

**ABERDEEN SCHOOL DISTRICT NO. 5
ABERDEEN, WASHINGTON**

Regular Meeting of the Board of Directors
Remote Public Meeting

October 26, 2021 – 6 p.m.

AGENDA

Instructions for joining the meeting:

https://asd5-org.zoom.us/webinar/register/WN_wQhGAD3ETjaOQbvF81XIMA

You will receive a confirmation email containing information about joining the webinar.

Join by phone: 1-253-215-8782; Meeting ID 847-4937-2239

6:00 p.m. Special Meeting Call to Order

Flag Salute

1. Search Consultant Interviews

A special meeting of the Aberdeen School District Board of Directors for the purpose of conducting interviews with search consultant finalists and selecting a consultant to assist the Board in the search for the next superintendent.

6:00 p.m. McPherson & Jacobson, LLC

7:00 p.m. Northwest Leadership Associates

2. Executive Session

The Board of Directors will recess into an executive session expected to take 15 minutes to discuss qualifications of candidates seeking the contract to represent the district in the search for the next superintendent. Board action is anticipated.

ADJOURN

A Proposal Prepared for

**Aberdeen
School District
Aberdeen, Washington**

for

*The Search and Selection of a
Superintendent of Schools*

submitted by

MCPHERSON  JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT



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October 5, 2021

Board of Directors
Aberdeen School District
216 North G Street
Aberdeen, Washington 98520

Thank you for the opportunity to respond to your RFP. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Aberdeen School District in ensuring your superintendent search secures quality leadership for the district.

McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's five-phase protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents, to school board members, to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the state and nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve..

With over 125 consultants across the United States, McPherson & Jacobson has been successfully conducting searches for governing boards since 1991.

Our contact information:

McPherson & Jacobson, L.L.C.
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Omaha, Nebraska 68144
Telephone: 402-991-7031/888-375-4814
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Email: mail@macnjake.com

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

Thomas Jacobson

Thomas Jacobson Ph.D.
McPherson & Jacobson L.L.C.

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09/2021

About McPherson & Jacobson

The McPherson & Jacobson Difference

“It’s About the Kids”

- WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.
- OUR MISSION is to ensure your search results in quality leadership for education excellence.

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process.

Qualifications and Background of McPherson & Jacobson, L.L.C.

Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 870 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

Nationwide Network of Experienced Consultants

McPherson & Jacobson has **over 125 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

Waters and Marzano review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **almost eighty percent** of administrators are in the position for which they were hired. **Over fifty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

McPherson & Jacobson, L.L.C. Equity Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts through an equity lens that supports all candidates regardless of cultural and ethnic diversity. In order to achieve this, we must embrace a culture of inclusion and acceptance.

As an organization, we are committed to equitable practices that will ensure the equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;
3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies on equity.

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

McPherson & Jacobson has **over 125 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

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

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

Search Process

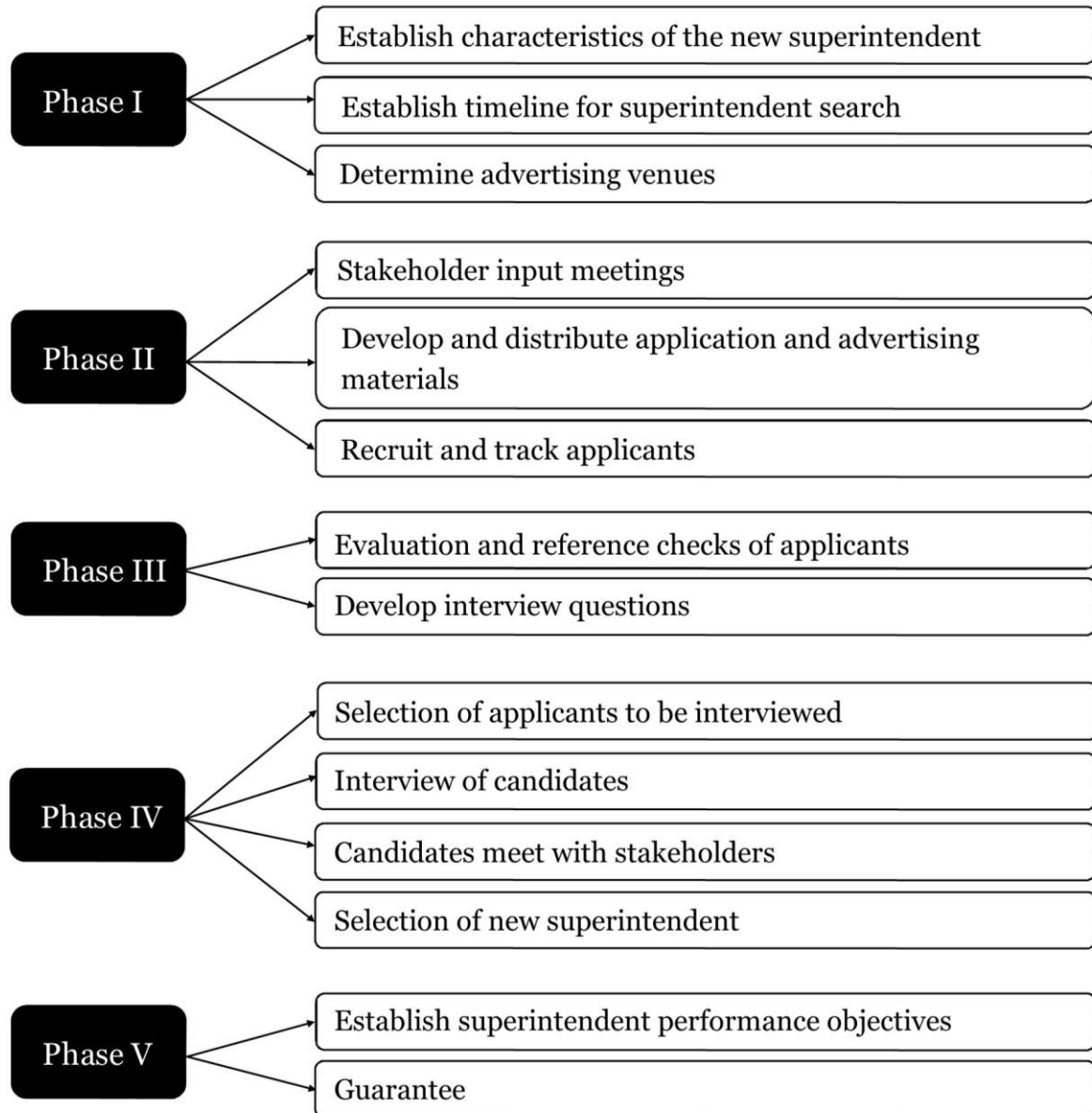
Executive Summary

McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- We continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.

***Our mission is to ensure your search results in quality
leadership for education excellence.***

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

- ✓ **Using a group process with the board, identify the most important characteristics of the future superintendent.**

The consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

- ✓ **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

- ✓ **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

- ✓ **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson's consultants to meet with to solicit input into the process.

- ✓ **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board's consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

- ✓ **Identify the point of contact for the district**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure and coordinating details for stakeholder input and other meetings within the district.

Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants

- ✓ **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district's point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

✓ **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess.

The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

The results of the stakeholder meetings and online stakeholder input are summarized by the consultants and presented to the board.

✓ **Develop promotional literature and brochures announcing the vacancy.**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board's selection criteria, the board members, and the application procedures and timelines.

✓ **Prepare and place announcement of vacancy.**

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 225,000 hits per month.

✓ **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson's staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

✓ **Post application information and notify interested applicants.**

McPherson & Jacobson's staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

✓ **Actively recruit applicants who meet the district’s needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women’s Leadership Conference.

✓ **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe the public business should be done in public with transparency. We also understand the need for applicants’ confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time the names of the finalists are made public.

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search and we will adapt our process to fit your unique needs.

✓ **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson’s staff monitors applicants and notifies them of what is still needed to complete the process.

✓ **Communicate with all Board Members in a timely manner**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

Phase III—Applicant Screening

✓ **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional material in each file and begin reviewing against the selection criteria.

