

## Special

Tuesday, July 9, 2024 4:00 PM

Administration Building, 360 Colborne Street, Saint Paul, Minnesota 55102

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **APPROVAL OF THE ORDER OF THE MAIN AGENDA**

4. **NEW BUSINESS**

4.A. Presentation and Discussion of Superintendent  
Search Firm Finalists

4.A.1. BWP & ASSOCIATES

4.A.2. JG CONSULTHING

4.A.3. RAY & ASSOCIATES

4.B. Action to Approve a Superintendent Search Firm

5. **ADJOURNMENT**

BWP & ASSOCIATES



# SAINT PAUL PUBLIC SCHOOLS

*Superintendent Search  
School Board Presentation  
July 9, 2024*

***Finding a Leader for Your Future***



**Saint Paul**  
PUBLIC SCHOOLS

**BOARD OF EDUCATION**



# Our Team



**Dr. Kevin Castner**  
BWP & Associates, Director



**Steve Griesbach**  
BWP & Associates, Director



**Jane Berenz**  
BWP & Associates, Associate



**Dr. Johnnie Thomas**  
BWP & Associates, Associate



**Dr. Michael Thomas**  
BWP & Associates, Associate

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*With a collective experience exceeding 100 years in leadership, teaching, and learning, our team consists of professionals who have served in roles such as Superintendents (totaling 43 years), Curriculum Specialists, Principals, Assistant Principals, coaches, and college professors. They have worked in districts of varying sizes, demographics, and locations. Our main objective is to assist you in finding your next leader, an individual who can "empower and inspire the next generation of learners." Together, we have successfully executed over 75 searches for BWP & Associates.*



**Saint Paul**  
PUBLIC SCHOOLS

# **SUPERINTENDENT SEARCH OBJECTIVES**

**Foster community and staff support for the search effort by engaging them in the process.**

**Complete search within the Board's timeline, budget, and expectations**

**Create a process that aids the Board in identifying the most suitable candidate.**

**Recruit exceptionally skilled candidates.**

# DIVERSITY EQUITY & INCLUSION

## Our Practice

**BWP & Associates mission is to establish a workplace that enhances perspectives and backgrounds, ensuring all voices are acknowledged, respected, and valued. Our commitment to inclusivity is reflected in our process of finding candidates and our internal culture.**

- 4 of 9 BWP partners are minorities or women
- BWP managing partner is an African American female
- 50% of BWP associates are minorities or women

Essentially, our approach to Diversity, Equity, and Inclusion is not merely a strategic move but a fundamental value that influences every aspect of the organization and recruitment procedures to find candidates that address the needs of ALL students in the districts we serve.



# Diversity in Placement

During the last 5 years

37 MINORITIES

52 WOMEN



# BWP Portfolio

*Examples of Searches Successfully Completed*

**Minnesota Searches -**

- Minneapolis
- Duluth
- Edina
- Minnetonka
- Prior Lake-Savage

**National Searches-**

- Chicago, IL
- Madison Metropolitan, WI
- Columbus, OH
- Pittsburgh, PA
- Prince William County, VA
- Charlotte-Mecklenburg, NC
- Savannah-Chatham, GA



# We Personalize **YOUR SEARCH**

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**Customize the process to suit your needs.**

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**Identify candidates who align with the district's specified requirements.**

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**Present candidates to the Board. The Board is the decision maker.**

*Finding the RIGHT Leader*

# FIVE-STEP METHODOLOGY

**01.**

*Search Planning  
Preparation*

**02.**

*Specification*

**03.**

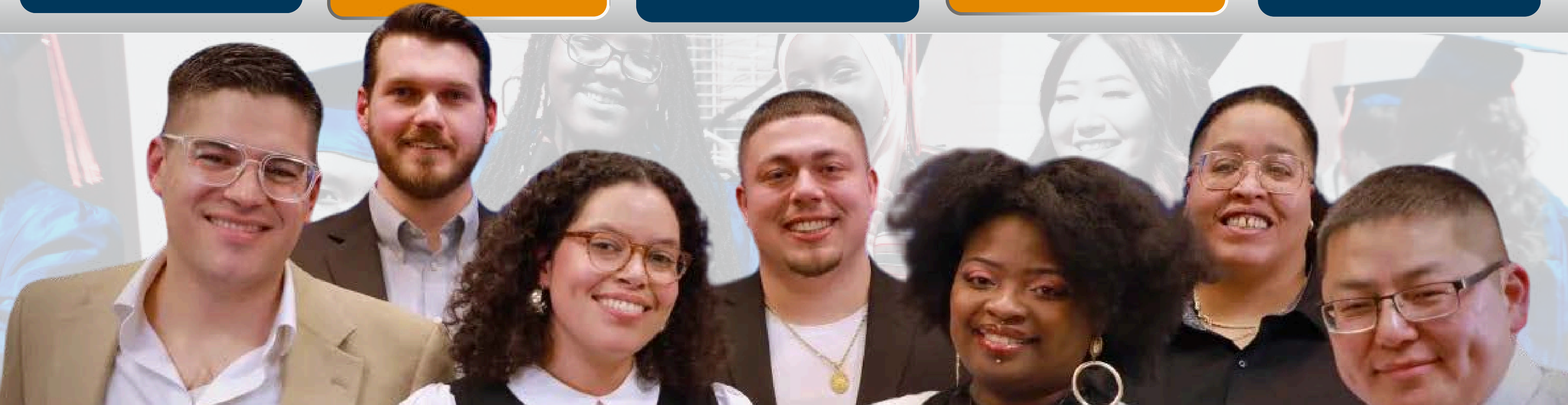
*Recruitment*

**04.**

*Assessment of  
Candidate*

**05.**

*Selection of  
Superintendent*





01.

