

*A Proposal Prepared for*

***Naselle-Grays  
River Valley Schools  
Naselle, Washington***

*for*

*The Search and Selection of a  
Superintendent of Schools*

*submitted by*

**MCPHERSON *MJ* JACOBSON, LLC**

EXECUTIVE RECRUITMENT & DEVELOPMENT



11725 Arbor Street, Suite 220  
Omaha, Nebraska 68144  
Phone: 888-375-4814/402-991-7031  
Fax: 402-991-7168  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)  
Website: [www.macnjake.com](http://www.macnjake.com)





# MCPHERSON *M J* JACOBSON, LLC

## EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814  
FAX: 402-991-7168 ♦ EMAIL: [MAIL@MACNJAKE.COM](mailto:MAIL@MACNJAKE.COM) ♦ WEBSITE: [WWW.MACNJAKE.COM](http://WWW.MACNJAKE.COM)

January 17, 2024

Board of Directors  
Naselle-Grays River Valley Schools  
793 State Rt. 4  
Naselle, Washington 98638

Thank you for the opportunity to respond to your request for information. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide Naselle-Grays River Valley Schools 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 130 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.  
11725 Arbor Street, Suite 220  
Omaha, Nebraska 68144  
Telephone: 402-991-7031/888-375-4814  
Fax: 402-991-7168  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)

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

Sincerely,

***Dr. Norm Ridder***

Owner, McPherson & Jacobson L.L.C.

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## *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.***

## *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 1,000 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 130 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-five percent** of administrators are in the position for which they were hired. **Almost sixty 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. Non-Discrimination Policy*

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity

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.

## *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 130 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.

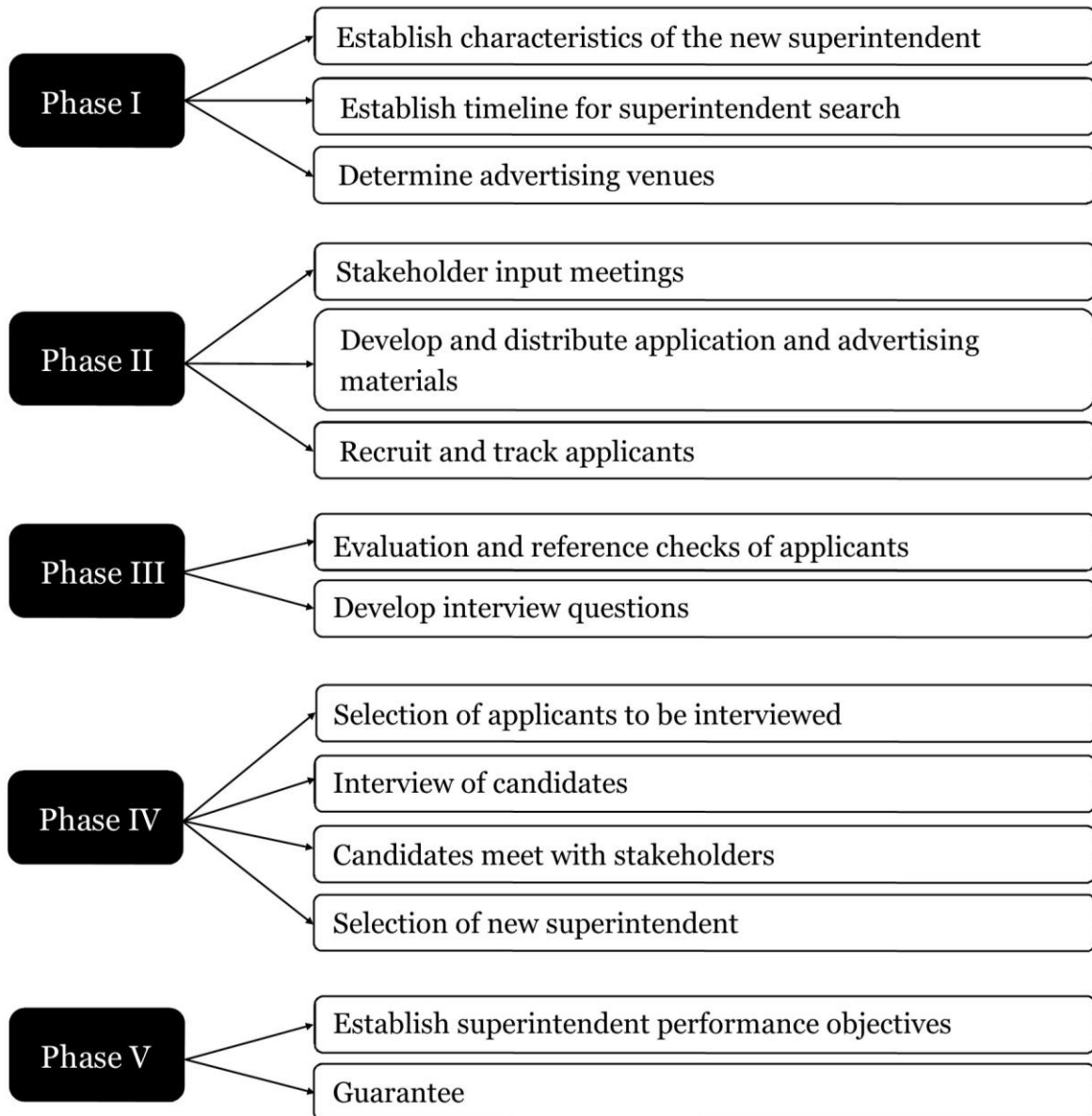
We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

