A Proposal Prepared for

Goleta Union School District
City, California

for

The Search and Selection of a Superintendent of Schools

submitted in collaboration with

by

McPherson Jacobson, LLC
Executive Recruitment & Development

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January 19, 2017

Board of Trustees
Goleta Union School District
401 North Fairview Ave.
Goleta, California 93117

Thank you for the opportunity to respond to your RFP. The enclosed proposal describes the professional services the California School Board Association representative, McPherson & Jacobson, L.L.C. will provide Goleta Union School District in ensuring your superintendent search secures quality leadership for the 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 stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

McPherson & Jacobson has been conducting searches for boards of education since 1991. We have over 100 consultants across the United States, including 15 in California who will ensure your search results in quality leadership for your district.

Our contact information:

McPherson & Jacobson, L.L.C.
7905 L St., Suite 310
Omaha, Nebraska 68127
Telephone: 402-991-7031/888-375-4814
Fax: 402-991-7168
Email: mail@macnjake.com

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

Sincerely,

Thomas Jacobson

Thomas Jacobson Ph.D.
Owner/CEO, McPherson & Jacobson L.L.C.
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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. The openness of the process has not gone unnoticed. In the Transparency—The McPherson & Jacobson Difference section of this proposal you will find a selection from the many articles discussing McPherson & Jacobson’s stakeholder involvement, and editorials from newspapers across the country praising boards for being open, transparent, and doing the public business in the public.
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 650 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 100 consultants across the nation. Almost 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 (2006) 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, eighty percent of administrators are in the position for which they were hired. Fifty-five percent of administrators are still in the position for which they were hired within the past ten years. Almost half of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.
Executive Summary

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

- Our process is comprehensive and provides critical support for the most time consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.

- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.

- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.

- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.

- McPherson & Jacobson’s consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.

- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.

- We continue to work with your school district until a superintendent is hired and in place.

- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent’s first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.

- We are so confident of our ability to identify the district’s criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.

Our mission is to ensure your search results in quality leadership for education excellence.
**Five Phases of a Superintendent Search**

**Phase I**
- Establish characteristics of the new superintendent
- Establish timeline for superintendent search
- Determine advertising venues

**Phase II**
- Stakeholder input meetings
- Develop and distribute application and advertising materials
- Recruit and track applicants

**Phase III**
- Evaluation and reference checks of applicants
- Selection of applicants to be interviewed
- Develop interview questions

**Phase IV**
- Interview of candidates
- Candidates meet with stakeholders
- Selection of new superintendent

**Phase V**
- Establish superintendent performance objectives
- Evaluation of superintendent
- Guarantee
Phase I

Working with the Board, and stakeholder groups identified by the Board, McPherson & Jacobson’s consultants will:

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

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

✔ 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**

In Phase II McPherson & Jacobson’s consultants will:

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

- **Meet with groups identified by the board to provide stakeholder input into the selection process.**
  
  The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

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

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

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

- **Prepare and place announcement of vacancy.**
  
  McPherson & Jacobson’s staff will prepare and place the announcement of vacancy. It will be sent to all state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 150,000 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.

✔ Assist the board in determining interview procedures.

After the board selects their final candidates to interview, the names of the candidates will be made public upon confirming the interviews. 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.

✔ Confidentiality of Applicants

McPherson & Jacobson proposes an open process for the search. We believe the public business should be done in public with openness and 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.

“We were really impressed with the interview process. This was my third time in twenty years to select a superintendent and this was the best. We had an opportunity to meet informally and formally in a quiet setting and really get to know the candidates better.”

Priscilla Cox, Elk Grove Unified School District, CA

“It gave us peace of mind and made our work much easier. We could focus on our needs rather than getting bogged down and frustrated with the process.”

Janet Alonso, Winship-Robbins Elementary School District, Meridian, CA

“The brochure looked very professional, we were pleased.”

Tamara Jones, Lakeside Union School District, Bakersfield, CA

“Thorough and open review of all candidates.”

Michael Leydon, Newcastle Elementary School District, Newcastle, CA

“Best price, best service.”

Bobbie Singh-Allen, Elk Grove Unified School District, CA
Phase III

In Phase III McPherson & Jacobson’s consultants will:

✔ 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 qualification. 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 will share with the selection committee.

✔ 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

In Phase IV McPherson & Jacobson’s consultants will:

- **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.

- **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.

  Working with the board and the point of contact, 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.**

  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 spouses/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 spouses/significant others. In order to ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

✓ Contact all finalists and schedule their interview dates.

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

✓ Notify all applicants not selected for an interview.

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

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

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

✓ Conduct background checks.

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

“This was the first time our district had used a stakeholder committee in addition to the board for input on finalists. The search firm provided outstanding guidance and worked well with district staff to establish a thoughtful productive process.”
Priscilla Cox, Elk Grove Unified School District, CA

“High level of professionalism accompanied by a personable and transparent consultant leading a very good process to a very good outcome.”
Michael Leydon, Newcastle Elementary School District, Newcastle, CA

“Know what school boards need for district size. Easy to do business with.”
Chet Madison, Elk Grove Unified School District, CA
Phase V

In Phase V McPherson & Jacobson’s consultants will:

✓ 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. The action plan will be presented to the board for formal approval and forwarded to McPherson & Jacobson’s home office.

✓ Provide a guarantee.

If the board chooses to use our complete service, we will guarantee our process. 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.

“I have been through this process several times. This process was one of the best”
Jeanette J. Amavisca, Elk Grove Unified School District, CA

“I would highly recommend your firm to other school districts.”
Field Gibson, Paso Robles Joint Unified School District, CA

“I was very pleased with the search in every aspect.”
Peggy Buckles, Conejo Valley Unified School District, Thousand Oaks, CA
**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.

Example timeline: *(can be adjusted to meet the needs of the board)*

- **At the beginning of the search (February 2017)**
  - Advertising decisions are made
  - The qualities for the new superintendent are identified
  - Application information is posted
  - A formal timeline is established
  - A brochure is created to advertise the district and the vacancy

- **At the time designated by the board (March 2017)**
  - Stakeholder group meetings are held
  - A summary of stakeholder input is presented to the board

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

- **After the closing date (late March 2017)**
  - 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 (April 2017)**
  - Consultants provide information to the board on all applicants who completed the process
  - Consultants present summary profiles of qualified candidates to the board
  - The board selects the candidates it wants to interview
  - McPherson & Jacobson notifies each applicant not selected for an interview

- **Soon after the board selects their candidates (late April 2017)**
  - Semi-finalist interviews are conducted (if chosen by the board)
  - The board interviews its final candidates
  - The board selects their new superintendent (May 2017)
  - A criminal/financial/credential verification background check is conducted on the selected candidate
  - McPherson & Jacobson’s consultants contact each candidate who was interviewed to notify them of their status
**Stakeholder Involvement**

**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.
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.
Identifying and Recruiting Applicants

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

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

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

Once the board has identified its selection criteria, the consultants of McPherson & Jacobson will immediately begin to identify potential applicants both locally and nationally. McPherson & Jacobson has over 100 consultants across the United States; we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. Those candidates will be invited to apply. Some of our best candidates may not be actively seeking another position and will need to be recruited.

