



Maine School Management Association Superintendent Search Services

Technical Proposal To: Falmouth School Department for Superintendent Search Services

December 9, 2024

Maine School Management Association

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Maine School Management Association

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MSMA Superintendent Search Coordination and Consulting Services Proposal to Falmouth School Department

The Maine School Management Association (MSMA) is pleased to have this opportunity to present Falmouth School Department with a proposal for superintendent search services. MSMA staff is prepared to conduct your search in the most individualized and professional manner possible. Because our work involves providing comprehensive administrative services to boards/committees and superintendents, and directors in this state, we have a vested interest in the success of your search. We want to be certain that you and your new superintendent are an excellent match. The children of your community have the right to expect as much from all of us. The taxpayers of your community have the right to demand it.

MSMA has designed the search service to offer maximum flexibility to the Board and to assure that the Board has total control of the decision-making process. We will do the necessary foundation work to make certain the Board is free to concentrate on the most important elements in a search—interviewing the most qualified candidates and selecting the next superintendent to lead Falmouth School Department.

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Why hire MSMA to conduct your search?

Probably the single-most important decision a school board makes is the selection of a superintendent. Since this decision is so important, the process of selection should be very thoroughly developed and carefully followed.

- ⇒ MSMA is well-versed in all aspects of Maine laws and statutes that impact the selection process.
- ⇒ MSMA can alleviate the time commitment necessary to conduct a thorough search process.
- ⇒ MSMA has a thorough understanding of Maine public school operations.
- ⇒ MSMA uses in-state and national networking.
- ⇒ MSMA employs a comprehensive in-house staff.
- ⇒ MSMA streamlines the Board's selection process providing the search committee secure online access to review candidate materials.

Whether you need advice, counsel, technical assistance, or our complete, comprehensive search service, your MSMA team will guide you through all stages of the search process.

MSMA's Consultant Team

The MSMA staff is a key part of your search team. They are all veterans in the administrative, procedural, public relations, communications, and political aspects of the superintendent and director search process. Our in-house capabilities save you money and time and ensure that you have direct contact and immediate turnaround in all phases of the process.

Our Office:

Maine School Management Association
49 Community Drive, Augusta, ME 04330
Telephone: (207) 622-3473 ▪ Toll free: (800) 660-8484
Email: msma@msmaweb.com ▪ Website: www.msmaweb.com

Areas of Expertise:

Superintendent/CTE Director Search Services
New Superintendent Orientation
Superintendent and Board Professional Development
Strategic Planning
Education and Legislative Advocacy

Types of Search Services Performed:

Superintendent
Interim Superintendent
Interim Business Manager
Superintendent/Principal
CTE Director

MSMA staff will work with your board throughout all phases of a superintendent/director search and will modify the search to meet your specific needs. You get the search services you want—not the search process someone has decided you should have.

MSMA's Consultant Team—*Continued*

Each employee is a full-time employee of MSMA, thus available during regular business hours Monday through Friday. Additionally, lead consultants, Steven Bailey and Eileen King, are available via email and cell phone after hours.

MSMA has extensive resources to assist you at every stage, including analyzing your needs, conducting focus groups, developing the process for determining the credentials, background and candidate profile, questions, screening and site visits.

MSMA has been conducting successful superintendent searches for more than 40 years, and our consultants have decades of hiring experience.

Meet our Consultants



Steven W. Bailey
Executive Director

Steven Bailey has over 50 years experience in public education in Maine and New Hampshire. He has been a Superintendent of Schools and Assistant Superintendent in Maine for ten years covering the following governance structures: ADS, CSD, School Union, and Municipal and has participated with many SAD/RSU Boards in trainings and workshops.

Steve holds a Certificate of Advanced Graduate Studies in Educational Leadership, a Masters in Education, and a Bachelors of Science in Health/Physical Education. He has taken classes through the Harvard Graduate School of Education focusing on diversity, equity and inclusion

He is Past President of the Maine School Superintendents Association and previously was very active in the American Association for School Administrators (AASA). He was honored as a National Distinguished Principal in 1996 and Superintendent of the Year in 2015. He currently is a member of the National School Boards Association and AASA where he actively participates in the leadership trainings for state executives and School Board officers. Bailey is in his sixth year as Executive Director of MSMA where he continues the strong MSMA tradition of leadership to School Boards and Superintendents.

Eileen King has 45 years experience in public education in Maine and New Jersey. She has been a Superintendent of Schools for 16 years, a Middle School and Elementary School Principal for 15 years and began her career in Education as a High School Spanish Teacher.

Eileen holds a Masters Degree in Education, a Bachelor of Arts Degree in Spanish and has completed over 60 advanced graduate credits in Educational Leadership, Middle Level Education and Business Administration.