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

### *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 (optional—there is an additional fee for a full-color brochure).**

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](http://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.

✓ **Conduct background checks.**

Included in the expenses are criminal/financial/educational degree verification background checks for the finalists selected to be interviewed.

✓ **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.

### *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.

Search sequence:

- At the beginning of the search
  - 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
  - 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
  - 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
  - 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
  - Criminal/financial/educational degree verification background checks are conducted on the selected finalists
  - McPherson & Jacobson notifies each applicant not selected for an interview
  
- Soon after the board selects their candidates
  - Semi-finalist interviews are conducted (if chosen by the board)
  - The board interviews its final candidates
  - The board selects their new superintendent
  - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

*Responsibilities of Naselle-Grays River Valley Schools  
and McPherson & Jacobson, L.L.C.*

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

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

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

## *Stakeholder Involvement*

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 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.

## *Cost Proposal for Naselle-Grays River Valley Schools*

### *Investment for the Search*

**The fee for conducting the superintendent search is \$6,000 for Phases I-V.**

**The total not to exceed amount including expenses is \$8,550. \*(online meetings)**

Included in the expenses is:

- One posting on the Washington State School Directors Association website
- One posting on the Washington Association of School Administrators website
- Expenses may increase if additional advertising or alternative advertising venues are chosen.
- Online stakeholder meetings (*if the board requests one (1) day of in-person stakeholder meetings, the cost will be \$2,500*)
- Online stakeholder input surveys
- Video interviews of candidates
- Criminal/financial/credential verification background check for the final candidate
- Office expenses

*\*Travel expenses for the consultants to the district are not included in this amount. If the board requests onsite meetings, McPherson & Jacobson is willing to submit a not to exceed amount for consultant travel.*

#### **NOTE:**

- Expenses may increase if the district chooses additional media advertising.
- Fees and expenses will increase if the district requests in-person stakeholder meetings
- 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.



## *Additional Services Available*

- **Attending Candidate Interviews**

If the board requests, McPherson & Jacobson's consultants will attend the candidate interview sessions for an additional fee (negotiated between the district and the consultant) plus expenses.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$250 for a two-page brochure and \$500 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates. Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate.

### **Assistance in Hiring the Selected Candidate**

*The fee will be based on an hourly negotiated rate.*

- 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.

## *McPherson & Jacobson Guarantees*

### **Client Satisfaction**

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.

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. *The guarantee is valid only if the board is comprised of a majority of the members who hired*

*the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

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.