We do not maintain a stable of candidates, but we do follow the careers of successful administrators. Individuals who are currently looking to take a new position are encouraged to register with us so they can receive notification of the vacancies we are representing. We have over 900 potential applicants currently registered with McPherson & Jacobson who will receive notification of the superintendent opening. Additionally, we will vigorously pursue current or emerging leaders through personal contact.

We have maintained an ongoing presence at the American Association of School Administrators’ Job Central at their annual conference where we have an opportunity to meet and interact with potential applicants. We have been invited two years in a row to be the only national firm to have a presence at the American Association of School Administrators’ Female and Minority Administrators’ conference. In addition, we have maintained an ongoing presence at the National Association of School Boards’ annual conference. We represent three state school board associations as their superintendent search process; therefore we are the only private firm allowed to participate in their Job Central.
Screening, Reference Checks, Interviews of Final Applicants

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

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant’s qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who could speak of the applicant’s qualification. We repeat the process until we have complete knowledge of the applicant’s strengths and weaknesses.

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

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

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

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

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

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<td></td>
<td>o Information to create the brochure announcing the vacancy</td>
</tr>
<tr>
<td></td>
<td>o The list of names to be invited to the community input meetings</td>
</tr>
<tr>
<td>After 1st meeting</td>
<td>- Application link is posted online</td>
</tr>
<tr>
<td></td>
<td>- Brochure announcing the vacancy is created</td>
</tr>
<tr>
<td></td>
<td>- Advertising is started</td>
</tr>
<tr>
<td></td>
<td>- Vacancy announcements are sent out</td>
</tr>
<tr>
<td></td>
<td>- E-mails are sent to applicants registered with McPherson &amp; Jacobson notifying them about the opening</td>
</tr>
<tr>
<td></td>
<td>- E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position</td>
</tr>
<tr>
<td></td>
<td>- Opening is posted on social media and additional venues</td>
</tr>
<tr>
<td>During application period</td>
<td>- Consultants recruit candidates that fit the position</td>
</tr>
<tr>
<td></td>
<td>- Monitors applicants and where they are in the application process</td>
</tr>
<tr>
<td></td>
<td>- Notifies applicants of the closing date for submitting their materials</td>
</tr>
<tr>
<td></td>
<td>- Lead consultant keeps the board up-to-date on the search</td>
</tr>
<tr>
<td>Stakeholder meetings are</td>
<td>- Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district</td>
</tr>
</tbody>
</table>
| scheduled                     | Stakeholder meetings                                                                          |-
|                               | - Consultants facilitate the stakeholder meetings, recording the input                        |
|                               | - An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post |
|                               | - Consultant summarizes key themes and gives the results to the district                      |
|                               | - Copy of summary is sent to Home Office                                                     |
|                               | - The stakeholder input summary report is created                                             |
| Stakeholder meetings completed| 2nd board meeting                                                                             |-
<p>|                               | - Review stakeholder input summary report and provide copies to the district                  |
|                               | - The consultant guides the board in determining the following items                          |
|                               |   o Interview questions                                                                       |
|                               |   o Length of contract, moving and interview expenses                                         |
|                               |   o Spouse/significant other’s involvement in interview process                               |
|                               |   o District Interview Schedule                                                               |
|                               |   o Candidate Daily Interview Schedule                                                        |
|                               | - Interview questions are sent to Home Office to be formatted                                 |
| Prior to 3rd board meeting    | - Applicant packets are reviewed by the consultants and reference checks are performed        |
|                               | - Contact candidates on short list and verify their interest in the position                  |
|                               | - Meet with stakeholder group chairs to review schedule, procedures and screen questions      |</p>
<table>
<thead>
<tr>
<th>Event</th>
<th>McPherson &amp; Jacobson’s Tasks</th>
</tr>
</thead>
</table>
| 3rd board meeting   | ❑ The consultant facilitates the board’s  
|                     |   o Review of the list of all applicants  
|                     |   o Overview of candidates on short list  
|                     |   o Selection of finalists  
|                     |   o Finalizing of interview dates & schedule  
|                     |   o Review of interview questions & procedures  
|                     |   o Finalizing candidate & spouse/significant other arrangements  
|                     | ❑ Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues  
|                     | ❑ Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.)  
|                     | ❑ Send Candidate Daily Interview Schedule to each finalist  
|                     | ❑ Notify the applicants who were not selected to be interviewed  
| Interviews          | ❑ Call Point of Contact after 1st interview to learn how it went  
|                     | ❑ Call 1st candidate to learn their perspective and how the interview went  
|                     | ❑ Suggest any possible improvements  
|                     | ❑ Be available for questions  
|                     | ❑ Be present at interviews if request is made by school district (additional fee for this service)  
| Finalist selected and accepted | ❑ Call and make offer to candidate  
|                     | ❑ Verify acceptance  
|                     | ❑ Conduct criminal/financial/credential verification check on selected candidate  
|                     | ❑ Call other finalists  
|                     | ❑ Sends out letter of congratulations to candidate who was chosen  
| Phase V             | ❑ Facilitate board and superintendent’s identification of 2-3 performance objectives and evidence of progress the board will accept  
|                     | ❑ Consultant reviews superintendent’s plan  

<table>
<thead>
<tr>
<th>Event</th>
<th>School District’s Tasks</th>
</tr>
</thead>
</table>
| 1<sup>st</sup> Board Meeting | - Provides consultant with the necessary information to create the brochure; the name of the Point of Contact; and the board member list  
- Reviews the brochure |
| Community meetings are scheduled | - Names and addresses are sent to Home Office for community member stakeholder meeting invitations  
- Notifies internal stakeholders of times and locations for stakeholder meetings  
- Posts dates, times and locations of meetings and public forum(s) and encourages stakeholder attendance  
- Publishes link to online stakeholder input survey |
| 3<sup>rd</sup> board meeting | - Board decides if they wish to conduct semi-finalist interviews  
- Assist with lodging arrangements and welcome gifts  
- Arrange for spouse/significant other tour  
- Arrange logistics for stakeholder focus groups |
| Semi-finalist Interviews | - The board interviews each semi-finalist  
- The board determines the finalists to be interviewed |
| Interviews | - One candidate per day  
- Board member greets each candidate upon arrival to district  
- Coordinates candidate’s meeting with stakeholder focus groups and retrieval of input forms  
- Informal interview-social setting  
- Formal interview  
- Spouse/significant other's visitation is coordinated |
| Meeting to Select Finalists/Finalist selected and accepted | - Board members meet and discuss each candidate individually  
- Individually rank order candidates  
- Read input forms submitted by stakeholder focus groups  
- Select minimum of #1 and #2 candidates  
- Contact consultant with selection results  
- Send interview forms and files to the Home Office  
- Board completes an evaluation of the search service provided by McPherson & Jacobson |
| Phase V | - Superintendent creates plan with target objectives and timelines  
- Board adopts plan  
- Send copy of plan to Home Office |
Selected References

Fallbrook Union High School District
2234 South Stagecoach Lane
Fallbrook CA 92028
School Phone: 760-723-6332
School District Contact: Kim Mills
Board Contact: Sharon Koehler, 760-533-8083
Search Year: 2013/14
Enrollment: 2,600

