

A Proposal for the Selection of a Superintendent

Presented To:



Submitted By:

Ray and Associates, Inc.

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Finding Leaders for America's Schools

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Ray and Associates, Inc.
Leaders in Executive Searches

February 5, 2021

Stanwood Camano School District
ATTN: Ms. Maurene Stanton
26920 Pioneer Highway
Stanwood, WA 98292

Dear Ms. Stanton and Members of the School Board:

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

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

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

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

County Public Schools, Anne Arundel County Public Schools, Howard County Public School System, Wicomico County Public Schools and Prince George's County Public Schools, Maryland; Millcreek Township School District, Woodland Hills School District, Lewisburg Area School District, Wissahickon School District, Millville School District, Montgomery County Intermediate Unit and Benton Area Public School District, Pennsylvania; Teaneck Public Schools, Paterson Public Schools, Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Dover School District, New Hampshire; Tangipahoa Parish School System, Louisiana; Lynchburg City Schools, Montgomery County Public Schools, Mecklenburg County Schools, Bedford County Schools, Newport News Public Schools, Hampton City Schools, Prince William County Public Schools and Williamsburg-James City Schools, Virginia; Savannah-Chatham County Public School System, Georgia; Maury County Public Schools, Knox County Schools, Oak Ridge Schools and Sumner County Schools, Tennessee; North Little Rock School District, Pulaski County Special School District, Rogers Public Schools, Cotter Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; Marion County Public Schools, Hillsborough County Public Schools, Lake County School District, The School District of Palm Beach County, Florida State University Schools, Brevard Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Beaufort County School District, Jasper County School District and Richland County School District One, South Carolina; Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools, Ohio; Omaha Public Schools and Westside Community Schools, Nebraska; Lakeville Area School District, Minnesota; Dickinson Public Schools, Williston Public School District 1 and Fargo Public Schools, North Dakota; Vermillion School District, South Dakota; Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools and Ann Arbor Public Schools, Michigan; Kingman-Norwich USD 331, Geary County Schools USD 475, Shawnee Mission School District, Lawrence Public Schools and Kansas City Kansas Public Schools, Kansas; Hickman Mills C-1 School District, Joplin Schools and Kansas City Public Schools, Missouri; Champaign Unit 4 School District, DeKalb CUSD 428, Illinois Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Glenbrook North and Glenbrook South High Schools, Joliet School District and Township School District #113, Illinois.

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

We are currently leading searches for Snoqualmie Valley School District, Washington; North Clackamas School District, Oregon; Evansville Community School District and Glendale-River Hills School District, Wisconsin; Grand Ledge Public Schools, Michigan; Columbia Public Schools, Missouri; Andover Public Schools, Massachusetts; Greenburgh Area School District and the City School District of New Rochelle, New York; Salt Lake City School District, Utah; Paradise Valley Unified School District, Arizona; in addition to many others across the nation.

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

screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

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

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

Ray and Associates, Inc. strives to provide the District with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network on your behalf to locate individuals that can effectively assume the top executive post in your District.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

A handwritten signature in dark ink, appearing to read "M. Collins", with a stylized flourish at the end.

Michael Collins
President

SECTION I
**CONSULTANT SERVICES PROVIDED FOR STANWOOD CAMANO SCHOOL
DISTRICT**

THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Provide all services as outlined in Sections I, II, III and IV.
2. Customize the search process to meet the needs and expectations of the Stanwood Camano School District.
3. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
4. Work with the Board to establish a timeline that lists each step in the search process.
5. Discuss with the Board the requirements and salary range for the Superintendent position.
6. Work with Stanwood Camano School District staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

7. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option in many languages at no additional fee. We will provide a link to the survey to post on the District's website. The consultants will receive and organize all input data and then report the results to the Board.
8. Provide the Board with cost saving options to minimize expenses by utilizing Zoom, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
9. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the Board's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the Washington State School Directors Association, Washington Association of School Administrators, Washington Association of School Business Officials, The School Administrator Publication, Executives Only Website, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE) and other publications selected by the Board.

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

11. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with District criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.
12. Check references provided and conduct additional background investigation of top candidates. Our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.