### **Price Match**

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

### **Recruiting the Selected Candidate**

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **over eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

## *Additional Information*

### *Washington Consultants*

**Dr. Ivan Duran**, Superintendent—Highline School District

**Dr. Steven Lowder**, Retired Superintendent, Vancouver

**Dr. Nathan McCann**, Former Superintendent, Ridgefield

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

<b>Year</b>	<b>District</b>	<b>City</b>	<b>Enrollment</b>
2021/22	Aberdeen School District	Aberdeen	3300
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
2021/22	Issaquah School District 411	Issaquah	19000
2021/22	Kalama Schools—Elementary Principal	Kalama	1000
2022/23	Kalama School District	Kalama	1035
2014/15	Kalama School District	Kalama	990
2013/14	Kelso School District	Kelso	4500

<b>Year</b>	<b>District</b>	<b>City</b>	<b>Enrollment</b>
2010/11	Kelso School District	Kelso	5074
2021/22	Kent School District	Kent	25000
2016/17	Kittitas School District	Kittitas	600
2014/15	Kittitas School District	Kittitas	600
2007/08	Kittitas School District	Kittitas	748
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

<b>Year</b>	<b>District</b>	<b>City</b>	<b>Enrollment</b>
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
2010/11	Shelton School District	Shelton	4195
2021/22	Skykomish School District	Skykomish	35
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
2021/22	Toutle Lake School District	Toutle	700
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
2022/23	Wenatchee School District	Wenatchee	6900
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*

September 29, 2021

The Vancouver Public Schools Board of Directors had an extremely positive experience working with McPherson and Jacobsen for our 2020-2021 superintendent successor search. The firm and the consultant we were paired with were 100% responsive to our needs and provided exceptional communication.

As one of the largest districts in SW Washington, we knew we wanted to cast a wide net for our search. We therefore wanted to work with a national search firm in order to benefit from the resources, marketing and large network. However, we also wanted a firm that would adapt to some of the unique challenges of our search and provide flexibility in the search and interview process. MacPherson and Jacobsen provided both the large-scale resources, while also offering a truly customized experience.

A few of the unique dynamics impacting our search: Vancouver Public School had a full board turnover between 2017-2020. Our board was all very new and we had no Directors with experience participating in a superintendent search. Secondly, due to the timing of our search we of course were faced with the COVID-19 pandemic and limited to a search process primarily conducted over zoom. Lastly, there were some unexpected administrative changes mid-way through the search process that intensified the workload for the board. With all of these challenges, MacPherson and Jacobsen provided support, excellent communication and situational flexibility.

Our consultant, Steve Lowder was a key factor in our positive experience and the successful outcome of our search. Dr. Lowder and his associate made themselves very available to our entire board. The open and available communication built board confidence in the process. Further, through the personal connection Dr. Lowder established with board members, he demonstrated a sense of personal investment in the outcome. His support through the administrative changes were essential to keeping our successor search on track. I would (and have) recommend Dr. Lowder and MacPherson and Jacobsen to any board engaging in a superintendent search.

The ultimate measure of a successful superintendent search, of course, is finding and hiring a superintendent. We enthusiastically welcomed a new superintendent who is a near-perfect match to the criteria established in our search process.

With appreciation,



Kyle Sproul

Board President

Vancouver Public Schools

July 1, 2021

To Whom It May Concern,

It is with great pleasure that I write this letter of recommendation for Steve Lowder of McPherson and Jacobson. His knowledge, professionalism and willingness to listen to our school board created an atmosphere that helped our community choose an exceptional new superintendent.

I currently serve as one of five Directors on the Vancouver Public Schools Board of Directors in Vancouver, Washington. Our former superintendent announced his intent to retire in July 2020. We are a young board, with the most experienced director just now completing her fourth year. Three of us, myself included, were sworn in on December 10, 2019. Additionally, the fifth position has experienced two turn-overs in the last year.

Mr. Lowder took great pains to inform and guide us through the most important job a school board will ever have. He met with each of us individually, asked us thought-provoking questions, and helped us to form a unified view of what we as a board were looking for in a superintendent. He accomplished this without inserting himself into the decision itself. He heard what we wanted and assisted us in achieving our goals.

Our board prioritizes community input, particularly in regards to major decisions such as this. COVID-19 created barriers to in-person forums. Mr. Lowder and his associate not only managed a variety of on-line community forums—students, teachers, classified, community leaders, etc.—before we began the actual search but also conducted question and answer meetings with these communities and our four finalists, provided opportunities for input via an on-line survey, and offered sessions for our Spanish and Russian speaking populations. To this day, I have community members stop me, expressing their gratitude for the opportunity to be involved in the search.

When Mr. Lowder stepped into his role of finding our school district a superintendent, many obstacles presented themselves: the inexperience of the board, the global pandemic, and a broken relationship between the board and the then superintendent. His years of experience in the field allowed for the success of our nationwide search. He easily utilized his contacts throughout the country to bring us multiple highly qualified candidates.