# Search Planning/ Preparation

## *Key Board Questions*

- Calendar
- Communication
- Confidentiality
- Organize staff

*The data collected enables team members to define specific skill sets when recruiting and selecting suitable candidates.*



**02.**

## **Specification**

### ***Community Engagement***

- Conduct interviews with Board Members
- Arrange meetings with representatives from different groups
- Host open forums for employees and the community
- Share online surveys on the district's website in multiple languages.
- Create the Leadership Profile



**03.**

## **Recruitment**

### ***Recruit and present outstanding candidates***

- Market in national publications and websites
- Seek nominations from an extensive network
- Initiate personal contacts



**04.**

## **Assessment of Candidate**

- BWP accepts online applications and other documents.
- BWP reviews applications and selects candidates for "additional consideration".
- BWP interviews top applicants for match and fit to Leadership Profile
- BWP completes formal background checks including digital footprint



**05.**

## **Selection of Superintendent**



- BWP presents a slate of candidates to the Board for consideration.
- BWP provides Board Interview Protocol training.
- The Board selects candidates for initial and final interviews.

# PROPOSED SEARCH TIMELINE

5-STEP PROCESS	PROPOSED TIMELINE	ACTION STEPS
01. SEARCH PLANNING/PREPARATION  02. SPECIFICATIONS	August -September	<ul style="list-style-type: none"> <li>• BWP Consultants lead community engagement</li> <li>• BWP conducts community surveys</li> <li>• BWP reports results</li> <li>• The board approves the profile</li> </ul>
03. RECRUITMENT	August -November	<ul style="list-style-type: none"> <li>• BWP receives and reviews applications</li> <li>• BWP completes reference checks</li> <li>• BWP presents candidates to the Board</li> <li>• BWP completes reference checks</li> <li>• BWP presents candidates to the Board</li> </ul>
04. ASSESSMENT & SELECTION  05. SELECTION OF SUPERINTENDNET	December -January	<ul style="list-style-type: none"> <li>• The Board selects candidates for interviews</li> <li>• The Board receives Protocol Training</li> <li>• The Board conducts the first and final interviews</li> <li>• The Board selects the new superintendent and negotiates contract</li> <li>• The Board introduces superintendent to the community</li> <li>• Superintendent begins on or before TBD</li> </ul>



**Saint Paul**  
PUBLIC SCHOOLS

Questions & Answers

# OUR FOCUS IS **MATCH AND FIT** Contact Us

**BWP & ASSOCIATES**

**Kevin Castner  
Steve Griesbach**



# Superintendent Search Services

**JG**CONSULTING



**TEAM**

**ABOUT**

**RECRUITMENT**

**TIMELINE**

**TESTIMONIALS**

# EXECUTIVE SEARCH TEAM



**JAMES GUERRA**  
President & CEO  
Georgetown, TX



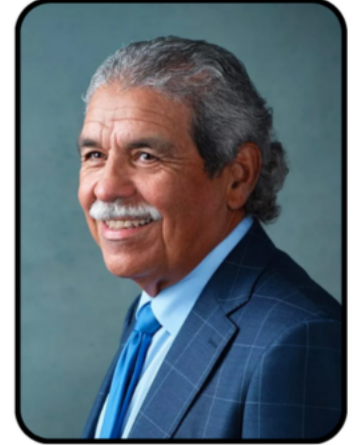
**ALTON FRAILEY**  
Chief Search Officer  
Fulshear, TX



**DR. ANNETTE TIELLE**  
Search Consultant  
Del Valle, TX



**DR. KENT SCRIBNER**  
Sr. Search Consultant  
Fort Worth, TX



**DR. MICHAEL HINOJOSA**  
Chief Search Officer  
Dallas, TX

## **MISSION**

**JG Consulting supports school systems by providing an equitable, inclusive, transparent and well-managed process to present a cadre of highly-qualified leaders from which the St. Paul Public Schools will select its superintendent.**

**IMPACT**

## OUR IMPACT

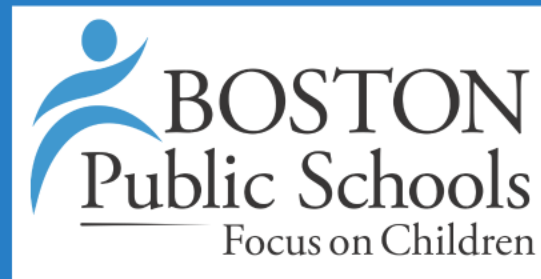
The success of Superintendents can be measured in many ways; however, the ultimate measure of success is the satisfaction of the School Board, the community, and the students whom the superintendent serves.



MEASURING  
SUCCESS

DIFFERENCES

# MEASURING SUCCESS



Coming Soon...



## DIFFERENTIATING FACTORS

**School systems of today face unique challenges. Only JG Consulting has the flexibility and systemic process to find the most qualified leader to face any challenge. JG Consulting's data-driven, systems-based approach to recruitment will provide SPPS with a strong group of proven leaders from a local, regional or national perspective.**

**Interview Portal**

**Career Portal**


**Surveying**

**Data Portal**



## CANDIDATE INTERVIEW EXPERIENCE



 Superintendent - Houston ISD



## Millard House

 Superintendent - Houston ISD

Completed (September 8, 2023 at 5:50 PM CDT)

Candidate



## Millard House

 JG Consulting

Shared by


 Watch

### Questions (4)

1. What drew you to the position of Superintendent with the school district?  
How will the experience support your long-term goals and aspirations?
2. Describe your first 90-days in the role of Superintendent.
3. How have you worked with school boards, the leadership team, staff and community to demonstrate progress in the district?
4. Please give the Board a thumbnail sketch outlining the pertinent experiences, education, achievements, and accomplishments that support your candidacy for the position of Superintendent.