Paso Robles Joint Unified School District
800 Niblick Rd
PO Box 7010
Paso Robles CA 93446
School Phone: 805-769-1000
Board Contact: Pastor Katy Griffin, 805-610-3589
Search Year: 2013/14
Enrollment: 6,500

Benicia Unified School District
350 East K St.
Benicia CA 94510
School Phone: 707-747-8300
Board Contact: Gary Wing, 707-373-8277
Search Year: 2014/15
Enrollment: 5,000

Alisal Union School District
1205 E. Market St.
Salinas CA 93905
School Phone: 831-753-5700
School District Contact: Jim Koenig, Assoc. Supt. Business Services, 831-524-0895
Board Contact: Noemi Armenta, 831-596-9729
Search Year: 2015/16
Enrollment: 9,000

El Monte Union High School District
3537 Johnson Ave
El Monte CA 91731
School Phone: 626-444-9055
School District Contact: Melissa Carrillo
Board Contact: Salvador Ramirez, 626-627-0118
Search Year: 2014/15
Enrollment: 9,500
Professional Employment History

August 2014 to Present  Consultant, McPherson & Jacobson, L.L.C.
February 1, 2007 to Present  Owner, Code 4 Educational Consulting
July 1996 to January 31, 2007  Superintendent
Perris Union High School District
Perris, California 92570
June 1, 1989 to June 30, 1996  Superintendent
Needles Unified School District
Needles, California 92363
August 1981 to June 1996  Coordinator-Needles Evening Division
(concurrent employment)
San Bernardino Valley College Extension
Needles, California 92363
July 1988 to June 1989  Principal (multiple sites)
Needles Unified School District
-Chemehuevi Valley Elementary School
-D Street Elementary School
-Parker Dam Elementary School
-Director of Categorical Programs
October 1981 to June 1988  Principal-Needles High School
- Athletic Director
- Director of Vocational Education/ROP
June 1980 to June 1983  Director of Special Services
Needles Unified School District
September 1968 to June 1980  Special Education Classroom Teacher
Needles Unified School District

Educational Training

University of California  California Administrative Certification (K -14)
Irvine, California  (Post-Master's)
University of Texas  Administrative Certification Graduate Fellowship
Austin, Texas  (Education Professions Development Act)
University of Central Oklahoma  Graduate Fellowship---Master's Degree Program
Edmond, Oklahoma
University of Nevada Post- Bachelor's Coursework/ Credentialing
Las Vegas, Nevada
Northern Arizona University Bachelor of Science in Education
Flagstaff, Arizona (Special Education Senior Traineeship)

Other Education-Related Experience

Former Chairperson Riverside County Special Education Local Planning Area (SELPA)
Board of Directors EXCEED, Division of Valley Resource Center for Developmentally Disabled (Hemet/Sari Jacinto/Perris/Palm Springs)
Former Member Perris Valley Chamber of Commerce Board of Directors
Emeritus Member Association of California School Administrators
Emeritus Member National School Board Association
Emeritus Board Member National Center for Educational Research and Technology (NCERT)

Educational Certification
California Administrative Services Credential (K-14)---Life Credential
Standard Teaching Credential (K-14)---Life Credential
Community College Supervisory Credential---Life Credential
Educational Specialist Certification for Severely Disabled
Educational Specialist Certification for Developmentally Disabled
Arizona Superintendent Certification
Arizona Special Education Certification

Non-Education Certification
Police Officers Standards and Training (POST)---Level1 Reserve Deputy (retired)
San Bernardino County Sheriffs Department/SARC Certification/Certified Boating Officer (retired)
Ben Johnson II
BenJohnson2nd@gmail.com
11307 Estates Court
Riverside, CA 92503
Cell: (951) 316-9615

SENIOR LEADERSHIP
Top-producing sales leader with dynamic career history of directing field sales and corporate training initiatives to drive market share growth for Fortune 500 pharmaceutical innovator. Solid leadership abilities, expertly employed in aligning marketing strategies with creative solutions to continuously fine-tune training programs for maximum effectiveness. Articulate communicator, adept in cultivating strategic relationships, identifying opportunities, and managing complex negotiations for profitable outcomes.

- High-performance track record of successfully turning around underperforming sales teams to surpass targeted goals for award-winning results including turning around a team ranked 44/55 to 11/55 in one-year.
- Successfully managed eight representatives that won President's Club, three promoted to managers, eight promoted to specialty roles and eighteen promoted within the career sales ladder.
- Proven ability to mentor, and motivate teams of 8-13 (average of 10) associates within small and multi-state markets.
- Decisive proactive manager, adept in market analysis, coordination of resources, and budget administration, leading individuals and teams to successful achievement of objectives.
- Regional recruiting & staffing specialist, experienced at attracting top-talent, and retaining through individualized career development

AREAS OF EXPERTISE
Strategic Planning • New Business Development • Parallel Project Management • Market Expansion
- Product Positioning • Client Relations • Territory Management • Consultative Sales
  - Proposal Development
Persuasive Presentations • Sophisticated Negotiations • Account Management & Expansion
  - Special Events
Recruiting • Interviewing • Team Building & Leadership • Sales Training & Development
  - Staff Management

PROFESSIONAL EXPERIENCE
The Audit Group
Vice-President of Business Development
July 2014-Present
MEDASSETS  August 2013-July 2014
*Regional Vice-President (Spend & Clinical Management)*

**WORKFLOW ONE** Ontario, CA  March 2011- Aug. 2013
*Director of Healthcare-West*
*Regional Sales Manager*

**PACIFICORD BIO-TECH** Irvine, CA  June 2010-Dec 2010
*Regional Sales Manager (Field Sales, Customer Service Team & Health Educators)*

**SANOFI-AVENTIS U.S.** Bridgewater, NJ  Sept 89 – June 2010
*District Sales Manager (12/97-6/10) Field Sales Trainer (1/95-11/97) Senior Sales/Institutional Sales (3/93-12/95) Sales Representative (9/89-2/93)*

**COMMUNITY SERVICE**

*Vice-President Alvord Board of Education (Alvord Unified School District) (Dec 95-Present)*

Elected to five (four year terms) times to the Alvord Unified School District Board of Trustees.

*Board of Directors (Riverside Community Health Foundation) (Jan 07-Present)*

*Parkview Community Hospital Advisory Committee (Feb 2012-Present)*

*ACHE Vice-Chairman Inland Empire Chapter*

*HMFA Member*

*WSHMAA Western States Healthcare Materials Management Association*

*CAHPMM California Association of Healthcare Purchasing and Material Management*

*Advisory Board Sigma Alpha Epsilon Alumni Association (Aug 1993-Present)*

**EDUCATION AND CREDENTIALS**

*Bachelor of Arts in Psychology*
UNIVERSITY OF CALIFORNIA, Irvine, CA

*Professional Development*

- Situational Leadership 2015
- DISC Leadership Training 2014
- Mastering the Complex Sale 2014
- Sales Force.Com Training-2010
- Integrity Selling-2009
- Creating Customer Value • Change Leadership – 2008
- Coaching for Impact • Competitive Selling Through Advanced Demonstration – 2007
- Managing Engagement for Business Results: Emotional Intelligence – 2007
- Symphony • Target Selection Interviewing • P3 Coaching • Working with Territory Counterparts – 2006
**Investment**

The investment for conducting the superintendent search is $13,000 for Phases I-V. 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.