Steve Lowder proved to be an exceptional search consultant. I would be glad to discuss in further detail his skills and talents. Please feel free to contact me using the below information.

Sincerely,  
Kathy Decker  
Director  
Vancouver Public Schools Board of Directors  
[Kathy.Decker@Vansd.org](mailto:Kathy.Decker@Vansd.org)  
360-921-6145





September 27, 2022

**BOARD OF DIRECTORS**

**Leslie Hamada**  
President

**Joseph Bento**  
Vice President

**Awale Farah**  
Legislative Representative

**Meghin Margel**  
Director

**Tim Clark**  
Director

**Israel Vela**  
Superintendent

**MISSION**  
Successfully Preparing All  
Students for Their Futures

**Office of the  
Superintendent**  
12033 SE 256th Street  
A-200  
Kent, Washington  
98030-6503  
Ph: 253-373-7711  
www.kent.k12.wa.us



To Whom It May Concern:

In the summer of 2021, the Kent School District Board learned that their current superintendent would be leaving July 1, and the Board was given little notice. We sought a search firm to help us with an interim quickly and do a national search for a permanent superintendent.

The board hired McPherson and Jacobson after interviewing other firms. This allowed the Board to quickly be ready with an interim superintendent going into the fall schedule and then gave us time to do a detailed search to have a permanent superintendent.

As board president, I had the pleasure to work closely with the firm and their designated representative for our area, Dr. Steven Lowder. It took a while to get the ball rolling but when it was posted we were pleased that they brought us quite a few applicants. They narrowed it down to seven highly qualified applicants for the board to look at and get the right fit we wanted as a district.

They used our surveys to see what our community was looking for and had several listening sessions for public input online. The price we paid for their services was competitive. Their representative met several times with me and Vice President Bento to oversee that our needs were being met. We were able to come to a final narrowing of candidates of three highly qualified candidates. Dr. Stephen Lowder made himself available for questions and help.

Without hesitation, I would recommend McPherson and Jacobson search firm if you are in need of their services. Please do not hesitate to call or e-mail if I could be of any further help in choosing and hiring them in your present needs.

Regards,

Leslie Kae Hamada/President Kent School District  
She/her/hers  
253-263-0090



5150 220<sup>th</sup> AVE SE, Issaquah, WA 98029  
(425) 837-7000  
www.isd411.org

**Heather Tow-Yick, Superintendent**

November 15, 2022

To whom it may concern,

The Issaquah School Board worked with Dr. Steven Lowder of McPherson & Jacobson during our superintendent search in 2022.

Overall, we were very pleased with the process. Dr. Lowder started by working with the entire Board to understand our expectations for the search as well as to share the expected timeline. Dr. Lowder then worked with board leadership to develop a district brochure and to establish an appropriate salary range for our new superintendent. Dr. Lowder and his team led multiple stakeholder meetings and conducted a district-wide survey monkey which generated valuable community input. He shared the input with the Board through an Executive Summary and led a valuable board discussion. This gave us a clear picture of the qualities, characteristics, qualifications and traits that our community was looking for in our new Superintendent.

The search process generated a generous number of applicants from all across the country. Dr. Lowder and his team effectively vetted those applicants to come up with a short list of candidates who met the pre-established board criteria. The Board then selected its three finalists. Dr. Lowder also worked with the Board to suggest and develop interview questions for the candidates. We were particularly pleased with the parallel community interview team that Dr. Lowder proposed because it generated another source of community feedback.

We scheduled a full day of interviews and community meetings with each of our finalist candidates, and had little trouble determining a clear favorite. Our new Superintendent started her position July 1<sup>st</sup> and has quickly become a valuable member of our community.

Dr. Lowder was always readily available throughout the process and he worked diligently to help us find the very best candidate for our school district.

Sincerely,

A handwritten signature in blue ink that reads "Anne Moore".

Anne Moore  
Board President

**Board of Directors**

Harlan Gallinger • Marnie Maraldo • Anne Moore • Sydne Mullings • Suzanne Weaver

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.

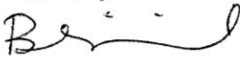
Overall, and even with the challenges that the COVID-19 pandemic presented, our hiring process was excellent. Our School District's previous Administrator had served for 17 years, and only one of our current board members has participated in an Administrator selection process. Although we intellectually 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