# SuperintendentSearch.net




[Home](#) [School Districts](#) [Job Posts](#) [Events](#) [Articles](#) [Pricing](#) [FAQs](#) [Contact](#)

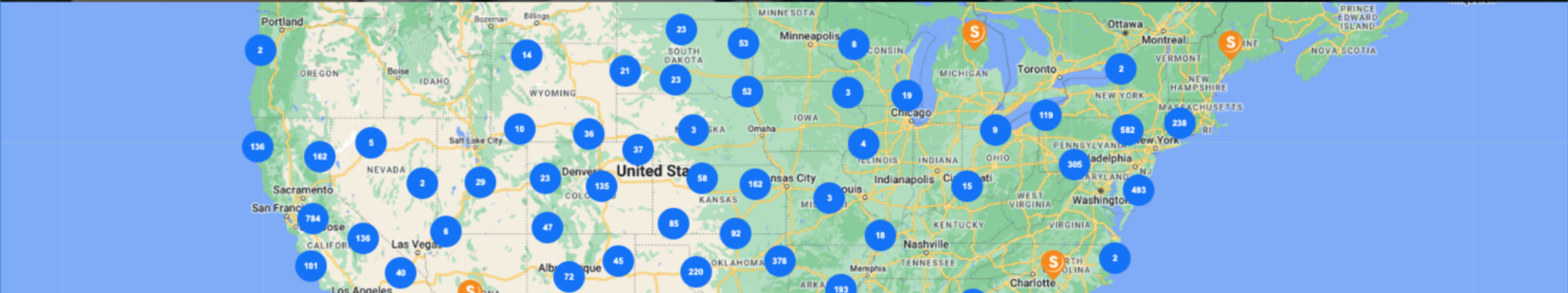
## Search for a new career in education

Find current job listings posted by school districts from around the country

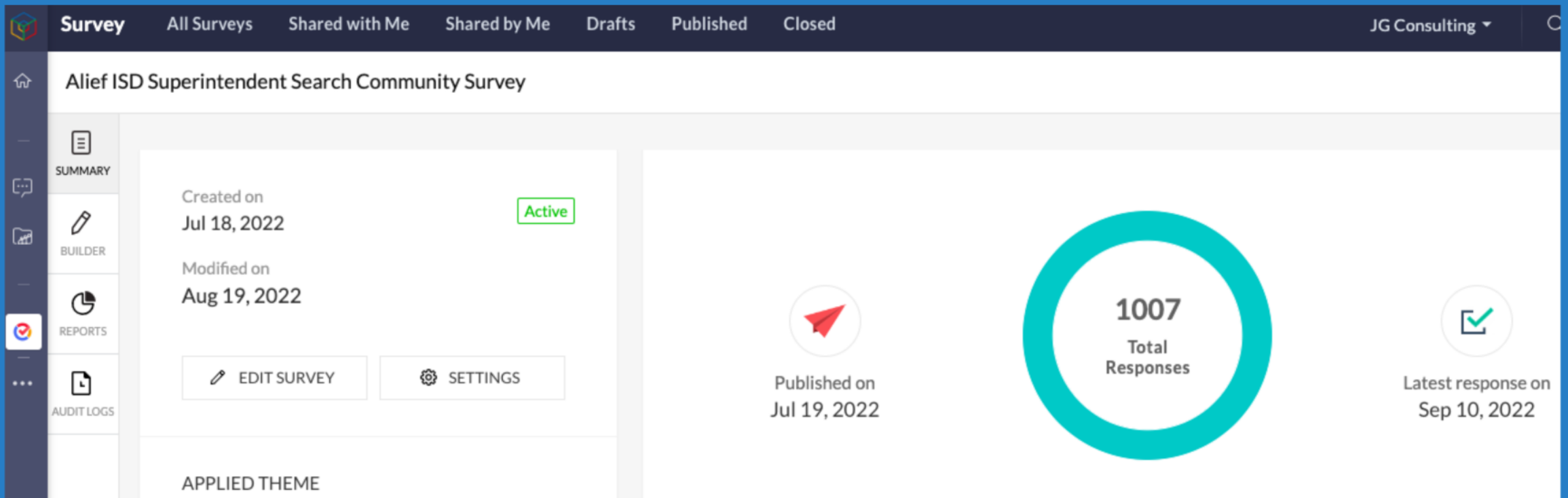
 Enter school district...

 Enter location...

Search



# COMPREHENSIVE SURVEY



# DATA PORTAL

aver™



John Doe

Jul 2021

1.10 years

Latest District

Dallas Independent School District

Superintendent

May 2023

[Letter of interest](#)

[Resume](#)

[Academic transcripts](#)

[Legal form](#)



30%  
Free or  
reduced-price  
lunch

Mid-low poverty

## During the time in Dallas Independent School District

- District rating increased by 10%
- Graduation rates decreased by 2% for all the district
- Grade 3 math proficiency above average score decreased by 10% for all the district
- Grade 3 reading proficiency above average score decreased by 10% for all the district
- Grade 8 math proficiency above average score decreased by 10% for all the district
- Grade 8 reading proficiency above average score increased 10% for all the district

## Similar districts in Texas in 2023

- District A
- District B
- District C
- District D
- District E

## Latest district metrics 2021-2023

### Graduation rates

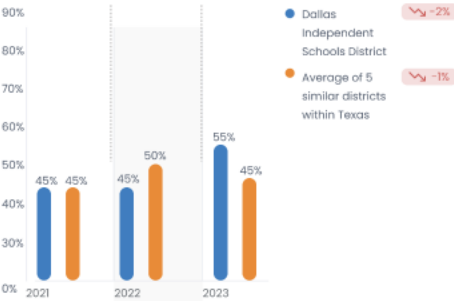
[Learn about graduation rates](#)

#### Average of similar districts in Texas

Population	2021	2022	2023	Overall trend
District	77%	↓ 61%	↑ 67%	↘ -10%
• Similar districts	45%	34%	41%	↘ -4%
Economically Disadvantaged	77%	↓ 61%	↑ 67%	↘ -10%
• Similar districts	45%	34%	41%	↘ -4%
Black	77%	↓ 61%	↑ 67%	↘ -10%
• Similar districts	45%	34%	41%	↘ -4%
Hispanic	77%	↓ 61%	↑ 67%	↘ -10%
• Similar districts	45%	34%	41%	↘ -4%
White	77%	↓ 61%	↑ 67%	↘ -10%
• Similar districts	45%	34%	41%	↘ -4%

### District school rating

[Learn about district rating](#)



## Grade 3 math test proficiency results

[Learn about test proficiency](#)