✓ **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant’s qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant’s qualifications. We go a minimum of three people removed from the primary references. What we are

looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

✓ **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants can share with the board.

✓ **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

Phase IV—Reviewing Candidates with the Board, Interviews

✓ **Review candidates with the board and assist board members in determining which candidates they will interview.**

The consultants will present a complete list of applicants, who completed the application process, to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district's criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

✓ **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of these candidates will be made public upon confirming the interviews (if the board chooses to release the names). During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

If the board chooses to conduct semi-finalist interviews, the candidates will only meet with the board. The names of the semi-finalist candidates will remain confidential (in states where an executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

✓ **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

✓ **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

✓ **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouse/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

✓ **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouse/significant others. To ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

✓ **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

✓ **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

✓ **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

✓ **Conduct background checks.**

Included in the fee is a criminal/financial/credential verification background check for the selected candidate. For an additional fee, the board can choose background checks for all of the finalists.

Phase V—Transition with Success

✓ **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives.

✓ **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, **FOR WHATEVER REASON**, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Timeline

The timeline for the search process is established when we meet with the board, so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

Proposed timeline: *(can be adjusted to meet the needs of the board and district)*

- At the beginning of the search (**November 2021**)
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - A brochure is created to advertise the district and the vacancy

- At the time designated by the board (**December 2021**)
 - Stakeholder group meetings are held
 - A summary of stakeholder input is presented to the board

- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials

- After the closing date (**late February 2022**)
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process

- Approximately two to four weeks after the closing date (**mid-March 2022**)
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles and video interviews of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - McPherson & Jacobson notifies each applicant not selected for an interview

- Soon after the board selects their candidates (**late March 2022**)
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates (**early April 2022**)
 - The board selects their new superintendent (**mid-April 2022**)
 - A criminal/financial/credential verification background check is conducted on the selected candidate
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

*Responsibilities of Aberdeen School District and
McPherson & Jacobson, L.L.C.*

| Event | McPherson & Jacobson's Tasks | School District's Tasks |
|-------------------------------|---|---|
| 1 st board meeting | <ul style="list-style-type: none"> <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> ○ Characteristics for the new superintendent ○ The search calendar ○ Compensation parameters ○ Identify the appropriate constituent groups for stakeholder input ○ Advertising venues <input type="checkbox"/> The consultant works with the Point of Contact to compile: <ul style="list-style-type: none"> ○ Information to create the brochure announcing the vacancy ○ The list of names to be invited to the community input meetings | <ul style="list-style-type: none"> <input type="checkbox"/> Provides consultant with the necessary information to create the brochure; the name of the Point of Contact; and the Board Contact List <input type="checkbox"/> Reviews and approves the brochure |
| After 1 st meeting | <ul style="list-style-type: none"> <input type="checkbox"/> Application link is posted online <input type="checkbox"/> Brochure announcing the vacancy is created <input type="checkbox"/> Advertising is started <input type="checkbox"/> Vacancy announcements are sent out <input type="checkbox"/> E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening <input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position <input type="checkbox"/> Opening is posted on social media and additional venues | <ul style="list-style-type: none"> <input type="checkbox"/> Edit the brochure |
| During application period | <ul style="list-style-type: none"> <input type="checkbox"/> Consultants recruit candidates that fit the position <input type="checkbox"/> Monitors applicants and where they are in the application process <input type="checkbox"/> Notifies applicants of the closing date for submitting their materials <input type="checkbox"/> Lead consultant keeps the board up to date on the search | <ul style="list-style-type: none"> <input type="checkbox"/> Posts a link to the McPherson & Jacobson website <input type="checkbox"/> Posts the brochure (announcement of vacancy) on their website <input type="checkbox"/> Advertises the opening on the district's social media platforms |

| Event | McPherson & Jacobson's Tasks | School District's Tasks |
|--|--|--|
| Stakeholder meetings are scheduled | <ul style="list-style-type: none"> <input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district | <ul style="list-style-type: none"> <input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule <input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations <input type="checkbox"/> Posts meeting dates, times, and locations as open public forum <input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district |
| Stakeholder meetings | <ul style="list-style-type: none"> <input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input <input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post | <ul style="list-style-type: none"> <input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website |
| Stakeholder meetings completed | <ul style="list-style-type: none"> <input type="checkbox"/> Consultant summarizes key themes and gives the results to the district <input type="checkbox"/> Copy of summary is sent to Home Office <input type="checkbox"/> The stakeholder input summary report is created | <ul style="list-style-type: none"> <input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website |
| 2 nd board meeting | <ul style="list-style-type: none"> <input type="checkbox"/> Review stakeholder input summary report and provide copies to the district <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> o Interview questions o Length of contract, moving and interview expenses o Spouse/significant other's involvement in interview process o District Interview Schedule o Candidate Daily Interview Schedule <input type="checkbox"/> Interview questions are sent to Home Office to be formatted | |
| Prior to 3 rd board meeting | <ul style="list-style-type: none"> <input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed <input type="checkbox"/> Contact candidates on short list and verify their interest in the position <input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures, and screen questions | |

| Event | McPherson & Jacobson's Tasks | School District's Tasks |
|--------------------------------|--|--|
| 3 rd board meeting | <ul style="list-style-type: none"> <input type="checkbox"/> The consultant facilitates the board's <ul style="list-style-type: none"> <input type="checkbox"/> Review of the list of all applicants <input type="checkbox"/> Overview of candidates on short list <input type="checkbox"/> Selection of finalists <input type="checkbox"/> Finalizing of interview dates & schedule <input type="checkbox"/> Review of interview questions & procedures <input type="checkbox"/> Finalizing candidate & spouse/significant other arrangements <input type="checkbox"/> Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues <input type="checkbox"/> Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) <input type="checkbox"/> Send Candidate Daily Interview Schedule to each finalist <input type="checkbox"/> Notify the applicants who were not selected to be interviewed | <ul style="list-style-type: none"> <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour |
| Interviews | <ul style="list-style-type: none"> <input type="checkbox"/> Call Point of Contact after 1st interview to learn how it went <input type="checkbox"/> Call 1st candidate to learn their perspective and how the interview went <input type="checkbox"/> Suggest any possible improvements <input type="checkbox"/> Be available for questions <input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service) | <ul style="list-style-type: none"> <input type="checkbox"/> One candidate per day <input type="checkbox"/> Board member greets each candidate upon arrival to district <input type="checkbox"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated |
| Finalist selected and accepted | <ul style="list-style-type: none"> <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Verify acceptance <input type="checkbox"/> Conduct criminal/financial/credential verification check on selected candidate <input type="checkbox"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen | <ul style="list-style-type: none"> <input type="checkbox"/> Board meets and discusses each candidate individually <input type="checkbox"/> Read input forms submitted by stakeholder input groups <input type="checkbox"/> Have each board member rank order candidates <input type="checkbox"/> Select minimum of #1 and #2 candidate <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board evaluates our services |
| Phase V | <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept <input type="checkbox"/> Consultant reviews superintendent's plan | <ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Plan is sent to consultant to be reviewed <input type="checkbox"/> Board adopts plan |

Pandemic Impacts on Conducting a search

Due to the current situation regarding the COVID-19 crisis, McPherson & Jacobson has the tools to conduct the components of the search process electronically. We will work with the board to determine the best practices as the search progresses and updated guidance regarding the crisis is received.

Since the COVID-19 crisis started, McPherson & Jacobson has conducted numerous searches. For many of the searches, we have conducted stakeholder meetings using Zoom. We have been able to successfully obtain stakeholder input using Zoom meetings.

Developing Criteria

Using Nominal Group Technique, the consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 870 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

Initial stakeholder input sessions

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

Meeting the candidates

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

Process for Obtaining Staff Input

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

Process for Obtaining Parent and Community Input

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

McPherson & Jacobson will also allow stakeholders to submit their input online.

