍 "The process went very smoothly and we were able to hire an excellent candidate!! Ray and Associates did an outstanding job!!"

*Prince George's County Public Schools, Upper Marlboro, MD*

👍 "Thanks for your good work!!! I believe with our new leadership, CMS has the potential to go from good to great!!"

*Charlotte-Mecklenburg Schools, Charlotte, NC*

👍 "We ended up with a terrific Superintendent; what more could we ask for!"

*Salem-Keizer Public Schools, Salem, OR*

👍 "We are most pleased with our selection of your firm to handle this for us. Our school district will benefit for years to come for your leadership, experience and knowledge during the process! You did an amazing job!"

*Ferndale School District, WA*

👍 "It was a pleasure to work with Ray and Associates, their facilitation of the process was very professional!"

*Memphis City Schools, Memphis, TN*

👍 "Ray and Associates conducted the search very well and provided us with a dynamic educational leader. It was a pleasure to work with them."

*Paterson Public Schools, NJ*

👍 "You made us believers – Ray and Associates did a great Job!"

*Ladue School District, St. Louis, MO*

👍 "The strength that Ray and Associates brings to the table is the aggressive recruiting of candidates that met our expectations."

*Tempe Union High School District, Tempe AZ*

👍 "There is no doubt that the success we will experience in the days to come are a result of Ray and Associates assisting us in securing the right educational leader."

*Topeka Public Schools, Topeka, KS*

👍 "Ray and Associates gave us excellent personal and professional service. They worked well with our board, were available around the clock, anticipated our needs, and guided us in every detail of our search. Our applicants were pleased with the professional attention they received and we were thrilled with our choice..... twice!"

*Manheim Township School District, Lititz, PA*