#### Average of similar districts in Texas

Population	Performance category	2021	2022	2023	Overall trend
District	Above average	77%	↓ 61%	↑ 45%	↘ -10%
	Average	45%	45%	45%	↘ -4%
	Below average	45%	45%	45%	↘ -4%
Economically Disadvantaged	Above average	77%	↓ 61%	↑ 45%	↘ -10%
	Average	45%	45%	45%	↘ -4%
	Below average	45%	45%	45%	↘ -4%
Black	Above average	77%	↓ 61%	↑ 45%	↘ -10%
	Average	45%	45%	45%	↘ -4%
	Below average	45%	45%	45%	↘ -4%
Hispanic	Above average	77%	↓ 61%	↑ 45%	↘ -10%
	Average	45%	45%	45%	↘ -4%
	Below average	45%	45%	45%	↘ -4%
White	Above average	77%	↓ 61%	↑ 45%	↘ -10%
	Average	45%	45%	45%	↘ -4%
	Below average	45%	45%	45%	↘ -4%

# STATISTICAL OVERVIEW

**175 Executive Searches completed Nationwide**

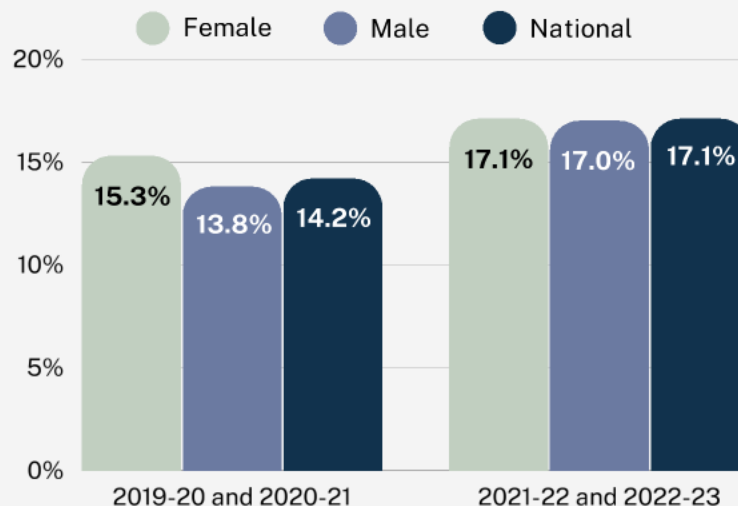
**58 Superintendent Searches**

**68% of the Superintendents hired remain in their current role**

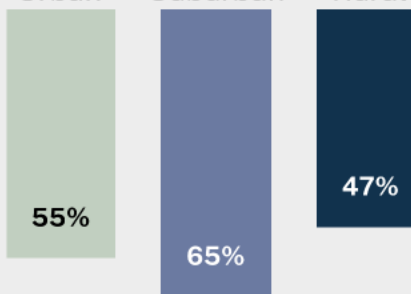
**75% of the leadership hired are people of color**

**50% of the Superintendents hired are women leaders**

## Superintendent Turnover



Urban Suburban Rural



Number of superintendents that agree or strongly agree that school board meetings have become more contentious

## 2021 - 2023



Percentage of districts with at least one superintendent change. Six percent experienced 2 or more.



Percentage of states with a turnover rate of over 20%.



Number of superintendents reported being or feeling threatened on the job.



Number of superintendents reported feeling worried about their mental health and well-being.



## Gender Roles

Male superintendents outnumber females by 3-to-1 nationally.

# **RECRUITMENT**

- **Traditional education leaders with a track record of success**
- **Non-Traditional leaders with or without ties to public education**
- **Business leaders**
- **Philanthropic leaders**
- **Higher Education leaders**
- **Public Sector leaders**