**Expenses in addition to the consulting fee are:** cost of media advertisement selected by the board; office expenses; telephone charges for reference checks; travel and expenses for consultants in district visits; consultants’ attendance at the interviews or additional meetings. All expenses will be explained and agreed to prior to the commitment of the search process.

**Estimate of expenses:**

The following expenses are estimated. McPherson & Jacobson is willing to provide a maximum not to exceed amount, which includes the fee and expenses.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Advertising Expenses</td>
<td>$2,000*</td>
</tr>
<tr>
<td>II. Travel Expenses</td>
<td>$3,850**</td>
</tr>
<tr>
<td>III. Office Expenses</td>
<td>$800***</td>
</tr>
<tr>
<td>IV. Video interviews of short list candidates ($50/candidate)</td>
<td>$250^</td>
</tr>
<tr>
<td>V. Criminal/Financial Background Checks</td>
<td>$*****</td>
</tr>
</tbody>
</table>

* Includes 30 days on EdJoin, one EdCal print ad, 30 days on American Association of School Administrators website (AASA.org) and 30 days on TopSchoolJobs.org, this amount will increase if the board chooses additional advertising media.

** Includes travel, lodging, and meals for all consultants for the trips included in the proposal to the district. *(This expense includes one (1) team of two (2) consultants for one (1) day of stakeholder meetings. This amount may decrease or increase dependent upon the number of stakeholder meetings the board chooses to have McPherson & Jacobson conduct.)*

*** Includes development and printing of Announcement of Vacancy, copying costs, telephone expenses, and postage.

^Estimated based on a majority of searches having five shortlist candidates. The expense will vary based on the number of shortlist candidates.

***** Included in the fee is the criminal/financial/credential verification background check for the selected candidate. If the board chooses to conduct background checks on all the finalist candidates, the district will be charged the actual cost for the background check, a minimum of $125 per candidate.

**NOTE:**

- Interview expenses for the candidates are not included in the expenses listed above.
Additional Services:

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

- Assist the board in revising and updating the superintendent’s job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.
- Schedule an on-site visitation to the finalist’s home district.
## Price Breakdown for Search Activities

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description of Services</th>
<th>Fee</th>
<th>Expenses</th>
<th>Additional Costs/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Meet with board to start search process. Start development of application materials. Initiate advertising.</td>
<td>$ 2,550</td>
<td>$ 2,900</td>
<td>Expenses include consultant travel and $2,000 in advertising costs. Advertising costs are determined by the media selected by the board; therefore, this amount is an estimate only.</td>
</tr>
<tr>
<td>II</td>
<td>Conduct stakeholder input meetings. Begin candidate recruitment.</td>
<td>$ 3,200</td>
<td>$ 2,000</td>
<td>Expenses are based on one (1) team of two (2) consultants conducting stakeholder meetings for one (1) day. If the board chooses additional meetings beyond the one (1) day, the expenses will increase. The fee for additional days of stakeholder meetings is $500 per day per consultant plus expenses.</td>
</tr>
<tr>
<td>III</td>
<td>Continue candidate recruitment. Conduct reference checks on applicants.</td>
<td>$ 3,200</td>
<td>$ 300</td>
<td>Expenses include office expenses for candidate recruitment and conducting reference checks.</td>
</tr>
<tr>
<td>IV</td>
<td>Meet with the board to review applicants and identify finalists to be interviewed. Assist board with interview questions and schedule. Coordinate candidate visits to the district.</td>
<td>$ 2,550</td>
<td>$ 1,150</td>
<td>Expenses include preparation of materials, consultant travel expenses and video interviews of five candidates.</td>
</tr>
<tr>
<td>V</td>
<td>Meet with the board to determine the superintendent performance objectives.</td>
<td>$ 1,500</td>
<td>$ 550</td>
<td>Expenses include preparation of materials and consultant travel expenses.</td>
</tr>
</tbody>
</table>

**Totals** | **$13,000** | **$ 6,900** | Fees and/or expenses will increase if 1. the board chooses advertising media over $ 2,000; 2. the board requests more than one (1) day of stakeholder input sessions; 3. The board requests more than 5 shortlist candidates 4. the board requests consultants be present at meetings not included above; 5. actual travel costs increase due to changing prices. |

**Total**  | **$19,900** | *based on parameters above*
Sample Material

Brochure

An Invitation to Apply for the Position of Superintendent

The Fallbrook Union High School District, in partnership with the community, provides an environment which offers all students a fundamentally sound education enabling them to function effectively as citizens, parents, life-long learners, consumers, and workers in a global society.

Find out more about Fallbrook Union High School District: www.fuhlsd.com

APPLICATION & SELECTION PROCEDURE
available at: www.mcqueens.com

Selection Timeline
1. Application deadline: July 15, 2014
2. Finalists selected by Board of Education: August 4, 2014
3. Interviews with Board of Education: Week of Aug. 11, 2014
4. Selection of new Superintendent: August 2014
5. Starting Date: Negotiated with Finalist

An application for superintendent should include:
- A letter setting forth personal qualifications, experiences, and success in previous positions
- A current resume
- A completed application form
- Reference letters, certificates, and testimonials, and academic transcripts (from colleges/universities attended)

Candidates are expected to be located within California at the time of the application

Fallbrook Union High School District is an Equal Opportunity Employer.

The Position

The Fallbrook Union High School District Board of Trustees is seeking a proven leader who is capable of meeting the challenges of a highly complex, fast-changing environment. The Board identified the following desired characteristics:

- The candidate must meet the background, skills, and education necessary for excellence in educational administration. The Board has identified the following desired characteristics:
- Full leadership in the community
- Effective collaborative leadership skills
- The ability to get people to work together in the interest of the students
- The ability to set clear goals and priorities
- A vision of the future
- Understanding of the needs of the district
- A commitment to excellence
- A commitment to education for all students
- A commitment to diversity
- A commitment to the development of leadership skills
- A commitment to community involvement
- A commitment to the development of a comprehensive educational program

The Community

Fallbrook is an unincorporated community located in northern San Diego County, California, just 8 miles north of the center of San Diego. Fallbrook is nestled in the rolling hills of the northern San Diego area and is known for its beautiful setting and its cultural attractions. Fallbrook has a population of approximately 25,000 and is served by the Fallbrook Union High School District.

The District

Fallbrook Union High School District encompasses approximately 130 square miles and operates two comprehensive high schools, one independent middle school, and one continuation high school. The District serves about 2,600 students enrolled in the communities of Fallbrook, Temecula, and Romoland. The District is a member of the San Diego County Office of Education, the California Association of School Business Officials, and the California Association of School Business Officials.

Our Vision

Fallbrook Union High School District will create a national model of educational excellence which will be the pride of our community and will meet the needs of every student and staff member in the twenty-first century.

The Board of Trustees

The Board of Trustees consists of the members who are elected to serve the District. The membership of the Board includes four members, two members, and one student representative.