Process for Including Ethnically Diverse Communities

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

Process for Obtaining Online Stakeholder Input

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

Recruiting, Identifying, and Screening Applicants

Advertising the Position

The consultants will discuss with the board the advertising options available and the pricing for them. The minimum advertising we recommend are the following online venues: AASA, *TopSchoolJobs.org*, ALAS (Association of Latino Administrators & Superintendents), and NABSE (National Alliance of Black School Educators).

McPherson & Jacobson will not place any media advertising without approval from the board.

Additional advertising/recruiting tools provided at no additional cost to the district:

- The opening and application materials will be posted on the McPherson & Jacobson website which averages 225,000 hits per month
- Information regarding the position will be sent to the over 125 McPherson & Jacobson consultants located nationwide asking for names of potential applicants
- The over 1,000 potential applicants registered with McPherson & Jacobson will receive an email giving them opportunity to apply
- Posted on McPherson & Jacobson's social media accounts: Facebook, LinkedIn, and Twitter
- Vacancy announcements sent to school board and school administrator associations

Identifying and Recruiting Applicants

While McPherson & Jacobson does not represent candidates, we keep a data base of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

Over one-fourth of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at many national and state education conferences. We participate in Job Central at the American Association of School Administrators (AASA) Conference, the National School Boards Association annual conference, and others such as the AASA Women's & Minority Leadership Conference. In addition, McPherson & Jacobson consultants are members of the National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

Once the board has identified its selection criteria, the consultants of McPherson & Jacobson will immediately begin to identify potential applicants both locally and nationally. McPherson & Jacobson has over 125 consultants across the United States; we

will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. Those candidates will be invited to apply. Some of our best candidates may not be actively seeking another position and will need to be recruited.

We do not maintain a stable of candidates, but we do follow the careers of successful administrators. Individuals who are currently looking to take a new position are encouraged to register with us so they can receive notification of the vacancies we are representing. We have over 1,000 potential applicants currently registered with McPherson & Jacobson who will receive notification of the superintendent opening. Additionally, we will vigorously pursue current or emerging leaders through personal contact.

We have maintained an ongoing presence at the American Association of School Administrators' Job Central at their annual conference where we have an opportunity to meet and interact with potential applicants. We maintain an ongoing presence at the National Association of School Boards' annual conference. We represent two state school board associations as their superintendent search process; therefore, we are the only private firm allowed to participate in their Job Central.

Our searches draw applicants from across the United States. Most searches have applicants from 10 to up to 25 states apply. Some of our searches also have applicants from outside the United States.

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

McPherson & Jacobson has **over 125 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence. In addition, McPherson & Jacobson consultants are members of the National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

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

In the past ten years, **one-third** of our placements have been women or ethnically diverse candidates.

Screening, Reference Checks, Interviews of Final Applicants

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional material in each file and begin comparing it against the selection criteria.

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who could speak of the applicant's qualification. We repeat the process until we have complete knowledge of the applicant's strengths and weaknesses. If we find any biases or controversial issues during this comprehensive vetting process, we will provide this information to the board.

The consultants will present a complete list of applicants to the board for its review. We do not eliminate any applicants. We will submit a short list of those applicants who we feel most closely meet the district's criteria and will present a written analysis for each.

Upon reviewing the applicants, the consultants will assist the board in determining which applicants it wishes to consider as candidates for interviews.

The consultants will assist the board in establishing the interview schedule. Working with the board, the consultants will set up an interview schedule that will give the candidate a tour of the district and community. The consultants will also help the board identify groups for each candidate to meet. Typically, the same groups the consultants met with to receive input into the selection process will also spend time with each candidate. Finally, the consultants will help coordinate the formal and informal interview process with the board.

The consultants will contact each final candidate; notifying them they are a finalist for the position and scheduling their interview date. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

Once the board has offered a contract to the final candidate, and it has been accepted by the candidate, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *Final candidates are not notified until a contract has been signed.* If by chance you lose your top candidate, we want to keep viable candidates available.

Consultants for Search

Dr. Nathan McCann – Lead Consultant

1903 NW 206th Street

Ridgefield, WA 98642

Email: n_mccann@macnjake.com

Phone: 520-609-6518

Educational Background

| | | | |
|-------|------|-----------------------|------------------------|
| Ed.D. | 2011 | University of Arizona | Educational Leadership |
| M.Ed. | 2003 | University of Vermont | Curriculum/Instruction |
| B.A. | 1995 | University of Vermont | Political Science |

Professional Experience

| Dates | Title | District | Location | Enrollment |
|-----------------|---|--------------------------------|-----------------|-------------------|
| 2015 to Present | Consultant | McPherson & Jacobson, L.L.C. | Omaha, NE | |
| 2014 to Present | Superintendent | Ridgefield School District | Ridgefield, WA | 3,500 |
| 2010 to 2014 | Superintendent | Altar Valley School District | Tucson, AZ | 1,000 |
| 2006 to 2010 | H.S. Asst. Principal-Curriculum/Instruction | Flowing Wells Unified District | Tucson, AZ | 5,000 |
| 2005 to 2006 | Asst. Principal/Athletic Dir. | Flowing Wells Unified District | Tucson, AZ | 5,000 |

Professional Recognition/Awards

| Date | Name of Award | State |
|-------------|---|--------------|
| 2015 | All-Arizona Superintendent of the Year Award for Small-Size Districts | AZ |
| 2012 | Inside Tucson Business Up and Comer | AZ |
| 2011 | Arizona School Administrators Outstanding Dissertation Award | AZ |
| 2010 | Named a CNN Intriguing Person of the Day | |
| 2010 | Virco/NASSP National Assistant Principal of the Year | |

Board References:

Sally Karr, Board President – Shelton School District, WA SKarr@SheltonSchools.org

Rebecca Thistlewaite, Board Member - North Wasco County, the Dalles, OR

Nicole Skeem, Board Chair – McCleary School District, WA

PJ Ford Slack, Ph.D.
PO Box 2128
Ocean Shores, WA 98569
Email: p_fordslack@macnjake.com
Phone: 360-642-0060

Educational Background

| | | | |
|-------|------|---------------------------------|----------------------|
| Ph.D. | | University of Oregon | |
| MS | 1989 | University of Oregon | Curriculum |
| MS | 1989 | University of Oregon | Special Education |
| | 1976 | University of Sydney, Australia | Teaching: All Grades |

Professional Experience

| Dates | | Title | District | Location |
|--------------|------------|--|---|-----------------|
| 2021 | to Present | Consultant | McPherson & Jacobson, L.L.C. | Omaha, NE |
| 2018 | to Present | Substitute Teacher | Taholah School District 77 | |
| 2016 | to Present | Independent Consultant | Duck Point Teaching and Learning Consultancy | |
| 2015 | to 2017 | Emergency Superintendent | Hoonah City Schools | Hoonah, AK |
| 2010 | to 2014 | Principal – 9-12 Comprehensive High School | Sitka Public School | Sitka, AK |
| 2006 | to 2010 | Superintendent, Principal | Delta Greely School District | Delta, AK |
| 2002 | to 2006 | NCLB Coordinator, Principal | Fairbanks Northstar Borough School District | |
| 2000 | to 2002 | Alaska Director of Pre-K–12 Education | | Juneau, AK |
| 2000 | to 2001 | Administrator of Barrow High School | North Slope Borough School District | |
| 1997 | to 2000 | Alaska Director of Special Education | | |
| 1995 | to 1997 | Associate Professor of Research in Special Education | Western Regional Resource Center | |

Community/Service/Fraternal Organizations

| Name of Organization | Dates | Offices Held |
|--|--------------|----------------------------|
| Alaska Special Service Agency Board | 2009 to 2014 | President |
| Education Math and Science Task Force - Alaska | | Chair |
| Sitka Health Coalition | | |
| Liaoning University President Task Force | | |
| Sitka Library Commission Board | | Secretary and President |
| Sitka Charitable Trust Board | | Board Member |
| Delta Greely Board for Student Vocational Training | | |
| Ft. Greely Military Base Joint Commission | | |
| Delta Borough Library Board | | |
| Ocean Shores Friends of the Library Board | | Secretary |
| Foundation Pacific and Grays Harbor Counties for Master Gardeners | | Interim President |

Selected References

Ellensburg School District #401

1300 East Third Ave.

Ellensburg WA 98926

School Phone: 509-925-8000

School District Contact: Tara Long

Board Contact: Dan Shissler 509-962-5650 509-879-2955

Search Year: 2017/18

Enrollment: 3,300

Shelton School District

700 S. First St.

Shelton WA 98584

School Phone: 360-426-1687

School District Contact: Katie Diamond

Board Contact: Sandy Tarzwell 360-462-1003 360-229-2882

Search Year: 2020/21

Enrollment: 4,200

Tukwila School District

4640 S 144th Street

Tukwila WA 98168

School Phone: 206-901-8000

School District Contact: Deborah Kohr

Board Contact: Mrs. Tracy Russell 206-851-4318

Search Year: 2018/19

Enrollment: 2,934

Availability of McPherson & Jacobson

The consultants proposed are not engaged in any searches or other projects that would affect the timeline of a superintendent search for Aberdeen School District.