**WHAT  
WE DO**

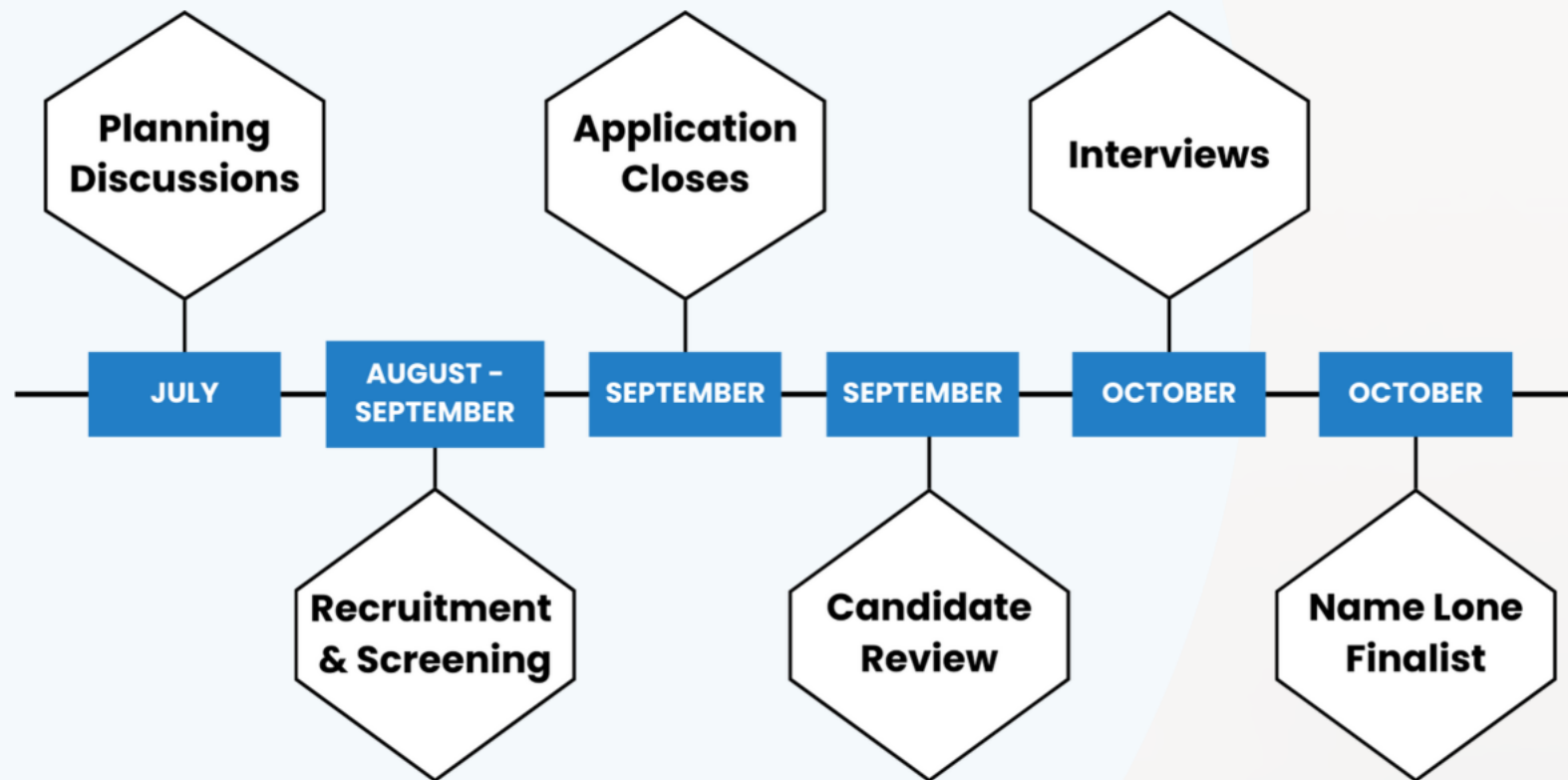
## CAST A WIDE NET

**JG Consulting has strong partnerships with AASA, ALAS, CGCS, NABSE, NSBA, and the state-based affiliations with each organization.**




# TIMELINE: THE SUPERINTENDENT SEARCH PROCESS

**\*Timeline is customizable to the needs of the Board**




# EARNED MEDIA






James Guerra • You

al·che·mist | en·tre·pre·neur

1w • 

...



Thank you [Saint Paul Public Schools](#) Board of Education for inviting [JG Consulting](#) to discuss our Superintendent search services. We look forward to the conversation.







Lisa Goodell and 28 others



2 comments



Reactions

























+21



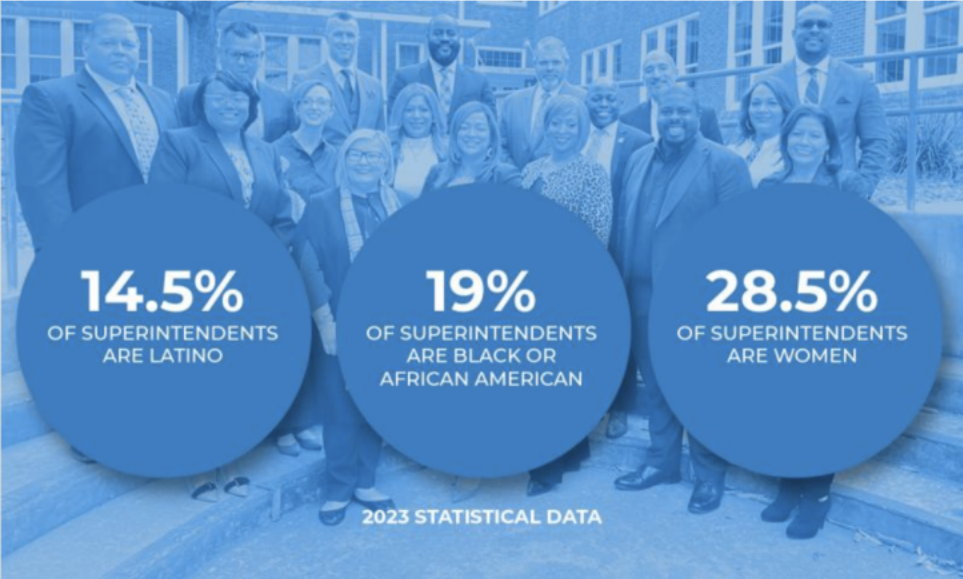
James Guerra • You

al·che·mist | X: @JamesGuerra81

3d • 

...


As promised, the statistical overview is now available.



Category	Percentage
Latino	14.5%
Black or African American	19%
Women	28.5%

The Changing Landscape of Superintendents in Education: A Deep Dive into the Numbers (2023)

ygconsulting.us • 2 min read



Kirk Koennecke and 56 others

3 reposts

# TESTIMONIALS

## **Dr. J. A. Gonzalez Testimonial**



# Superintendent Search Services

**JG**CONSULTING



**TEAM**

**ABOUT**

**RECRUITMENT**

**TIMELINE**

**TESTIMONIALS**



# Saint Paul Public Schools

July 9, 2024





Mission

**To inspire students to think critically, pursue their dreams and change the world.**

- Minnesota's second-largest school district
- Over 33,000 students across 69 schools
- Highly trained and deeply dedicated staff
- Cutting-edge academic programs
- Strong community support



# Meet Our Team



## Dr. Karen Hall • Director of Leadership Acquisition

Karen received a Bachelor's degree in Education from Fontbonne College, a Master's in Administration from St. Louis University, and a Doctorate of Education from Webster University focusing on Educational Equity and Social Justice. 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. She is currently Assistant Professor of Educational Leadership at Saint Louis University, where she teaches and advises doctoral students on equity-centered practices in schools and organizations. She has over 25 years of experience in various educational leadership roles, including superintendent, principal, and teacher.



## Dr. Klint Willert • Regional Search Associate

Klint received a Bachelor's degree in Elementary Education from Dakota State University, a Master's in Educational Leadership from the University of Montana, and an Educational Doctorate degree from the University of St. Thomas in Minnesota. He has over 20 years of experience in the education field having served as a Teacher, Principal, School Counselor, and Superintendent in Montana, South Dakota, Iowa, and Minnesota.

# Meet Our Team



## Dr. Dan Bittman • Regional Search Manager

Dan received a Bachelor's degree in Secondary Education from the University of Minnesota and a M.A. and Ed.D. in Educational Leadership from the University of Nevada-Las Vegas. He has an extensive career in education having served as a Teacher, Dean of Students, Administrator, Director of Licensed Personnel, Assistant Commissioner with the Minnesota Department of Education, and Director of Elementary and Secondary Schools. He is currently Superintendent of Elk River Area ISD 728 in Minnesota.