She is a former president of the Maine School Superintendents Association, prior chair of its Professional Development Committee and former member of MSSA's Executive Committee for 13 years. She was honored as a National Distinguished Principal in 2000 and Superintendent of the Year in 2009. Eileen is active in AASA, The School Superintendents Association, and represents Maine Superintendents as their Executive Director nationally. King is in her sixth year as Deputy Executive Director of MSMA and Executive Director of MSSA.



Eileen E. King
Deputy Executive
Director

MSMA's Consultant Team—*Continued*

Robbie Feinberg, Director of Communications and Government Relations

Robbie Feinberg has more than a decade of experience in media, communications and educational policy within Maine. Before starting his role at MSMA in 2024, Robbie spent more than eight years as a reporter and host at Maine Public, where he primarily covered education. He was the lead producer of the *Maine Education Project*, a multi-year multimedia initiative examining Maine's educational challenges and promising solutions. Robbie's reporting was regularly distributed on national outlets, including NPR, *Marketplace*, and *The Hechinger Report* and his work has won several awards from statewide and national organizations and helped lead to changes in state policy. In his current role, Robbie provides communications support to school districts across the state and leads MSMA's government relations and advocacy efforts at the State House.

Charlotte Bates, Director of Policy and Research Services

JD, University of Maine School of Law

MA, University of Iowa, Child Behavior and Development

BA, Bates College, Psychology and History

Charlotte Bates has been with Maine School Management Association for over 20 years, providing policy and other consultation services to school boards and superintendents; developing MSMA sample policies, procedures and other materials; reviewing and revising school board policies, board bylaws and internal operating procedures, and student handbooks; and conducting policy related workshops. She has completed numerous comprehensive reviews/revisions of school board policy manuals and governance documents and has worked with school boards and their policy committees around the state.

She has served on the Scarborough Board of Education, acting as Vice Chair, Chair of the Board's Policy Committee, and member of its Negotiations Committee, and on the Town of Scarborough's Comprehensive Plan Review Committee. She is also a member of the Government and Public Sector Section of the Maine State Bar Association.

Angie Audette, Administrative Assistant

Angie Audette has been with Maine School Management Association since 1994 providing comprehensive administrative support for MSMA Superintendent Search Services for over 13 years. She plays an integral support role in MSMA Superintendent Search Services researching and developing customized materials including all graphic ads and communicating with search committees and candidates throughout the process.

Overview of MSMA Superintendent Search Services

A first step in recruitment for a new Superintendent is getting organized and consideration of the following points:

- ⇒ Whether a consultant will be employed to assist the school board in the selection process.
- ⇒ Whether the outgoing superintendent will be involved in the process.
- ⇒ Whether the full board or a subcommittee will be responsible for the process.
- ⇒ Whether others (administrators, teachers, citizens) will be involved.
- ⇒ Whether the school board will be responsible for the candidates' expenses.

The search process can be divided into five phases, with the primary responsibility of the search consultant and the school board/search committee clearly delineated. MSMA Superintendent Search Services available from start (phase 1) to finish (phase 5) are set forth below. MSMA will assist in developing a timeline for the entire search process.

Phase 1 – Leadership Profile Development

A member of the MSMA team would provide consulting services to identify success factors, major issues, and expectations; approve leadership profile and selection criteria; conduct focus groups/surveys and report to the board/search committee; and compile salary and benefit data. We would assist in job description development and preparation of publicity materials.

Phase 2 – Candidate Recruitment

MSMA would create a complimentary graphic advertisement to be circulated to Superintendents, Assistant Superintendents and CTE Directors in the state of Maine and nationally to the 50 state board executives. The vacancy would be posted free of charge on the MSMA website and in the MSSA Newsletter (dependent upon publication date). Advertising options would be discussed with recommendations and price quotes made available to the board/search committee. Arrangements would be made for advertising in other venues by MSMA.

MSMA would provide customized application materials, coordinate nominations and applications and build candidate files. MSMA staff would promptly and efficiently fulfill requests for application materials and communicate with potential candidates throughout the application process. An MSMA consultant would assist in conducting reference checks on applicants.

Overview of MSMA Superintendent Search Services—*Continued*

Phase 3 – Candidate Screening

An MSMA consultant would screen candidates against selection criteria, help to identify semi-finalist candidates, inform successful candidates and schedule interviews. MSMA would assist with delivering semi-finalist candidates to the board.

MSMA would inform unsuccessful candidates, provide orientation for the board and assist with the selection of finalists.

Phase 4 – Full Board Evaluation of Finalists

MSMA would assist the board in preparation for the finalist stage. MSMA staff would schedule interviews, conduct reference checks on finalists, and assist the board in preparation for site visits and final interviews.