McPherson & Jacobson has over 125 consultants located across the United States; this allows us to tailor each search to the timeline that best meets the needs of the board—while still giving the search our utmost attention.

Tenure of Placements

McPherson & Jacobson, L.L.C. has conducted over 815 administrator searches since it began in 1991. Our consultants have served as facilitators for boards of education in school districts with as few as 10 students to districts with enrollments in excess of 300,000 students.

Over the last five years, **almost eighty percent** of administrators are in the position for which they were hired. **Over fifty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

We believe that our ability to assist the board in identifying the criteria they are looking for; actively involving all stakeholders; recruiting candidates that meet the selection criteria; conducting comprehensive reference checks; and assisting in the transition phase; we will make a good match every time.

Cost Proposal

Investment

The fee for conducting the superintendent search is \$11,900 for Phases I-V.

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

The total not to exceed amount including expenses is \$16,550.*

Included in the expenses is

- Thirty (30) days on AASA (American Association of School Administrators)
- Thirty (30) days on TopSchoolJobs (Ed Week online)
- Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
- Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
- One posting on the Washington State School Directors Association website
- One posting on the Washington Association of School Administrators website
- One (1) day of in-person stakeholder meetings
- Online stakeholder input surveys
- Video interviews of candidates
- Criminal/financial/credential verification background check for the final candidate
- Travel expenses for two (2) consultants for scheduled trips to the school district
- Office expenses

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

NOTE:

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

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses, there is not an additional fee.

Guarantee:

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Additional Services:

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

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

Additional Information

Washington Consultants

Dr. Robert Clark, Part-time Superintendent, Washtucna School District, Washtucna

Mr. Howard King, Retired Superintendent, Spokane

Dr. Steven Lowder, Retired Superintendent, Vancouver

Dr. Nathan McCann, Superintendent, Ridgefield

Mr. Richard Parker, Former Board Member, Everett

Dr. PJ Ford Slack, Retired Administrator, Ocean Shores

Mr. Richard Stewart, Retired Superintendent, Ferndale

Dr. William Dean, Retired Superintendent, Post Falls, Idaho

Ms. Barbara Dean, Retired from AASA, Post Falls, Idaho

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

| Year | District | City | Enrollment |
|-------------|---------------------------------|---------------|-------------------|
| 2009/10 | Aberdeen School District | Aberdeen | 3313 |
| 2007/08 | Arlington School District | Arlington | 4950 |
| 2013/14 | Battle Ground School District | Battle Ground | 13000 |
| 2011/12 | Bellevue School District | Bellevue | 18000 |
| 2018/19 | Blaine School District | Blaine | 2200 |
| 2020/21 | Camas School District | Camas | 7000 |
| 2013/14 | Centralia School District | Centralia | 3400 |
| 2009/10 | Chehalis School District | Chehalis | 2679 |
| 2017/18 | Chewelah School District | Chewelah | 815 |
| 2009/10 | Chewelah School District | Chewelah | 948 |
| 2014/15 | Chief Leschi Schools | Puyallup | 900 |
| 2014/15 | Chimacum School District | Chimacum | 1100 |
| 2018/19 | Clover Park School District | Lakewood | 12885 |
| 2007/08 | Clover Park School District | Lakewood | 11879 |
| 2017/18 | Coupeville School District | Coupeville | 980 |
| 2012/13 | Coupeville School District | Coupeville | 1080 |
| 2015/16 | Crescent School District | Joyce | 250 |
| 2011/12 | Crescent School District | Joyce | 230 |
| 2007/08 | East Valley School District | Spokane | 4000 |
| 2009/10 | Eatonville School District | Eatonville | 2096 |
| 2012/13 | Eatonville School District | Eatonville | 1800 |
| 2017/18 | Ellensburg School District #401 | Ellensburg | 3300 |
| 2009/10 | Federal Way Public Schools | Federal Way | 21782 |
| 2014/15 | Kalama Schools | Kalama | 990 |
| 2013/14 | Kelso School District | Kelso | 4500 |
| 2010/11 | Kelso School District | Kelso | 5074 |
| 2016/17 | Kittitas School District | Kittitas | 600 |
| 2014/15 | Kittitas School District | Kittitas | 600 |
| 2007/08 | Kittitas School District | Kittitas | 748 |

| Year | District | City | Enrollment |
|-------------|------------------------------------|---------------|-------------------|
| 2014/15 | Longview School District | Longview | 6600 |
| 2009/10 | Lynden School District | Lynden | 2793 |
| 2017/18 | Mabton School District | Mabton | 1000 |
| 2013/14 | Mary M Knight School District #311 | Elma | 195 |
| 2017/18 | McCleary School District | McCleary | 325 |
| 2014/15 | McCleary School District | McCleary | 280 |
| 2012/13 | McCleary School District | McCleary | 327 |
| 2013/14 | Morton School District No. 214 | Morton | 310 |
| 2015/16 | Mossyrock School District | Mossyrock | 530 |
| 2011/12 | Mount Baker School District | Deming | 2000 |
| 2011/12 | North Kitsap School District | Poulsbo | 6500 |
| 2019/20 | North River School District | Cosmopolis | 67 |
| 2008/09 | North Thurston Public Schools | Lacey | 13500 |
| 2009/10 | Northport School District No. 211 | Northport | 162 |
| 2016/17 | Ocosta School District | Westport | 623 |
| 2010/11 | Ocosta School District | Westport | 675 |
| 2017/18 | Okanogan School District | Okanogan | 1100 |
| 2011/12 | Olympia School District | Olympia | 9000 |
| 2013/14 | Orcas Island School District | Eastsound | 800 |
| 2008/09 | Orting School District | Orting | 2100 |
| 2015/16 | Othello School District No. 147 | Othello | 4000 |
| 2015/16 | Port Townsend School District | Port Townsend | 1214 |
| 2011/12 | Port Townsend School District | Port Townsend | 1214 |
| 2017/18 | Quilcene School District | Quilcene | 650 |
| 2009/10 | Rainier School District | Rainier | 940 |
| 2012/13 | Richland Public Schools | Richland | 11700 |
| 2013/14 | Ridgefield School District | Ridgefield | 2200 |
| 2014/15 | San Juan Island School District | Friday Harbor | 750 |
| 2014/15 | Sequim School District No. 323 | Sequim | 2953 |
| 2011/12 | Sequim School District No. 323 | Sequim | 2800 |
| 2008/09 | Shaw Island School District | Shaw Island | 10 |
| 2020/21 | Shelton School District | Shelton | 4200 |
| 2014/15 | Shelton School District | Shelton | 4115 |

| Year | District | City | Enrollment |
|-------------|---|--------------|-------------------|
| 2010/11 | Shelton School District | Shelton | 4195 |
| 2015/16 | Skykomish School District | Skykomish | 40 |
| 2013/14 | Skykomish School District | Skykomish | 40 |
| 2011/12 | Skykomish School District | Skykomish | 45 |
| 2017/18 | Soap Lake School District | Soap Lake | 490 |
| 2010/11 | South Whidbey School District | Langley | 1550 |
| 2009/10 | Steilacoom Historical School District No. 1 | Steilacoom | 5727 |
| 2017/17 | Tahoma School District No. 409 | Maple Valley | 8200 |
| 2013/14 | Tenino School District | Tenino | 1180 |
| 2007/08 | Tenino School District | Tenino | 1435 |
| 2017/18 | Thorp School District | Thorp | 120 |
| 2014/15 | Tonasket School District | Tonasket | 1200 |
| 2018/19 | Tukwila School District | Tukwila | 2934 |
| 2007/08 | Tukwila School District | Tukwila | 2558 |
| 2014/15 | Tumwater School District | Tumwater | 6700 |
| 2009/10 | Tumwater School District | Tumwater | 6036 |
| 2020/21 | Vancouver Public Schools | Vancouver | 23400 |
| 2010/11 | West Valley School District | Yakima | 4900 |
| 2014/15 | Wishkah Valley School District | Aberdeen | 140 |