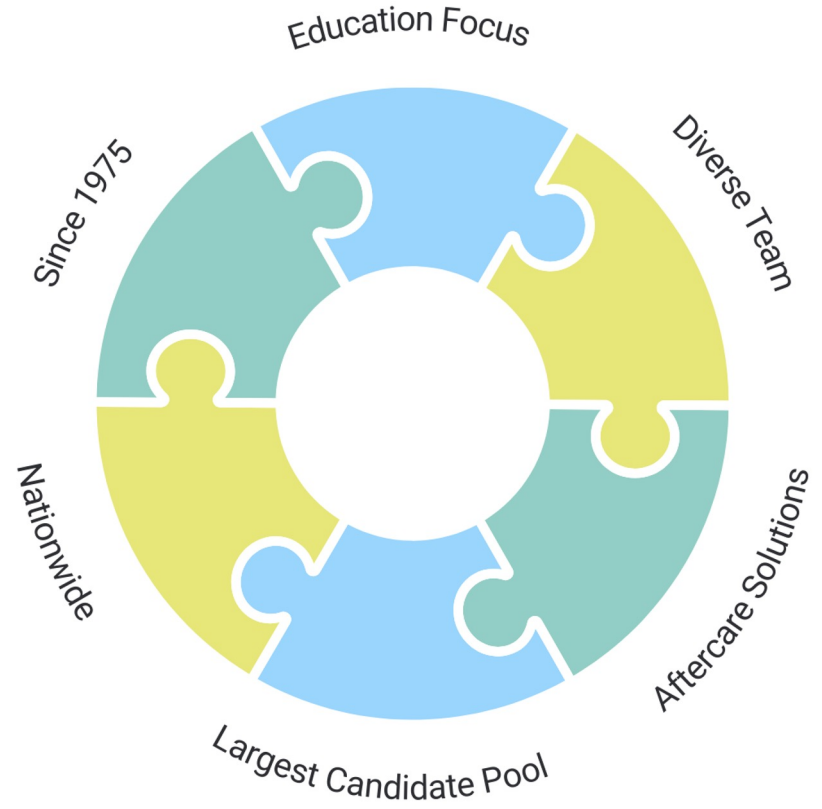


## Ryan Stromberg • co-CEO

Ryan brings 24+ years of comprehensive human resources experience to his current CESO co-CEO role. In addition, he has been an executive leader in public education since 2007 and an executive coach for the past 10 years. He received his Master's degree in Organizational Development & Leadership from the University of St. Thomas, was past president of the Minnesota Association for School Personnel Administrators (MASPA), and formerly owned Walker Thomas Consulting. Ryan is passionate about collaborating with district leaders to transformationally rethink what's possible for the education system.

# Executive Search

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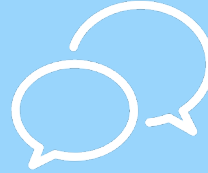
# Candidates. Connections. Care.



Direct School Leadership  
Recruitment from a Database  
of 2,000+ Administrators



Attracting Candidates  
with 28,000+ Monthly  
Website Visits



Constant Engagement  
with the Largest Pool of  
Administrative Candidates

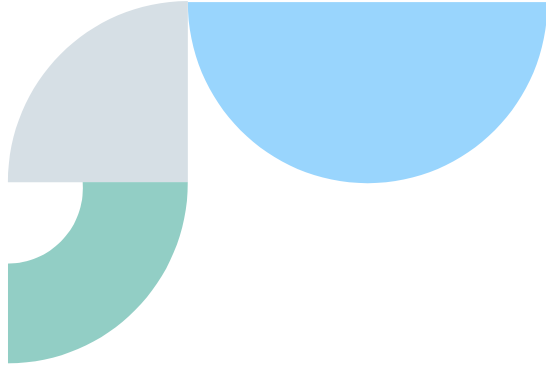


2/3 of Placements  
Come from External  
Candidate Sources

**“You will not find a search firm that recruits and puts candidates through a more rigorous hiring process than Ray & Associates. Their level of customer service and hospitality is second to none.”**

Greg Pilewski • Superintendent  
*North Little Rock School District • Arkansas*

# Candidate Pool



**50%**

Female and/or BIPOC  
Associates

Female and/or BIPOC  
Candidate Placements

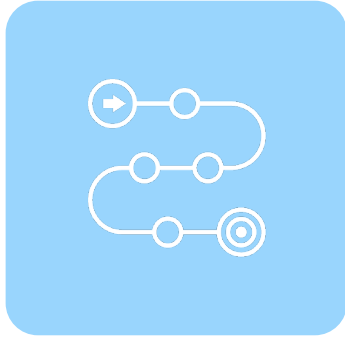
**62%**

**43**

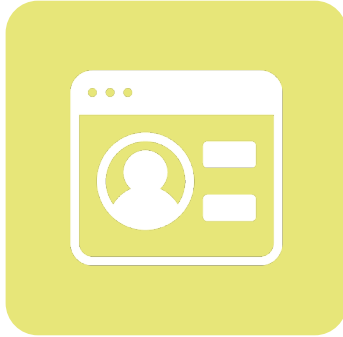
Average States of  
Origin for Candidates  
per Search

# Board Input

A partnership to make the best decisions for your District, staff, students and families