Name
Mrs. Sharon Sutter, President
Mr. Barry Leach, Chair
Mr. Michael Soder, Vice Chair
Mr. James E. Keene
Mr. Richard Goodale

Occupation
Retired
Teacher
Teacher
Teacher
Teacher

Years Served
6 years
4 years
4 years
6 years
4 years

41
<table>
<thead>
<tr>
<th>Location:</th>
<th>San Diego County, approx. 60 miles north of San Diego</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA:</td>
<td>2,600</td>
</tr>
<tr>
<td>Closing date:</td>
<td>July 16, 2014</td>
</tr>
<tr>
<td>Consultants:</td>
<td>Dr. Don Helms (<a href="mailto:d_helms@macnjake.com">d_helms@macnjake.com</a>)</td>
</tr>
<tr>
<td></td>
<td>Dr. Thomas Jacobson (<a href="mailto:t_jacobson@macnjake.com">t_jacobson@macnjake.com</a>)</td>
</tr>
<tr>
<td>Salary:</td>
<td>Competitive</td>
</tr>
<tr>
<td>Application info available at:</td>
<td><a href="http://WWW.MACNJAKE.COM">WWW.MACNJAKE.COM</a>  888-375-4814  <a href="mailto:MAIL@MACNJAKE.COM">MAIL@MACNJAKE.COM</a></td>
</tr>
</tbody>
</table>
CONTRACT FOR SERVICES

This Contract for Services (“Agreement”) is made and entered into as of the date set forth below by and between McPherson & Jacobson, L.L.C. (hereinafter referred to as “Consultant”) and the Goleta Union School District, Goleta, California, Board of (Education/Directors/Trustees, etc.) (hereinafter referred to as the “District”).

1. Services. The Consultant agrees to provide the following services, as specifically selected by the District in Section 3 below.

PHASE I

Working with the District, and any groups identified by the District, Consultant will:

- Using a group consensus, decision-making process with the District, identify the desirable characteristics of the future superintendent.
- Establish appropriate timelines and target dates for the selection process.
- Assist the District in establishing compensation parameters for final candidate.
- Determine with the District, media advertising venues

PHASE II

In Phase II, Consultant will:

- Identify and solicit input from various groups identified by the District.
- Prepare summaries of the various groups’ input and submit those summaries to the District.
- Develop an application form unique to your vacancy that reflects the criteria established by the District.
• Develop a promotional brochure, which will:
  o describe the demographics of the community
  o give an overview of the school district and its outstanding features
  o list the selection criteria that the District identified
  o outline the timeline for the selection process
  o outline the application procedures.
• Develop a vacancy announcement and advertise the position with the appropriate media and professional organizations.
• Post application information and notify interested applicants.
• Actively recruit applicants who will meet the district’s needs.
• Keep applicants informed of their status in the selection process.

PHASE III

In Phase III, Consultant will:

• Read and evaluate all completed applicant files.
• Evaluate each applicant based upon the criteria and characteristics established by the District.
• Conduct Internet searches on the final candidates
• Conduct complete reference checks on final candidates.
• Develop a set of interview questions for the District to use that reflects the identified criteria and characteristics.
• Assist the District in establishing an interview schedule.
• Assist the District in establishing interview and visitation procedures.

PHASE IV

In Phase IV, Consultant will:

• Review the top candidates with the District.
• Assist the District members in determining which candidates it wishes to interview.
• Provide video interviews of the shortlist candidates to the District (optional).
• Review interview questions with the District and provide an interview form.
• Review the interview and visitation procedures with the District.
• Coordinate and schedule meetings with the finalists and stakeholder groups identified by the District.
• Provide a process for the stakeholder groups to submit input to the District concerning all the finalists.
• Contact all final candidates and schedule interview times.
• Notify all applicants not selected for an interview.
• Assist the District and final candidates in making arrangements for visiting the school district.
• Establish and coordinate procedures for the significant other/partner’s visitation to the district, if applicable.
• Keep all candidates informed of their status in the selection process.
• After the selection has been made, personally contact each finalist not selected
• Conduct criminal/financial/credential verification background checks on the selected candidate.

PHASE V

In Phase V, Consultant will:

• Work with the District and the new superintendent to establish performance objectives for the superintendent.
• Provide a guarantee.** (Length of guarantee period: ____________).

**If the District contracts for the Consultant’s services through Phase V, and timely pays all amounts owing to Consultant, the Consultant will provide the following guarantee. If the candidate ultimately selected by the District ends their employment with the District within the above-referenced guarantee period, Consultant will repeat the process at no additional charge, except that all expenses incurred by Consultant shall in any event be reimbursed by the District.

If the District chooses not to hold the meeting to Establish Performance Objectives for the new superintendent, the guarantee is null and void.

2. Expenses. In addition to the fee referenced in Section 3 below, District shall also reimburse Consultant for all expenses incurred by the Consultant, including, without limitation:

• All expenses for advertising the vacancy.
• Office expenses for the search.
• Telephone charges for reference checks and screening candidates.
• Travel and expenses of all applicants and consultant representatives for all trips to the District.
• Preparation of video interviews of semi-finalists/finalists
• Criminal / financial / credential background checks on candidates (Note: There is no additional charge for the criminal/ financial / credential checks for the selected candidate).

All materials developed in this search shall remain the property of the District.

3. **Specific services contracted by the District:**

   _____  Phase I  
   _____  Phase II  
   _____  Phase III  
   _____  Phase IV  
   _____  Phase V  

TOTAL FEE FOR THE CONTRACTED SERVICES $ ____________________

4. **Payment.** Payment of the fees and expenses shall be as follows:

   (a) One-half (1/2) of the contracted fee referenced in Section 3 above shall be due and owing upon the execution of this Agreement;
   (b) All advertising/media expenses will be due and owing when the candidates are presented to the District for consideration; and
   (c) One-half (1/2) of the fee referenced in Section 3 above shall be due and owing, plus all remaining expenses shall be due and owing, upon the completion of the services by Consultant, in no event later than sixty (60) days after receipt of invoice. All amounts not timely paid shall bear interest at a rate of ten percent (10%) per annum. Consultant reserves the right to suspend the performance services during any period of delinquency.

5. **Additional Terms and Conditions.** By signing below, the parties also agree to the following additional terms and conditions:

The Consultant reserves the right to use third-party services to conduct reference / background / criminal / credential checks on candidates. Consultant makes no guarantee as to the accuracy or completeness of any checks that are conducted, whether directly by Consultant or through a third-party service.

Neither party shall have the authority to enter into agreements of any kind on behalf of the other party, and neither party shall have the power or authority to bind or obligate the other party in any manner whatsoever. This Agreement is
intended solely for the benefit of the parties, and it is not intended to confer third-party beneficiary rights upon any other person.

The provisions of this Agreement shall be interpreted and construed in accordance with their fair meanings and shall not be strictly construed for or against either party, regardless of which party may have drafted this Agreement or any specific provision herein.

Each party represents that it has full power and authority to enter into and perform this Agreement, and the person executing this Agreement has been properly authorized and empowered to take such action. Each party further acknowledges that it has read this Agreement, understands it and agrees to be bound by its terms.