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

July 24, 2020
McPherson & Jacobson, L.L.C.
11725 Arbor Street, Suite 220
Omaha, Nebraska 68144

Dear Dr. Jacobson,

I am the Board Chair of a very small K-12 rural school district in Western Washington. This spring we engaged McPherson & Jacobson to provide hiring assistance and consultation for a new Administrator. We were paired with consultant Steve Lowder.

Overall, and even with the challenges that the COVID-19 pandemic presented, our hiring process was excellent. Our School District's previous Administrator had served for 17 years, and only one of our current board members has participated in an Administrator selection process. Although we intellectually understood many of the pieces that are important to selecting a qualified candidate, such as identifying our core values and characteristics we want to see in a new Administrator, Steve provided a framework that guided us through each step so that we were efficient and effective in our process. Having a clear structure allowed each of us board members to be fully engaged and contribute to the process in a meaningful way, and also ensured that the same was true for other stakeholders like District employees, parents, students and community members.

In addition to the structure that he provided, Steve brought a wealth of skill and expertise to the process. Steve possesses strong emotional intelligence and communication skills, a commitment to curiosity and understanding, and a passion for public education and service to students. These skills and characteristics were incredibly helpful. Steve's process, communication and engagement with the Board and stakeholders demonstrated his dedication to our school community. It was clear that he was working to find the 'best fit possible,' not just highly qualified candidates.

One of the primary reasons our Board selected McPherson & Jacobson's services was because of the opportunity for support from our consultant in the new Administrator's first year (ie. assistance developing shared goals, etc.). I am grateful that Steve is our consultant, and that he will continue to provide that technical assistance for our Board and new Administrator in the year to come. Steve has invested great time and energy into developing a trusting relationship with stakeholders in our District, and I believe he knows our school community well. I have no doubt that he will continue to provide us with wise advice as we navigate the changes on the horizon.

It has been a great pleasure to get to know, and work with, Steve. He is gracious, possesses both depth and breadth of key applicable skills, and has a strong moral compass (ie. in his commitment to youth education), which makes him highly effective in his role as a consultant. Personally, I enjoy his sense of humor, and deeply appreciate his kind wisdom. His commitment to the process and our District's best interests is incredibly heartening, and I look forward to continuing to work with him over this next year.

Sincerely,



Beth Mizushima



A Proposal for Superintendent Search Consultant Services

Aberdeen School District Aberdeen, WA

October 7, 2021

Northwest Leadership Associates

724 N Lancashire Ln
Liberty Lake, WA 99019
(509) 979-5561

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Proposal for Search Services

Thank you for the opportunity to submit this proposal for assisting the Aberdeen School District with the recruitment, selection, and employment of your next superintendent. This letter and the attached material will serve as Northwest Leadership Associates' proposal to serve as your search consultants for this important work. Details and final procedures of the search process will, of course, be developed in conjunction with the Aberdeen Board of Directors and/or their designees.

EXPERIENCE AND QUALIFICATIONS

Northwest Leadership Associates has conducted over 320 superintendent searches during our twenty years of service. We have conducted many searches in districts in your area, including the **Elma, Raymond, Montesano, Olympia, and Aberdeen School District twice**, among many others. We have also been the superintendent search consultants for six Washington and six Oregon educational service districts, and we recently conducted Executive Director searches for the Washington Association of School Administrators, the Washington State Retired Educators' Association, and the Washington Interscholastic Activities Association. A complete three-year search history for Northwest Leadership Associates is included in this proposal.

WORK PLAN AND TIMELINE

We have worked hard to develop a culturally sensitive search protocol that finds the appropriate balance between meaningful involvement of key stakeholders, while maintaining the final decision-making authority of the Board.

The following is a suggested work plan and timeline delineating the major activities and responsibilities of the School Board and Northwest Leadership Associates for each phase of the search.

Note: The following description of activities applies to our typical search process. Obviously, significant adjustments may need to be made in light of the COVID-19 situation, and the related restrictions on public meetings. We will do everything possible to develop, in conjunction with the Board, a modified search process that is transparent and provides for meaningful public engagement while adhering to the current state guidelines

PHASE 1 - PREPARING FOR THE SEARCH

Northwest Leadership Associates will:

- Meet with the Board to develop a tentative search plan and timeline.
- Obtain from Board members their perceptions of the required and preferred qualification criteria for the position and the personal characteristics and strengths being sought in candidates.
- Outline for the Board's consideration a variety of ways in which appropriate local school district personnel, staff and community members can be meaningfully involved in the search process.
- As requested, and/or approved by the Board, meet with selected individuals and groups obtain input regarding the qualification/selection criteria to be used by the Board in guiding its selection decision. These meetings will be conducted in Spanish, as requested.

- Synthesize the input received from all individual and group meetings and present the consolidated information to the Board for review in developing an initial draft of the recruitment brochure.
- Present to the Board developmental drafts of the recruitment brochure until approved by the Board for distribution.
- Review with the Board recruitment materials and strategies to be used in the search.

The School Board (or designee) will:

- Approve the tentative search plan and timeline.
- Determine the process for the involvement of community, staff, students, and other stakeholders in the search process.
- Provide NWLA with background information regarding the district for use in candidate recruitment.
- Respond to preliminary drafts and approve for printing the final draft of the recruitment brochure.
- Approve other recruitment strategies and advertising of the opening.
- Based on the salary study and contract review and the recommendation of the consultants, approve a potential compensation package and talking points regarding compensation that NWLA consultants can use when recruiting candidates.

PHASE 2 - RECRUITING AND SCREENING CANDIDATES

Northwest Leadership Associates will:

- Place recruitment announcements on selected internet web sites.
- Using a wide-ranging network, contact school administrators, ESD superintendents, college professors, representatives of professional associations, and other individuals who can assist with identifying qualified applicants who should be encouraged to seek the position.
- Through personal contacts, encourage selected potential candidates to apply for the position.
- Respond to applicant questions about the position.
- Receive and acknowledge all applications and establish a confidential file for each candidate.
- Conduct preliminary reference screening for all qualified applicants.
- Report to the Board the results of the application/screening process and review with the Board all the application files. Identify the leading candidates, as well as those who are not recommended for further consideration, and give reasons for that decision.
- Assist the Board in selecting candidates to be invited to interview for the position.

The School Board (or designee) will:

- Approve recruitment strategies and advertising for the position.
- Receive the comprehensive screening report from NWLA.
- Review all application files. Discuss the relative merits of the candidates in relationship to the selection criteria.
- Select candidates to be invited to interview for the position.
- Conduct additional reference checks, as needed, on those candidates invited for interviews.

PHASE 3 - INTERVIEWING CANDIDATES

Northwest Leadership Associates will:

- Provide the Board with sample interview questions and a suggested interview format.
- Advise the Board on options for including advisory groups, bilingual if requested, in the interview process.
- Assist with scheduling and arranging interviews with the selected candidates.
- Conduct further background checks for candidates still under consideration, as requested by the Board.
- At the conclusion of the interview process, meet with the Board to assist in the evaluation of candidates.
- Provide the Board with a suggested format for the finalists' visits to the district and additional final interview strategies.