Timeline



Ideal Candidate Profile



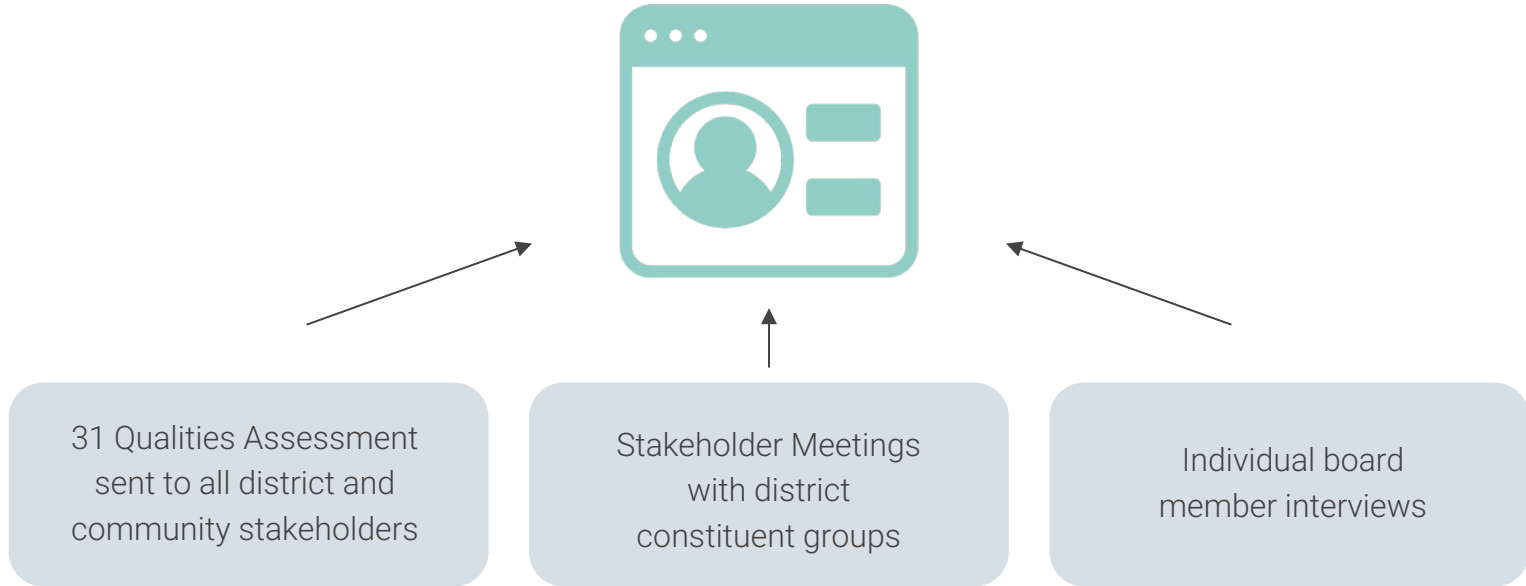
Interviews



Candidate Compensation

# Profile Development

Unique to your district. Utilized throughout the entirety of your search.



# Recruitment

1

## Outreach

Personal engagement with highly qualified, diverse pools.

2

## Advertising

Robust plan across paid and owned media channels.

3

## Networking

Associates nationwide to connect with broad range of experienced administrators.



# Candidate Pool



Screen candidates according to Board Developed Profile.



Complete background check and educational degrees verification at no additional cost for the selected finalists.



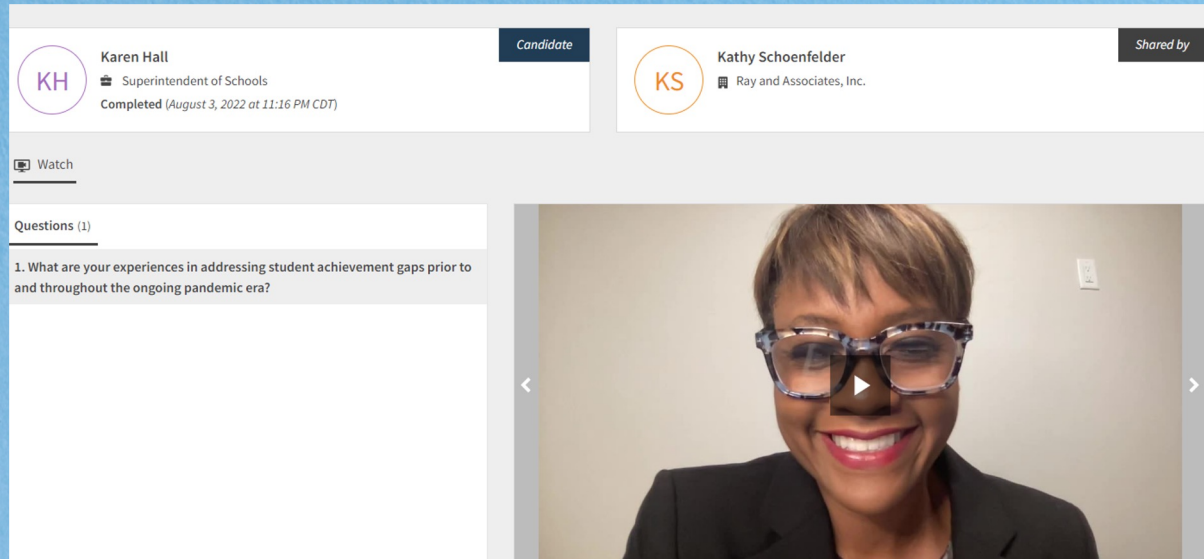
Deliver top candidates and extensive application information to the Board for consideration.



# Board Selection of Candidates

- Review top candidate applications and one-way video interviews.
- Use a consensus-building matrix.
- Deliberate and reach consensus on advancing candidates.
- Select candidates for semi-final and final interviews.
- Finalize development of Board interview questions.

# SparkHire: One-Way Video



The screenshot displays the SparkHire One-Way Video interface. At the top, two candidate profiles are shown side-by-side. The left profile is for Karen Hall, a Superintendent of Schools, with a purple 'KH' icon and a 'Candidate' label. The right profile is for Kathy Schoenfelder, from Ray and Associates, Inc., with an orange 'KS' icon and a 'Shared by' label. Below the profiles, a 'Watch' button is visible. On the left, a 'Questions (1)' section lists a question about student achievement gaps. The main area is a video player showing a smiling woman with glasses, with a play button in the center and navigation arrows on the sides.

**Candidate**

**Karen Hall**  
Superintendent of Schools  
Completed (August 3, 2022 at 11:16 PM CDT)

**Shared by**

**Kathy Schoenfelder**  
Ray and Associates, Inc.

Watch

Questions (1)

1. What are your experiences in addressing student achievement gaps prior to and throughout the ongoing pandemic era?

Board members can observe each top candidate interviewed.



The background features several decorative elements: a small yellow circle in the top left, a large teal circle in the top center, a small blue circle in the middle right, a large yellow circle in the bottom right, a light blue semi-circle in the bottom left, and a small grey ring in the bottom right.

# SparkHire Video Examples

Karen Hall - <https://hire.li/c09ae91>

Steve Cochrane - <https://hire.li/85905d5>

“They came along beside us, guiding a seamless and transparent process from start to finish. They facilitated each step and made sure our search was visible nationally, the result being a large number of highly-qualified candidates. They provided excellent communication of expectations and timelines while facilitating a high-stakes, complicated situation with integrity and fidelity while also making it enjoyable.”