Regardless of the basis on which District may be entitled to claim damages from Consultant (including breach of contract, negligence, misrepresentation, or any other contract or tort claim), Consultant's liability, if any, will in the aggregate for all claims, causes of action or damages, be limited to any actual direct damages incurred by the District, subject in all events to a maximum of the total fees (but not expenses) paid by the District to Consultant hereunder. Under no circumstances shall Consultant be liable for special, punitive, incidental or indirect damages or for any consequential damages (including lost profits, loss of business, revenue or goodwill, or loss of anticipated savings), even if informed of the possibility.

CONSULTANT MAKES NO EXPRESS OR IMPLIED REPRESENTATION OR WARRANTY REGARDING ANY OF THE CANDIDATES SUBMITTED TO THE DISTRICT FOR CONSIDERATION HEREUNDER, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION OR WARRANTY RELATING TO QUALITY, LIKELIHOOD OF SUCCESS, FITNESS, PERFORMANCE OR FITNESS FOR ANY PARTICULAR PURPOSE.

No failure or delay in the exercise of any right, power, or privilege shall operate as a waiver of such right, power, or privilege. No waiver of any default on one occasion shall constitute a waiver of any subsequent or other default. No single or partial exercise of a right, power, or privilege shall preclude the further or full exercise thereof.

The provisions of this Agreement shall be deemed severable and the invalidity or unenforceability of any of its provisions shall not affect the validity and enforceability of any other provisions and the rest of this Agreement shall continue in effect to the fullest extent possible.

This Agreement shall be governed by and shall be construed, interpreted, and enforced in accordance with the substantive laws of the State of Nebraska, without reference to principles of conflicts of law. All disputes arising out of or relating to this Agreement, or the breach or default of this Agreement, shall be determined solely by a state or federal court located in or whose jurisdiction includes Omaha, Douglas County, Nebraska. EACH PARTY HEREBY WAIVES ITS RIGHT TO A JURY TRIAL FOR ALL CLAIMS, INCLUDING COUNTERCLAIMS AND TORT CLAIMS, WHICH IN ANY WAY RELATE TO THE SUBJECT MATTER OF THIS AGREEMENT.
This Agreement is binding on the parties hereto and shall inure to the benefit of the parties and their respective successors, assigns, except District may not assign or transfer its rights or obligations hereunder without the express prior written consent of the Consultant.

This Agreement contains the entire agreement among the parties hereto with respect to its subject matter and supersedes all prior agreements, understandings, inducements or conditions, express or implied, oral or written, and any course of dealing or usage of the trade inconsistent with its terms. This Agreement may not be modified or amended except by a written amendment signed by both parties. No terms that are additional to or different from the terms of this agreement (including, without limitation, the terms of an invoice, acceptance, or acknowledgment of the District) shall be binding on either party hereto.

In witness whereof, the parties have signed and entered into this Agreement as of the date set forth below.

__________________________ (“District”)

By: __________________________
Its: Authorized Representative


McPherson & Jacobson, L.L.C.
(“Consultant”)

By: __________________________
Its: Authorized Representative


Date
Guarantee

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 two (2) year 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.
Certificates of Insurance

McPherson & Jacobson, L.L.C. has General/Professional Liability and Worker’s Compensation Insurance. Documentation of the coverage will be supplied upon award of the contract.
Unsuccessful Searches

During the 2011-2012 search year, the Muscogee County School Board, Columbus, Georgia, did not hire any of the candidates they interviewed. They did not accept our contract agreement to continue the search to secure additional candidates for them.

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed over 650 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.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, eighty percent of administrators are in the position for which they were hired. Fifty-five percent of administrators are still in the position for which they were hired within the past ten years. Almost half of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.
Litigation Record

McPherson & Jacobson, L.L.C. has not been involved in any litigation in the past five (5) years.
## Current California Searches

<table>
<thead>
<tr>
<th>District</th>
<th>City/State</th>
<th>Enrollment</th>
<th>Search Year</th>
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<tbody>
<tr>
<td>Cold Spring School District</td>
<td>Santa Barbara, CA</td>
<td>175</td>
<td>2016-2017</td>
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<tr>
<td>New Haven Unified School District</td>
<td>Union City, CA</td>
<td>12,148</td>
<td>2016-2017</td>
</tr>
<tr>
<td>Richland School District</td>
<td>Shafter, CA</td>
<td>3,504</td>
<td>2016-2017</td>
</tr>
<tr>
<td>Soledad Unified School District</td>
<td>Soledad, CA</td>
<td>4,800</td>
<td>2016-2017</td>
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California Searches Conducted by
McPherson & Jacobson, L.L.C.

Alisal Union School District
1205 E. Market St.
Salinas, CA 93905
School Phone: 831-753-5700
Search Year: 2015/16
Enrollment: 9,000

Alpine Union School District
1323 Administration Way
Alpine, CA 91901
School Phone: 707-747-8300
Search Year: 2015/16
Enrollment: 1,700

Benicia Unified School District
350 East K St.
Benicia CA 94510
School Phone: 707-747-8300
Search Year: 2014/15
Enrollment: 5,000

Brawley Elementary School District
261 D Street
Brawley, CA 92227
School Phone: 760-344-2330
Search Year: 2015/16
Enrollment: 4,000

Cold Spring School District
2243 Sycamore Canyon Rd
Santa Barbara CA 93108
School Phone: 805-969-2678
Search Year: 2016/17
Enrollment: 175

Conejo Valley Unified School District
1400 E. Janss Rd
Thousand Oaks CA 91362
School Phone: 805-497-9511
Search Year: 2014/15
Enrollment: 19,500

El Monte Union High School District
3537 Johnson Ave
El Monte CA 91731
School Phone: 626-444-9055
Search Year: 2014/15
Enrollment: 9,500

Elk Grove Unified School District
9510 Elk Grove-Florin Rd.
Elk Grove CA 95624
School Phone: 916-686-5085
Search Year: 2014/15
Enrollment: 62,000

Fallbrook Union High School District
2234 South Stagecoach Lane
Fallbrook CA 92028
School Phone: 760-723-6332
Search Year: 2013/14
Enrollment: 2,600

Fort Sage Unified School District
100 D.S. Hall St
PO Box 35
Herlong CA 96113
School Phone: 530-827-2129
Search Year: 2016/17
Enrollment: 180

Glendale Unified School District
223 North Jackson St.
Glendale CA 91206
School Phone: 818-241-3111
Search Year: 2014/15
Enrollment: 26,200