The School Board (or designee) will:

- Arrange for the participation of any advisory groups invited to participate in the interview process.
- Approve interview format and final draft of interview questions.
- Conduct interviews with selected candidates.
- In consultation with NWLA, evaluate candidates following the interviews and select candidate(s) to be visited and/or invited for additional interview(s).
- Conduct site visits and/or second interviews as deemed necessary by the Board.

PHASE 4 - MAKING THE SELECTION AND CLOSING THE DEAL

Northwest Leadership Associates will:

- Meet with the board to define any additional information needed before reaching a decision.
- Assist the Board with contract negotiations with selected candidate, including making appropriate recommendations to the Board regarding contract terms.
- Notify candidates not selected for the position.

The School Board (or designee) will:

- Review all input from groups and individuals that have met with the candidates.
- Make site visit(s), if needed, prior to making final decision.
- Determine which candidate should be offered the position.
- With NWLA assistance, negotiate a mutually acceptable contract with the selected candidate.
- Make appropriate announcements to the staff, community, and the media.

SEARCH CONSULTANT TEAM

If Northwest Leadership Associates is selected, **Mr. Mark Hottowe, Dr. Pam Veltri, Mr. Sergio Hernandez, and Dr. Thomas Rockefeller** will be your search team working directly with the Aberdeen Board, staff, students, and community. **Mark** and **Tom** will be the “lead” consultants for this search. This team is not involved in any coincidental projects that will interfere or impede the timeline of this search process. **Mark** is the former superintendent of Ocean Beach and Battle Ground School Districts and is on the ESD 112 Board of Directors; **Pam** is the former superintendent of Medical Lake School District and currently on the Educational Leadership faculty at Eastern Washington University; **Sergio** is the former superintendent of the Freeman, Kahlotus, and Tekoa (WA) School Districts and currently the Executive Director of the Washington Association of Latino Administrators and Superintendents, and **Tom** is the Chief Operating Officer of Northwest Leadership Associates and the former superintendent of the Mead and Pullman School Districts.

NWLA Associates

Dr. Thomas Rockefeller, Chief Operating Officer

- Former Superintendent of the Mead and Pullman School Districts
- Former adjunct member of WSU’s Educational Leadership Program

Dr. Dennis Ray, President

- President and Owner of Northwest Leadership Associates
- Former Superintendent of the Walla Walla and Northshore School Districts

Sergio Hernandez, NWLA Associate

- Former Superintendent of the Tekoa, Freeman and Kahlotus School Districts
- Executive Director, WA Association of Latino Administrators and Superintendents

Mark Hottowe, NWLA Associate

- Former Superintendent of the Ocean Beach and Battle Ground School Districts
- Educational Service District 112 Board of Directors

Dr. James Howard, NWLA Associate

- Former Director of WSU’s Principal Certification Program
- Former Superintendent of the Davenport School District

Dr. William Jordan, NWLA Associate

- Former Superintendent of the Walla Walla, Prescott, and Kelso School Districts
- Former Deputy Superintendent of Public Instruction for Washington State

Dr. Wayne Robertson, NWLA Associate

- Former Superintendent of the Edmonds, Lakewood and Conway School Districts
- Faculty member in Western Washington University Educational Leadership Program

Dr. Pam Veltri, NWLA Associate

- Former Superintendent of the Medical Lake School District
- Faculty member in Eastern Washington University Educational Leadership Program

Mark Venn, NWLA Associate

- Former Superintendent of the Sedro-Woolley School District
- Educational Service District 189 Board member

STAFF AND COMMUNITY INVOLVEMENT

We will initiate the search by conducting an on-line survey and holding focus group sessions with staff, community members, and other key stakeholder groups, in Spanish if appropriate, to gather input on the needs of the district and the criteria that should be used in recruiting candidates and making the final selection.

LEADERSHIP PROFILE

The Leadership Profile developed at the outset of the search process becomes the guiding document in evaluating candidates and making the final selection decision. As indicated in the search outline, we will facilitate the development of the leadership profile through:

- conducting an on-line survey, in both English and Spanish, inviting input from all interested staff and community members,
- holding focus group meetings, in both English and Spanish, with key stakeholder groups, including both community members and district staff, and
- meeting individually with each board member

Based upon this input we will create a draft of the leadership profile and selection criteria for the review, revision, and approval of the Board of Directors.

ADVERTISING AND RECRUITING PLAN

We will develop a vacancy announcement for the position that outlines the leadership challenges and selection criteria identified by the Board, along with a profile of the district and other information of importance to prospective candidates. We will email the brochure to over three thousand school districts and individuals in our database, which includes superintendents, assistant superintendents, university professors, and professional association executives. We will list the opening on appropriate websites, including the Washington State School Directors and Washington Association of School Administrators.

One of our associates, Sergio Hernandez, is the Executive Director of the Washington Association of Latino Administrators and Superintendents. We will list the opening on their websites, as well as their sister organizations in other states. We will reach out to a variety of other groups representing diverse and under-represented groups to secure a widely representative pool of candidates for the position.

Most important, we will conduct aggressive one-to-one recruiting efforts with individuals we believe are highly qualified candidates for the position.

CANDIDATE ANALYSIS AND SCREENING

Northwest Leadership Associates will conduct preliminary reference checks on all qualified candidates. We will contact references identified by the candidate and, more importantly, other individuals who are familiar with the candidate's past work. Once the field of candidates has been narrowed to those to be invited for interviews, we will encourage Board members to make additional reference checks.

FINAL BACKGROUND CHECKS

As the field of candidates is narrowed to finalists for the position, we will facilitate criminal background checks on those still under consideration. Although it is highly unlikely that these checks will reveal any previously unknown information, we believe it is a wise "due diligence" investment. This is included at no additional cost to the district. We will also work with the school board in conducting more extensive professional background checks on the finalists.

BOARD-SUPERINTENDENT WORKSHOP

At the request of the Board, we will conduct a three-hour board-superintendent workshop during the 2022-2023 school year as part of the services provided under this proposal. The proposed workshop will focus on clarification of respective roles and responsibilities, effective team-building strategies, and identification of the Board's expectations for the superintendent. The only additional expense to the district for this workshop would be the consultant travel to the district.

COST

Our preliminary cost proposal, based on the scope of services outlined in this proposal, is sixteen thousand eight hundred dollars (\$16,800), plus reimbursement for agreed upon expenses. The only anticipated expenses will consist of consultant travel to the district and the cost of advertising on national websites. The fee will be due upon the employment of the new superintendent.

GUARANTEE

If no acceptable candidate is identified, or the selected superintendent resigns the position or is dismissed by the Board for cause during the first two years of his/her employment, Northwest Leadership Associates will conduct a comparable search for a replacement without charge other than reimbursement for appropriate expenses.

We appreciate your consideration of our proposal and look forward to the opportunity to meet with the Board to discuss our proposal and the details of the proposed search process. I can be contacted at (509) 590-8453, or by email at t.rockefeller@superintendentsearch.com. Thank you for your consideration of our proposal; we look forward to hearing from you.