Stacy Jolley • Board President  
Linda Poole • Board Vice President  
*Millard Public Schools • Nebraska*

**Enrollment: 24,000**

“Your team guided us through the process in a seamless and transparent manner making sure our search was visible nationally, gathering input from each of our stakeholder groups, and providing the Board with valuable information as we moved toward the final selection of our next Superintendent. Our overall experience with Ray & Associates exceed our expectations, and I would not hesitate to recommend your company to other school districts.”

Alan Strauss • Chief Human Resources & Equity Officer  
*Broward County Schools • Florida*

**Enrollment: 260,000**

“We asked the team to assist us with an accelerated timeline to expedite their traditional search schedule. Within 8 weeks we interviewed multiple highly-qualified finalists and identified our next Superintendent. This unprecedented search could not have been possible without Ray and Associates’ willingness to modify their approach, their willingness to collaborate, the assistance of the Ray and Associates team, and the amazing administrative team at their corporate office.”

Cathleen O’Neil Frantz • Board President  
*Alhambra Elementary School District • Arizona*

**Enrollment: 12,000**

“In a somewhat constricted timetable, they lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups. The entire team at Ray and Associates lead and supported every aspect of our search process.”

Victoria Powers • Board Vice President  
*Bexley City Schools • Ohio*

**Enrollment: 2,400**



# Process Overview

## Unique Size and Scope

- Oldest Firm
- Most searches
- Largest pool of candidates

## Engagement

- Comprehensive support
- Led by trained facilitators

## Candidate Information

- In-depth background checks
- One-way video interviews


## Educational Leadership Outreach

- Experienced Associates
- State & National Educational Associations
- Largest website traffic count

## Board's Leadership and Performance

- Determine timelines & compensation
- Finalize profile & facilitate interviews
- Facilitate Board decision making

## Selection Assistance

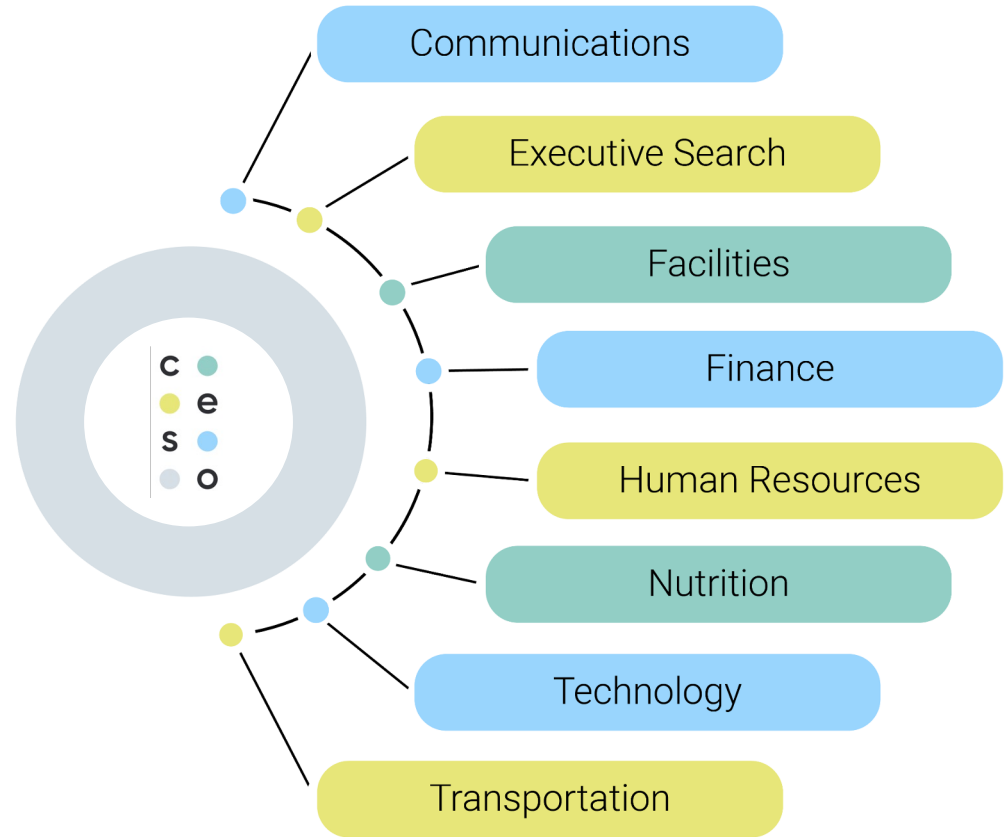
- Contract finalization
  - Board and candidate follow-up
- 

Center for Effective School Operations

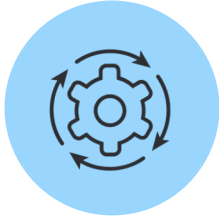
**A successful, equitable learning  
journey for every student.**



# K-12 Leadership & Operations Expertise



# Aftercare Solutions



Operational Assessments



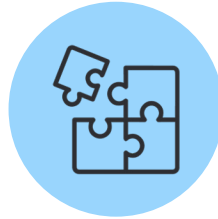
District Office Studies



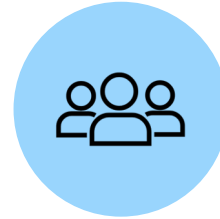
School Board Development



Thought & Strategy Partnerships



Strategic Planning



Staffing Augmentation



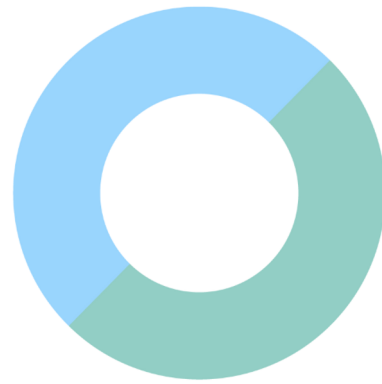
# Our Values



**Curiosity**



**Inclusivity**



**Sincerity**



**Thank You!**