STAGE 4 - CANDIDATE PRESENTATION

13. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. By offering this opportunity, this will save the Board members on expenses and their time.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. We have been extremely effective working with Boards who are divided on issues and candidates.
15. Assist the Board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
17. Help arrange the details of interviews for leading candidates.
18. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
19. Coordinate with the Stanwood Camano School District Business Office the procedure for reimbursement of candidate's expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

20. Assist District legal staff in negotiating the contract with the successful candidate at no additional cost to the District.
21. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
22. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
23. Provide the Board with a report of the Board Self-Assessment Survey Results at no additional cost.

The Superintendent search services and process provided above can be adjusted to meet the specific needs of Stanwood Camano School District.

WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

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

| | Ray and Associates, Inc. | Board |
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| Stage One: Board Input and Preparation | <ul style="list-style-type: none"> • Meet with the Board members individually to obtain input for profile development. • Meet with entire Board to set timeline, finalize procedures and services desired, establish Board contact person, discuss application process, set advertising and determine salary. | <ul style="list-style-type: none"> • Provide individual input for the profile development. • Set the timeline, finalize procedures and services desired, provide Board contact person, set advertising and salary. |
| Stage Two: Profile Development and Process | <ul style="list-style-type: none"> • Meet with employees and stakeholders as identified by Board. • Hold morning and evening open forums to collect community input. | <ul style="list-style-type: none"> • Review and make the final decision on the desired profile. • Review and approve flyer and application forms. |
| Stage Three: Recruiting and Screening | <ul style="list-style-type: none"> • Advertising and recruitment of candidates for position. • Screening of the candidates to bring forward the candidates that match the Board's criteria. | |
| Stage Four: Candidate Presentation | <ul style="list-style-type: none"> • Bring forward 8-12 top candidates for Board consideration. • Provide a matrix to assess the top candidates. • Provide a summary of the individual Board responses. • Assist in establishing interview format and interview questions. • Schedule 1st round interviews. | <ul style="list-style-type: none"> • Review application packets. • View video interviews. • Complete consensus building matrix to determine candidates to interview in 1st round. • Work with search firm to establish interview format and questions. |
| Stage Five: Selection of Finalist and Future Planning | <ul style="list-style-type: none"> • Following 1st round interviews, lead Board through consensus building activity to reach determination of finalists. • Assist in establishing interview format and final round questions. • Schedule interviews of finalists • Lead Board through a consensus building activity to determine final candidate. | <ul style="list-style-type: none"> • Interview 1st round candidates • Complete consensus building matrix to determine finalists. • Work with search firm to establish interview format and questions. • Conduct interviews of finalists. • Complete consensus building matrix to determine final candidate. • Announce Board Selected Candidate. |

POINTS OF EXPERIENCE IN TIME OF COVID-19

During this unprecedented time of COVID-19, we, along with other firms, have had to adapt our way of thinking and practices in order to accomplish the task at hand – finding your next Superintendent.

We had searches in various stages when the outbreak of COVID-19 hit forcing school districts to close and states to issue shelter in place orders. Some of the ways we have adapted our search experiences are as follows:

1. First meetings with the Board and Board one-on-one interviews can be conducted electronically or by phone.
2. In addition to our current electronic 33 qualities survey, and in lieu of in person stakeholder meetings, we have conducted stakeholder meetings via Zoom with groups and members chosen by the Board/district.
3. Another option used to gather stakeholder/constituent group input is to place the stakeholder questions into Survey Monkey and providing the district with links for each group which they then distribute to the selected members of each respective group. Upon closure of the survey, we review and compile responses to the stakeholder questions. This information is used internally to assist in finding commons themes, names of suggested candidates and possible interview questions.
4. If presenting the candidate packets to the Board in person is not an option, we can conduct a meeting via Zoom or other electronic means where we would provide the Board with links to the candidate packets as well as the one-way candidate Spark Hire videos.
5. If needed, candidate interviews can also be conducted electronically. We know this is not ideal, but it can be utilized to keep the process moving.
6. We realize an important part of the process is to have stakeholders meet the candidates. If that is not possible due to current conditions, we suggest an electronic forum for each candidate whereby the community can submit questions, a moderator would then compile the questions into a select number (given the time allotment) of various topics, and then ask those questions to the candidates (i.e. 30 minute time limit, 2 minutes per question, going alphabetically by candidate with one candidate completing their 30 minutes followed by the next candidate). If district technology allows, these forums would then be shown on the district meeting site or YouTube site.
7. This is YOUR search. We will work with you to devise a plan that works for you!