Phase 5 – Appointment

In the final phase of the search process, an MSMA consultant would assist with the selection of the new superintendent and announcement of the appointment. MSMA would inform other finalists, assist the board in contract preparation and negotiation of the contract. MSMA would provide support in closing the search and processing materials. Assistance from an MSMA consultant would be available to ease transition to new leadership.

Service fees: \$175 per hour plus the cost of advertising.

Travel expenses of the candidates at both the semi-finalist and finalist levels are the responsibility of the school board.

Travel expenses for board visits to candidates' home districts are the responsibility of the school board.

Falmouth Superintendent Search Proposed Timeline

MONTH 1

Confirm Job Description
Advertising and/or Brochure Development

Launch of Community/Staff Qualification and Experience Survey/Public Forums
Recruitment and Advertising Begins
Determination of Search/Interview Committee

Search Update
Summary Report of Community/Staff Opinion Survey
Determine Key Qualifications and Experiences of Candidates

MONTH 2

Deadline for Applications in MSMA Office

Presentation of Candidate Pool and Selection of Semi-Finalists by Cooperative Board to be Interviewed

Semi-Finalist Interviews

Announcement of Finalist Candidates

MONTH 3

Candidate "A" and Candidate "B" in District for Final Interviews with Board

Reference Checks and Visits by Board Members to Candidates' Home District

Announcement of Superintendent:

Start Date:

Recent Superintendent Searches Conducted By MSMA

"Conducting a superintendent search is always a daunting task and for our most recent search we decided to hire MSMA to help us with the process. Not only did MSMA guide us in an efficient search, but they also provided valuable insights that improved our decision making. Using MSMA got us more qualified candidates than we have ever had and we completed our search in half the time expected. We will never do another search without them!"

Fred Grant, Chair, RSU 29

2023-2024

ADS 93
Augusta
Great Salt Bay RSU
Hermon Interim Search
Northport
RSU 25
Scarborough

Auburn
Bangor School Department
Hancock-Lamoine
Islesboro
RSU 3 Interim Search
RSU 71

2022-2023

ADS 77
MSAD 58
RSU 29
Sebago
Wiscasset

MSAD 37
RSU 02
RSU 63
School Union 93
York

2021-2022

ADS 91
CTE Region 7
Hancock-Lamoine Interim Search
MSAD 6
RSU 5
RSU 63 Interim Search
Wiscasset Interim Search

CTE Region 4
CTE Region 10
Hermon
MSAD 24
RSU 34
Waterville

Superintendent Search References

Hermon School Department

Stephanie Oiler, Board Chair
(207) 944-5586
stephanie.oiler@schools.hermon.net
Interim Search, April 2024-July 2024
District Cost: \$3,325 (does not include advertising costs)

Scarborough School Department

Shannon Lindstrom, Board Chair
(571) 393-0548
slindstrom@scarboroughschools.org
Full Search, February 2024-May 2024
District Cost: \$6,115 (includes advertising costs)

Augusta School Department

Martha Witham, Board Chair
(207) 751-9242
martha.witham@augustaschools.org
Full Search, September 2023-February 2024
District Cost: \$7,624 (includes advertising costs)

York School Department

Julie Kelbert, Board Chair
(207) 703-8797
jkelbert@yorkschoools.org
Full Search, January 2023-April 2023
District Cost: \$13,787 (includes advertising costs)

RSU 29/MSAD 29

Jeannie Tapley, Board Chair
(207) 694-5773
jeannie.tapley@rsu29.org
Full Search, March 2023-April 2023
District Cost: \$4,396 (includes advertising costs)

Bangor School Department

Tim Surette
(207) 731-6998
timothy.surette@maine.edu
Full Search, February 2024-May 2024
District Cost: \$7,242 (includes advertising costs)

Auburn School Department

Pamela Albert, Board Chair
(207) 632-0331
palbert@auburnschl.edu
Full Search, December 2023-March 2024
District Cost: \$6,472 (includes advertising costs)

Hancock-Lamoine School Department

Gordon Donaldson, Board Member/Search Committee Chair
(207) 667-2382
gdonaldson@lamoineconsolidated.org
Full Search, October 2023-December 2023
District Cost: \$2,175 (includes advertising costs)

Wiscasset School Department

Jason Putnam, Board Chair
(231) 268-1297
jputnam@wiscassetsschools.org
Full Search, January 2023-March 2023
District Cost: \$5,925 (includes advertising costs)

MSAD 23/RSU 87

Shannon Knowles, Board Chair
(207) 884-7108
mkskbb@aol.com
Full Search, February 2019-May 2019
District Cost: \$3,202 (does not include advertising costs)