Gustine Unified School District
1500 Meredith Ave.
Gustine CA 95322
School Phone: 209-854-3784
Search Year: 2014/15
Enrollment: 1,830
<table>
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<tr>
<th>School District</th>
<th>Address</th>
<th>Phone Number</th>
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<th>Enrollment</th>
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<tbody>
<tr>
<td><strong>Hemet Unified School District</strong></td>
<td>1791 W. Acacia Ave. Hemet, CA 92545</td>
<td>951-765-5100</td>
<td>2015/16</td>
<td>21,000</td>
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<td><strong>Johnstonville Elementary School District</strong></td>
<td>704-795 Bangham Lane Susanville, CA 96130</td>
<td>530-257-2471</td>
<td>2015/16</td>
<td>205</td>
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<td><strong>Lakeside Union School District</strong></td>
<td>14535 Old River Road Bakersfield CA 93311</td>
<td>661-836-6658</td>
<td>2014/15</td>
<td>1,310</td>
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<tr>
<td><strong>New Haven Unified School District</strong></td>
<td>34200 Alvarado-Niles Rd Union City CA 94587</td>
<td>510-471-1100</td>
<td>2014/15</td>
<td>12,148</td>
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<tr>
<td><strong>Newcastle Elementary School District</strong></td>
<td>450 Main St. PO Box 1028 Newcastle CA 95658</td>
<td>916-259-2832</td>
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<td>796</td>
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<td><strong>Old Adobe Union School District</strong></td>
<td>845 Crinella Dr. Petaluma CA 94954</td>
<td>707-695-6633</td>
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<td><strong>Oxnard Union High School District</strong></td>
<td>39 S K St. Oxnard CA 93030</td>
<td>805-385-2500</td>
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<tr>
<td><strong>Paso Robles Joint Unified School District</strong></td>
<td>800 Niblick Rd PO Box 7010 Paso Robles CA 93446</td>
<td>805-769-1000</td>
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<td>6,500</td>
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<tr>
<td><strong>Penn Valley Union Elementary School District</strong></td>
<td>14806 Pleaseant Valley Rd. Penn Valley CA 95946</td>
<td>530-432-7311</td>
<td>2014/15</td>
<td>700</td>
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<tr>
<td><strong>Pleasanton Unified School District</strong></td>
<td>4665 Bernal Ave. Pleasanton CA 94566</td>
<td>925-462-5500</td>
<td>2015/16</td>
<td>14,800</td>
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<tr>
<td><strong>Pollock Pines Elementary School District</strong></td>
<td>2701 Amber Trail Pollock Pines CA 95726</td>
<td>530-644-5416</td>
<td>2015/16</td>
<td>800</td>
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<tr>
<td><strong>Red Bluff Joint Union High School District</strong></td>
<td>1260 Union St. Red Bluff CA 96080</td>
<td>530-529-8710</td>
<td>2013/14</td>
<td>1,622</td>
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</tbody>
</table>
Richland School District
331 N. Shafter Ave.
Shafter, CA 93263
School Phone: 661-746-8600
Search Year: 2015/16
Enrollment: 3,504

Sausalito Marin City School District
200 Phillips Drive
Marin City CA 94965
School Phone: 415-332-3190
Search Year: 2015/16
Enrollment: 524

Winship-Robbins Elementary School District
4305 S Meridian Rd
Meridian CA 95957
School Phone: 530-696-2451
Search Year: 2013/14
Enrollment: 200
California Consultants

Mrs. Janice Adams
Retired Superintendent
Benicia, California

Ms. Aida Buelna-Valenzuela
Retired Superintendent
Woodland, California

Mr. Robert Challinor
Retired Superintendent
Victorville, California

Mr. Robert Ferguson
Retired Superintendent
Napa, California

Dr. Donald Helms
Retired Superintendent
Placerville, California

Dr. Molly Helms
Retired Superintendent
Placerville, California

Mr. William Huyett
Retired Superintendent
Lodi, California

Mr. Benjamin Johnson, II
Board Member
Riverside, California

Dr. Steven Lowder
Retired Superintendent
Stockton, California

Mr. Dennis Murray
Retired Superintendent
Murrieta, California

Mr. John Pruitt, Jr.
Former Board Member
Chino, California

Mr. Edward Velasquez
Retired Superintendent
Chino, California

Ms. Teri Vigil
Board Member
Falls River Joint Unified School Dist.
McArthur, California

Dr. Thomas Jacobson, CEO/Owner
McPherson & Jacobson, L.L.C.
Omaha, Nebraska

Dr. Steve Joel, National Recruiter
Superintendent
Lincoln, Nebraska
**Transparency—The McPherson & Jacobson Difference**

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. The openness of the process has not gone unnoticed. The following article discusses McPherson & Jacobson’s stakeholder involvement.

**Report details what community members want in new Elk Grove district superintendent**

Residents, teachers and students in the Elk Grove Unified School District are all looking for the same characteristics in a new superintendent, according to report from McPherson & Jacobson LLC, an executive search firm hired by the district.

They want someone who is collaborative, culturally competent, approachable, has integrity and strong communication skills and is visible at schools. They also want someone who can lobby for legislation, policy and resources at the state and federal level, according to the report.

…

The report, compiled from more than 20 meetings with community members and stakeholders, was distributed to board members and others at a school board workshop Wednesday afternoon.

“It’s a good process – to get a feel for the community, employees and students,” said board President Priscilla Cox.

The report also says that stakeholders are in sync about issues at the district that they would like a new superintendent to know about. They list the achievement gap at the top of their list of concerns, as well as institutional racism and equity in the distribution of resources between schools.

They want the new superintendent to know that there is a split on the school board that makes it difficult for staff to work with trustees and that there is a need to re-establish trust between the administration and staff, according to the report.

The report will be used to help select a superintendent and will be distributed to the candidates so they can understand the community’s needs, said Bob Ferguson, a consultant for McPherson and Jacobson LLC. The new superintendent also will receive a copy as a guide to taking the helm of the district.
The process is very effective, said William Huyett, a consultant for McPherson and Jacobson. By the third or fourth meeting, common themes began to emerge.

“It’s a healthy thing to talk to your stakeholders and to find out what the issues are,” Huyett said.

The school board adjourned to a closed session with the expectation that it would identify finalists for interviews that will begin Friday.

…

The entire board will conduct formal interviews of candidates in closed sessions. Interviews could continue Monday if the board selects more than four finalists. Representatives of employee, district and community organizations have also been selected to participate in the interviews.

Taken in part from Lambert, Diana, *Sacramento Bee*, Wednesday, Sep. 3, 2014 - 9:30 pm
What Board Members Say About the Service of McPherson & Jacobson, L.L.C.

June 3, 2015

To Whom It May Concern:

We have just completed a successful search for our new superintendent with the able assistance of Anita Johnson and Ed Velasquez, our consultants from the search firm McPherson & Jacobson, LLC.

The entire process was handled in a highly professional manner. Every question was answered, every concern addressed. Rather than following a scripted process, the board remained in control of the style and substance of the search but without the burden of its execution. As board president, I worked closely with our consultants and came to depend on them for insight and advice. Their experience, with the search process and with the issues faced by education agencies was invaluable.

We were on a tight timeline and, like many board members, I have a demanding schedule outside of my school board responsibilities. Anita and Ed were available to me in the evening and on weekends when questions and conflicts arose. They did the detail work and planning so that we didn’t have to. The level of support and encouragement provided was extraordinary. I cannot imagine doing a search without them.

The number and quality of the applicants was reassuring to the board and spoke to the success of the initial planning process and the skillful execution of our plan. I believe that our consultants represented us enthusiastically to potential candidates, thus helping to develop a high quality candidate pool. Our board constructed a rigorous candidate assessment that no doubt placed additional burdens on our consultants. They didn’t waiver or complain. During our post interview discussion of the applicants, our consultants provided insight and guidance without attempting to influence the final outcome. Honestly, with such a difficult and important decision, it was critical to have their advice and support.