Tom Rockefeller

Dr. Tom Rockefeller
Chief Operating Officer
Northwest Leadership Associates

Dennis Ray

President
Northwest Leadership Associates

Aberdeen School District Superintendent Search Calendar

2021-2022

Suggested

(Draft – final calendar to be developed in conjunction with the Board)

| | |
|-------------------------------------|--|
| October ^{Draft} ____, 2021 | Board approves search plan and timeline |
| November ____, 2021 | Position description and leadership profile survey, in both English and Spanish, on web <ul style="list-style-type: none"> • Provides for input from all stakeholders |
| November ____ - ____, 2021 | Focus group meetings with stakeholders selected by Board |
| November ____, 2021 | Focus group report to Board by NWLA |
| November ____, 2021 | Brochure completed and emailed to 3000+ nationwide |
| January ____, 2022 | Mid-search report / preparation for interview phase |
| January ____, 2022 | Application deadline |
| February ____, 2022 | Screening report to board <ul style="list-style-type: none"> • Executive Session with board and NWLA consultants • Select 5-6 candidates to be invited for preliminary interviews |
| February ____ - ____, 2022 | Preliminary interviews <ul style="list-style-type: none"> • 50 minute interviews, with 10 minute break between • Questions to be developed by NWLA; revised by board • Executive Session to follow last interview to select finalists |
| February ____ - ____ - ____, 2022 | Final interviews Schedule to be developed, but will include: <ul style="list-style-type: none"> • Meetings with community and staff • Interview with superintendent and Board in Executive Session • Format to be developed by NWLA, and approved by board |
| February ____ 2022 | Announcement of final selection <ul style="list-style-type: none"> • Final background checks • Contract negotiations |
| February ____, 2022 | Contract to be offered <ul style="list-style-type: none"> • Offer to be pre-negotiated by consultant |
| July 1, 2022 | Selected superintendent assumes position |

Northwest Leadership Associates

selected references for the
Aberdeen School District

| Year | District/agency | Enroll | Selected Candidate (prior position) | Contact |
|-------------|--|---------------|--|---|
| 2021 | Raymond School District, Raymond WA | 540 | Ross Baker Superintendent, Emerson Academy | Ron Bell Board Chair konnibell@gmail.com (360) 942-3415 |
| 2021 | Elma School District, Elma, WA | 1,500 | Chris Nesmith Executive Director of Innovation, West Valley School District | Bernadette Bower Board Chair bbower@eagles.edu (360) 482-2822 |
| 2021 | East Valley School Dist. Spokane Valley, WA | 4,000 | Brian Talbott Superintendent Nine Mile Falls School District | Justin Voelker Board President (509) 413-2628 |
| 2021 | Wahluke Sch. Dist. Mattawa, WA | 2,600 | Andy Harwood Interim Superintendent Wahluke School District | Lorraine Jenne Board President ljenne@wahluke.net |
| 2021 | Peninsula Sch. Dist. Gig Harbor, WA | 9,000 | Krestin Bahr Superintendent Eatonville School District | David Olson Board President (253) 678-4904 |
| 2021 | Sedro-Woolley Sch. Dist. Sedro-Woolley, WA | 4,200 | Miriam Mickelson Executive Director Snohomish School District | Christina Jepperson Board President (206) 714-1902 |
| 2020 | Anacortes School District Anacortes, WA | 2,800 | Justin Irish Assistant Superintendent Edmonds School District | Bobbilyn Hogge Board member (360) 708-9128 |
| 2020 | Mount Vernon School District Mount Vernon, WA | 6,910 | Ismael Vivanco Superintendent Orondo School District | Larry Otos Board member (360) 333-4171 |

2021 Superintendent Search Results

| District | Selected | Student fte | From | Previous Position |
|--|-------------------------|--------------------|--|--|
| East Valley Spokane | Brian Talbot | 4000 | Nine-mile Falls | Superintendent |
| Elma | Chris Nesmith | 1600 | West Valley | Executive Director |
| Glenwood | Greg Rayl | 70 | American International School, Lagos, Nigeria | Superintendent |
| Jefferson County Madras, OR | Jay Mathisen | 3000 | George Fox University Newburg, OR | Director of Ed. Leadership |
| LaConner | Will Nelson | 600 | Arlington | Director of Equity |
| Liberty | Jerrad Jeske | 560 | Rainier | Vice Principal |
| Lopez Island | Ed Murray | 225 | Fountain Inn, South Carolina | Director |
| Mossyrock | Larry Markuson | 510 | White Sulphur Springs Montana | Superintendent |
| Orting | Bill Hatzenbeler | 2700 | Enumclaw | Director of Business & Operations |
| Peninsula | Krestin Bahr | 9200 | Eatonville | Superintendent |
| Raymond | David Baker | 529 | Emerson Academy Mount Vernon | Superintendent |
| Sedro-Woolley | Mirian Mickelson | 4500 | Snohomish | Executive Director |
| Stanwood- Camano | Deborah Rumbaugh | 4800 | Highline | Executive Director |
| Wahluke | Andy Harlow | 2400 | Wahluke | Interim Superintendent |
| White Salmon Valley | Sean McGeeney | 1250 | Yakima | Executive Director |

Northwest Leadership Associates
Three-Year Superintendent Search History (2019 – 2021)


| Year | District/agency | Selected Candidate (prior position) | Current status of selection |
|-------------|--|--|--|
| 2021 | East Valley School District Spokane Valley, WA 4,000 fte | Brian Talbot Superintendent Nine Mile Falls School District | Continues to serve in position |
| 2021 | Elma School District Elma, Washington 1,600 fte | Chris Nesmith Executive Director West Valley School District | Continues to serve in position |
| 2021 | Glenwood School District Glenwood, Washington 70 fte | Greg Rayl Superintendent Amer. International School | Continues to serve in position |
| 2021 | Jefferson County School District Madras, Oregon 3,000 fte | Jay Mathison Program Director George Fox University | Continues to serve in position |
| 2021 | LaConner School District LaConner, Washington 600 fte | Brian Talbot Superintendent Nine Mile Falls School District | Continues to serve in position |
| 2021 | Liberty School District Spangle, Washington 560 fte | Jerrad Jeske Assistant Principal Rainier School District | Continues to serve in position |
| 2020 | Lopez Island Schools Lopez, Washington 225 fte | Ed Murray Director Fountain Inn, S.D. | Continues to serve in position |
| 2021 | Mossyrock School District Mossyrock, Washington 510 fte | Larry Markuson Superintendent White Sulphur Springs, MT | Continues to serve in position |
| 2021 | Orting School District Orting, Washington 2,700 fte | Bill Hatzenbeler Director Enumclaw School District | Continues to serve in position |
| 2021 | Peninsula School District Gig Harbor, Washington 9,200 fte | Krestin Bahr Superintendent Eatonville Falls School District | Continues to serve in position |
| 2021 | Raymond School District Raymond, Washington 529 fte | David Baker Superintendent Emerson Academy | Continues to serve in position |
| 2021 | Sedro-Woolley School District Sedro-Woolley, WA 4,500 fte | Mirian Mickelson Executive Director Snohomish School District | Continues to serve in position |
| 2021 | Stanwood-Camano Schools Stanwood, Washington 4,800 fte | Deborah Rumbaugh Executive Director Highline Falls School District | Continues to serve in position |

| | | | |
|------|--|---|---------------------------------------|
| 2021 | Wahluke School District Mattawa, WA 2,400 fte | Andy Harlow Interim Superintendent Wahluke Falls School District | Continues to serve in position |
| 2021 | White Salmon Valley School White Salmon, WA 1,250 fte | Sean McGeeney Executive Director Yakima School District | Continues to serve in position |
| 2020 | Enumclaw School District Enumclaw Washington 4,100 fte | Shaun Carey Assistant Superintendent Franklin Pierce School District | Continues to serve in position |
| 2020 | Hood Canal School District Shelton, Washington 320 fte | Nikki Cannon Interim Superintendent Hood Canal School District | Continues to serve in position |
| 2020 | Klickitat School District Klickitat, Washington 70 fte | Brian Freeman Interim Superintendent Klickitat School District | Continues to serve in position |
| 2020 | Mary M. Knight School District Shelton, Washington 1,050 fte | Matt Mallery Executive Director Grandview School District | Continues to serve in position |
| 2020 | Mossyrock School District Mossyrock, Washington 550 fte | Glenn Malone Executive Director Puyallup School District | Interim Appointment |
| 2020 | Mount Vernon School District Mount Vernon, Washington 6,800 fte | Ismael Vivanco Superintendent Orondo School District | Continues to serve in position |
| 2020 | Omak School District Omak, Washington 5,500 fte | Michael Porter Assistant Superintendent Omak School District | Continues to serve in position |
| 2020 | Pioneer School District Shelton, Washington 90 fte | John Gummel Principal Kelso School District | Continues to serve in position |
| 2020 | Puyallup School District Puyallup, Washington 23,100 fte | John Polm Superintendent Port Townsend School District | Continues to serve in position |
| 2020 | Stevenson-Carson School Dist Stevenson, Washington 910 fte | Ingrid Colvard Principal Woodland School District | Continues to serve in position |
| 2020 | Woodburn School District Woodburn, Oregon 5,700 fte | Oscar Gilson Director Portland School District | Continues to serve in position |
| 2019 | Clarkston School District Clarkston, Washington 2,700 fte | Thaynan Knowlton Superintendent Kettle Falls School District | Continues to serve in position |
| 2019 | Cle Elum-Roslyn School District Cle Elum, Washington 910 fte | Michelle Kuss-Cybula Principal Bellingham School District | Continues to serve in position |