That support didn’t stop with the selection of a finalist. Anita kept in touch with me, and with our selected candidate, as we worked through the contract development and public announcement process. It is for these reasons, and many more, that I give our consultants and their firm, my enthusiastic endorsement.

Betsy Connolly DVM
June 3, 2014

To Whom It May Concern:

I am writing this letter on behalf of Drs. Don and Molly Helms. We recently hired them through your firm to aide us in our search for a superintendent for the Winship-Robbins Elementary School District. The search started in mid March and concluded in late April with the successful hiring of Dr. Laurie Goodman.

Throughout the process Don and Molly Helms were professional, well informed, and organized. What started out as a seemingly daunting task proved to be efficient, manageable, and rather exhilarating. We felt the list of questions thoroughly covered our needs and the timeline was smooth. The advertising certainly attracted more applicants than we would have been able to accomplish on our own. Don and Molly also recruited which brought in one particularly good candidate. Their screening of applicants streamlined our job. We felt confident with their guidance and appreciated their commitment to helping us achieve our important goal.

We look forward to the new school year with the confidence that comes from feeling we have hired the right superintendent to serve the needs of our entire school community. Our sincere thanks go to Don and Molly for their valuable contribution.

Sincerely,

Winship-Robbins Elementary School Board

Hassan Mohsen, President

Janet Alonso, Clerk
**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.

Over 25 percent of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

McPherson & Jacobson has placed numerous minority/female candidates; our most recent placements are listed below:

<table>
<thead>
<tr>
<th>Search Year</th>
<th>School District/Entity</th>
<th>Person Placed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>Alisal Union School District, CA</td>
<td>Dr. Hector Rico</td>
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<tr>
<td>2015-2016</td>
<td>Johnstonville Elem. School Dist., CA</td>
<td>Dr. Melanie Spears</td>
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<td>2015-2016</td>
<td>East Dubuque School District, IL</td>
<td>Mrs. Tori Lindeman</td>
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<tr>
<td>2015-2016</td>
<td>Hemet Unified School District, CA</td>
<td>Ms. Christi Barrett</td>
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<tr>
<td>2015-2016</td>
<td>Ottumwa CSD, IA</td>
<td>Ms. Nichole Koolker</td>
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<tr>
<td>2015-2016</td>
<td>Rapid City Area School District, SD</td>
<td>Dr. Lori Simon</td>
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<tr>
<td>2015-2016</td>
<td>Francis Howell School District Saint Charles, MO</td>
<td>Dr. Mary Hendricks-Harris</td>
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<td>2015-2016</td>
<td>Glendale Unified School District, CA</td>
<td>Mr. Winfred Roberson</td>
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<td>2015-2016</td>
<td>Grand Island Public Schools, NE</td>
<td>Dr. Tawana Grover</td>
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<td>2015-2016</td>
<td>Othello School District No. 147, WA</td>
<td>Dr. Kenneth Hurst</td>
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<td>2014-2015</td>
<td>Penn Valley Union Elementary School District, CA</td>
<td>Dr. Torie England</td>
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<td>2014-2015</td>
<td>Seattle Public Schools, WA (Director of Enrollment Planning)</td>
<td>Ms. Ashley Davies</td>
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<td>2014-2015</td>
<td>Caney Valley USD 436, KS</td>
<td>Mr. Blake Vargas</td>
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<td>2014-2015</td>
<td>Birmingham City Schools, AL</td>
<td>Dr. Kelley Gacutan</td>
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<td>2014-2015</td>
<td>Chief Leschi Schools, Puyallup, WA</td>
<td>Dr. Amy Eveskeige</td>
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<td>2014-2015</td>
<td>Colts Neck Township Schools, NJ</td>
<td>Ms. Mary Jane Garibay</td>
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<td>2014-2015</td>
<td>El Monte Union High School Dist., CA</td>
<td>Dr. Irelia Perez</td>
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<td>Gustine Unified School District, CA</td>
<td>Mr. William Morones</td>
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<td>Hot Springs School District, AR</td>
<td>Mr. Mike Hernandez</td>
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<td>San Juan Island School District Friday Harbor, WA</td>
<td>Dr. Danna Diaz</td>
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<td>Mr. Steven Holmes</td>
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<td>Year</td>
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<td>Principal/Contact</td>
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<td>Watson Chapel School District</td>
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<td>Pine Bluff, AR</td>
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<td>2013-2014</td>
<td>Arkansas Arts Academy (Benton County School of Arts)</td>
<td>Mrs. Mary Ley</td>
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<td>AR</td>
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<td>2013-2014</td>
<td>Caddo Parish Public Schools</td>
<td>Dr. Theodis Lamar Goree</td>
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<td>Shreveport, LA</td>
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<td>Fallbrook Union High School District, CA</td>
<td>Dr. Hugo Pedroza</td>
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<td>Gardner Public Schools, MA</td>
<td>Ms. Denise Clemons</td>
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<td>Dr. Tracy Tucker</td>
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<td>Mary M. Knight School Dist., WA</td>
<td>Dr. Ellen Perconti</td>
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<td>Winship-Robbins Elem. Schools, CA</td>
<td>Dr. Laurie Goodman</td>
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<td>Ms. Judy Green</td>
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<td>Ms. Krestin Bahr</td>
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<td>Galena Unit School District #120, IL</td>
<td>Dr. Sharon Olds</td>
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<td>Goshen County School District</td>
<td>Ms. Jean Chrostoski</td>
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<td>Torrington, WY</td>
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<td>Hot Springs School District, SD</td>
<td>Mrs. Danielle Root</td>
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<td>Ladue Schools, St. Louis, MO</td>
<td>Dr. Donna Jahnke</td>
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<td>Laguna Dept. of Education, NM</td>
<td>Mr. Emmanuel “David” Atencio</td>
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<td>2012-2013</td>
<td>Little Rock School District, AR</td>
<td>Dr. Dexter Suggs</td>
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<td>McCleary School District, WA</td>
<td>Ms. Tita Mallory</td>
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<td>Santa Fe Indian School, NM</td>
<td>Mr. Roy Herrera</td>
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<td>2012-2013</td>
<td>Texarkana School District, AR</td>
<td>Mrs. Becky Kesler</td>
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<td>2011-2012</td>
<td>Bainville School, MT</td>
<td>Mrs. Renee Rasmussen</td>
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<td>2011-2012</td>
<td>Duval County Public Schools</td>
<td>Mr. Nikolai Vitti</td>
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<td>Jacksonville, FL</td>
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<td>2011-2012</td>
<td>Jenks Public Schools, OK</td>
<td>Ms. Stacey Butterfield</td>
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<td>Magnet Schools of America, DC (Executive Director)</td>
<td>Mr. Scott Thomas</td>
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<td>2011-2012</td>
<td>North Kitsap School Dist., Poulsbo, WA</td>
<td>Ms. Patrice Page</td>
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<td>Polson School District, MT</td>
<td>Dr. Linda Reksten</td>
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<tr>
<td>2011-2012</td>
<td>Reynolds School District, Fairview, OR</td>
<td>Mrs. Linda Florence</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Skykomish School District, WA</td>
<td>Ms. Edwina Hargrave</td>
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