| | | | |
|------|---|--|---|
| 2019 | Ephrata School District Ephrata, Washington 2,600 fte | Tim Payne Superintendent College Place School District | Continues to serve in position |
| 2019 | Hockinson School District Hockinson, Washington 2,000 fte | Steve Marshall District of Ed Resouces Camas School District | Continues to serve in position |
| 2019 | Kennewick School District Kennewick, Washington 18,500 fte | Traci Pierce Director Lake Washington School Dist | Continues to serve in position |
| 2019 | Lakewood School District Lakewood, Washington 2,450 fte | Scott Peacock Deputy Superintendent Snohomish School District | Continues to serve in position |
| 2019 | Lyle School District Lyle, Washington 230 fte | Ann Varkados Assistant Superintendent Bethel School District | Continues to serve in position |
| 2019 | Mead School District Mead, Washington 10,300 fte | Shawn Woodward Superintendent Lake Pend Oreille School Dist | Continues to serve in position |
| 2019 | Naches Valley School District Naches, Washington 1,310 fte | Robert Bowman Principal Zillah School District | Continues to serve in position |
| 2019 | Ocean Beach School District Long Beach, Washington 1,050 fte | Amy Huntley Administrator Ocean Beach School District | Continues to serve in position |
| 2019 | South Kitsap School District Port Orchard, Washington 9,900 fte | Tim Winter Superintendent Clarkston School District | Continues to serve in position |
| 2019 | Waitsburg School District Waitsburg, Washington 285 fte | Mark Pickel Principal Walla Walla School District | Continues to serve in position |
| 2019 | Yakima School District Yakima, Washington 16,200 fte | Trevor Greene Executive Director Highline School District | Continues to serve in position |
| 2019 | South Kitsap School District Port Orchard, Washington 9,900 fte | Tim Winter Superintendent Clarkston School District | Continues to serve in position |
| 2019 | Waitsburg School District Waitsburg, Washington 285 fte | Mark Pickel Principal Walla Walla School District | Continues to serve in position |
| 2019 | Yakima School District Yakima, Washington 16,200 fte | Trevor Greene Executive Director Highline School District | Continues to serve in position |

G. MARK HOTTOWE

NORTHWEST LEADERSHIP ASSOCIATES

 (360) 431-0950 (cell) | (360) 636-0753 (home)

 m.hottowe@superintendentsearch.com

 213 Stella Rd | Longview, WA 98632

PROFESSIONAL HISTORY

- 2014 – 2017 Superintendent, Battle Ground School District, Battle Ground, WA
- 2011 – 2014 Superintendent, Ocean Beach School District, Long Beach, WA
- 2007 – 2011 Executive Director, Supervision, Human Resources and Student Services
Kelso School District, Kelso WA
- 2004 – 2007 Director of Student Services, Kelso School District, Kelso WA

Other Professional Experience


- Elementary and Middle School Principal, Kelso School District, Kelso, WA
- Middle School Principal, Longview School District, Longview, WA
- Middle School Assistant Principal, Sumner School District, Sumner, WA
- Teacher and Federal Indian Education Coord., Central Kitsap School District, Silverdale, WA
- Teacher Cape Flattery School District, Neah Bay, WA


EDUCATION

| | |
|------------------------------|-------------------------------|
| Superintendent Credential | Washington State University |
| Master of Education | Central Washington University |
| Administrative Credential | Central Washington University |
| Bachelor of Arts | Dartmouth College |
| Elem/Sec Teaching Credential | Dartmouth College |

THOMAS J. ROCKEFELLER

NORTHWEST LEADERSHIP ASSOCIATES CHIEF OPERATING OFFICER

 (509) 590-8453

 t.rockefeller@superintendentsearch.com

 11417 Lloyd Charles Lane | Spokane, WA 99218

PROFESSIONAL HISTORY

| | |
|-------------|---|
| 2006 - 2019 | Superintendent - Mead School District, Mead, Washington |
| 2000 - 2006 | Superintendent - Pullman Public Schools, Mead, Washington |
| 1998 - 1999 | Executive Director of Curriculum and Instruction Ridgefield Public Schools. Ridgefield, Washington |
| 1992 - 1999 | Principal - View Ridge Middle School, Ridgefield School District |
| 1978 - 1992 | Teacher - Ridgefield School District, Ridgefield, Washington |

EDUCATION

| | |
|--------|----------------------------------|
| Ed.D. | Portland State University (1990) |
| M.Ed. | University of Portland (1981) |
| B.S.E. | University of Kansas (1978) |

Superintendent's Endorsement, Washington State University (1998)

Washington Continuing Superintendent's Certificate, Washington State University (1998)

Principal's Endorsement/Certification, Washington State University (1991)


Washington Continuing Administrative Certificate, Washington State University (1989)


Principal's Endorsement/Certification, Portland State University (1985)

Washington Standard/Continuing Teacher Certificate (1980)

SERIGO HERNANDEZ

NORTHWEST LEADERSHIP ASSOCIATES

 (509) 389-3940

 s.hernandez@superintendentsearch.com

 611 Country Club Rd | Walla Walla, WA 99362

PROFESSIONAL HISTORY

Washington Association of Latino Administrators and Superintendents
Executive Director and Business Development Specialist - Founding member

2013 - present Equity and Access Coordinator
Walla Walla School District, Walla Walla, WA

1999 - 2014 Superintendent of Schools - Freeman, Tekoa and Kahlotus School Districts

1991 - 1999 Federal Programs Director - Walla Walla School District, Walla Walla, WA

1982 - 1991 Administrator - Walla Walla University, College Place, WA

1969 - 1982 Teacher and Administrator - Seventh-day Adventist Church

EDUCATION

Superintendent Credential Washington State University (1997)


Ed.D. - ABD status Ed. Specialist - Bilingual Education
Wichita State University, Wichita, KS (1980)


M.Ed. Pacific Union College, Angwin, CA (1973)


B.A. Pacific Union College, Angwin, CA (1969)

PAMELA VELTRI

NORTHWEST LEADERSHIP ASSOCIATES

 (509) 710-1402

 p.veltri@superintendentsearch.com

 14101 N Copper Canyon Lane, Spokane, WA 99208

PROFESSIONAL HISTORY

| | |
|----------------|---|
| 2019 - Present | Director - Educational Leadership Program - EWU |
| 2014 - 2019 | Assistant Superintendent - Mead School District, Mead, WA |
| 2000 - 2014 | Superintendent - Medical Lake School District, Medical Lake, WA |
| 2012 & 2013 | Adjunct Professor Graduate Studies, Whitworth University |
| 2012 - Present | Adjunct Professor Graduate Studies, Eastern Washington University |
| 1999 - 2000 | Assistant Superintendent - Medical Lake School District, Medical Lake, WA |
| 1996 - 1999 | Director Student Services & Curriculum, Medical Lake School District |
| 1992-1996 | Director of Curriculum & Instruction - Newport School District, Newport, WA |
| 1990-1992 | Director Special Services - Newport School District, Newport, WA |
| 1988-1990 | Director of Secondary Special Svcs - Newport School District, Newport, WA |
| 1983-1985 | Teacher - Newport Jr./Sr. High School, Newport, WA |
| 1982-1983 | Special Education Teacher - Wallace School District, Wallace, ID |

EDUCATION

Doctor of Philosophy in Education, University of Idaho (2001)

Specialist in Educational Administration, University of Idaho (1994)

Master of Arts in Supervision, Curriculum & Instruction, Gonzaga University (1992)

Master of Education in Special Education Administration, University of Idaho (1986)

Bachelor of Education Gonzaga University, Graduated summa cum laude (1982)

NWLA Superintendent Search Flow Chart

