

# *A Proposal for the Selection of a Superintendent*

*Presented To:*



*Submitted By:*

*RA*  
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*Ray and Associates, Inc.*

*Leaders in Executive Searches*

May 3, 2013

Mount Diablo Unified School District  
ATTN: Ms. Cheryl Hansen, Board President  
1936 Carlotta Drive  
Concord, CA 94519

Dear Ms. Hansen and members of the Board of Education:

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

As I'm sure you are aware, the selection of superintendent will be one of the most important tasks your board will perform. The board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the district. We are familiar with California as we recently conducted the superintendent search for Berkeley Unified School District and previously assisted the county superintendent search for Santa Clara County Office of Education and the superintendent searches for East Side Union High School District and Pasadena Unified School District, Ontario-Montclair School District, Oakland Unified School District and Sacramento City Unified School District. In the Western region we have conducted searches for Tempe Union High School District and Paradise Valley Unified School District, Arizona; Kent School District, Ferndale School District, Tacoma Public Schools, Washington; Eugene School District 4J, North Clackamas School District and Salem-Keizer Public Schools, Oregon; Sublette County School District No. 1 and Natrona County School District (Casper), Wyoming; Nye County School District, Nevada; Colorado Springs School District #11, Adams County School District 50 and Pueblo School District No. 60, Colorado and Santa Fe Public Schools and Albuquerque Public Schools, New Mexico. Nationally we have assisted Freeport School District 145, Illinois; Howard County Public School System, Maryland; Tuscaloosa City Schools, Alabama; Memphis City Schools and Knox County Schools, Tennessee; Jasper County School District, South Carolina; Cambridge Public Schools, Massachusetts; Paterson Public Schools, New Jersey; Socorro ISD and Fort Worth ISD, Texas; Charlotte-Mecklenburg Schools, North Carolina; Broward County Public Schools, Collier County Schools and Brevard Public Schools, Florida and Fayetteville Public Schools, Arkansas in their educational leadership searches. We are currently assisting The School District of Cheltenham Township, Pennsylvania; Wyoming Department of Education; Marlboro Township Public Schools, New Jersey; Milwaukee Public Schools, Wisconsin; St. Johns Public Schools, Michigan; Lake Oswego School District, Oregon and many others across the nation.

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

Our firm has exhibited at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for over thirty-seven years. This year the firm will exhibit and present at numerous state school board associations, including California. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient, and successful to assure your complete satisfaction with our services. It is quite common for a board to be concerned about the quality of candidates who might be available in today's chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the board, but the community and faculty as well.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Gary L. Ray". The signature is written in a cursive, flowing style.

Gary L. Ray  
President

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# INTRODUCTION

## THE SEARCH

This proposal is an example of the quality of our work for a state, regional and national search. Our firm is committed to spending the time and energy on the details necessary to perform a proper search. *We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the board.*



*Ray and Associates, Inc.*

## BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Mt. Diablo Unified School District in a performance contract regarding our professional services for your superintendent search.

Our proposal consists of our consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.

## PERFORMANCE

We have developed highly effective procedures to assist schools, step by step, in selecting a superintendent whose qualifications meet its criteria. This proposal outlines the detailed procedures and steps that make our searches successful. *We have been highly successful in delivering outstanding candidates in all of our searches.*

### *MISSION STATEMENT*

*Ray and Associates, Inc.*  
*Leaders in Executive Searches*

We will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.

# HISTORY AND OVERVIEW OF THE ORGANIZATION

## PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a national executive director, corporate director, six regional directors and over one hundred sixty (160) associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.



Our firm has exhibited and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty-seven (37) years. In fact, past president of the American Association of School Administrators (AASA), Dr. Don Kussmaul, is an active associate with our firm. In addition, we have exhibited at various state school board conventions, including such states as California, Washington, Arizona, Oregon, Texas, Virginia, Illinois, Nebraska, Iowa and others. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. We also have associates who are affiliated with the Council of Great City Schools, Broad Urban Superintendents Academy, the Association of Latino Administrators and Superintendents (ALAS), National Association of Black School Educators (NABSE), as well as with other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with California as we recently conducted the superintendent search for Berkeley Unified School District and previously assisted the county superintendent search for Santa Clara County Office of Education and the superintendent searches for East Side Union High School District and Pasadena Unified School District, Ontario-Montclair School District, Oakland Unified School District and Sacramento City Unified School District. In the Western region we have conducted searches for Tempe Union High School District and Paradise Valley Unified School District, Arizona; Kent School District, Ferndale School District, Tacoma Public Schools, Washington; Eugene School District 4J, North Clackamas School District and Salem-Keizer Public Schools, Oregon; Sublette County School District No. 1 and Natrona County School District (Casper), Wyoming; Nye County School District, Nevada; Colorado Springs School District #11, Adams County School District 50 and Pueblo School District No. 60, Colorado and Santa Fe Public Schools and Albuquerque Public Schools, New Mexico. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we can state, without reservation, that you will be quite pleased with our services.



## THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a superintendent who meets the particular needs and qualifications of the Mt. Diablo Unified School District. We have:

1. Highly trained and experienced staff that includes:
  - *Active school administrative leaders*
  - *A balance of gender and minority representatives*
2. Expertise and extensive background in:
  - *The school superintendency*
  - *School administration at all levels*
  - *Private business, higher education and law*
3. Experienced speakers at state, regional, and national conferences.
4. Conducted workshops and seminars in school related matters such as:
  - *Building the successful board/administrator relationship*
  - *Establishing an evaluation process that yields results*
  - *Interviewing for a superintendent position*
  - *What boards should consider when selecting a superintendent*
  - *School district assessment*
  - *Effective hiring practices*
  - *Staff and organizational development*
  - *Recruiting, selecting, and retaining excellent teachers*
  - *Enhancing school climate by shared decision making/dealing with special interest groups*
  - *Developing the administrator compensation package or contract*

## KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Mt. Diablo Unified School District. In addition, we have professional contacts throughout California, the Western region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

### **Mr. Gary L. Ray, President**

Principal/Project Coordinator  
Cedar Rapids, IA

Gary is president of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Mt. Diablo Unified School District and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards over the past thirty-seven years.

### **Mr. Ryan Ray**

Corporate Director  
Cedar Rapids, IA

Ryan serves our firm as a corporate director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned master's degree from Lindenwood University in St. Louis and a bachelor's degree from the University of Missouri in Columbia, Missouri. Mr. Ray has worked with Ray and Associates for over 10 years.

### **Mr. Noel Gallo**

Regional Search Director  
Oakland, CA

Noel serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. He earned his bachelor's in Business Administration from University of California, Berkley and his masters in Management from National University San Diego. Mr. Gallo has been a board of education member for over 15 years and spent his entire professional career in California.

### **Dr. Carmella Franco**

Regional Search Associate  
Salinas, CA

Carmella serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. She has an earned doctorate from the University of La Verne and has been a superintendent, principal and teacher in California for 40 years. Dr. Franco joined the Ray and Associates, Inc. team 2 years ago.

**Mr. Roy Grimes**  
Regional Search Associate  
Sacramento, CA

Roy serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. He is a committed education entrepreneur with 28 years experience as a School Board Member and a 10 time board President. He has spent more than 40 years working within California communities and has been a leader for key initiatives in the districts he served. Mr. Grimes earned an MBA from Golden Gate University of San Francisco and an MPA in Public Policy from the University of Southern California. In addition, he holds the California Educational Administrative Credential. Roy has been with Ray and Associates, Inc. for almost 2 years.

**Ms. Anita Johnson**  
Regional Search Director  
Laguna Niguel, CA

Anita serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. She has served as the Executive Director of the National Center for Education Research & Technology, a national superintendents group, for the over ten years. Anita Johnson has over twenty-five years of public personnel experience with emphasis on executive search, recruitment and selection, organizational development, and classification and compensation analysis.

**Mr. Bob Mata**  
Regional Search Associate  
Manhattan Beach, CA

Bob serves our firm as a regional search associate and background investigator and performs recruiting and screening of candidates. He has earned his Ed.S, M.A. and B.S. from University of Colorado at Denver and served as a Superintendent for 3 years. He is currently the Project Director in Downey, CA for the Los Angeles County Office of Education. Mr. Mata has worked with Ray and Associates for over a year.

**Dr. Mike McLaughlin**  
Regional Search Associate  
Penn Valley, CA

Dr. Mike McLaughlin serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. Dr. McLaughlin was a superintendent in California for over 25 years. He earned his doctorate in education from the University of Southern California.

# SUMMARY OF PROJECT ASSOCIATES

**Mr. Bill Hedrick**  
Corona, CA

**Mr. Jerry Glenn**  
Danville, CA

**Dr. Stu Gothold**  
Whittier, CA

**Ms. Gladys Walker**  
Riverside, CA

**Mr. Dennis Conti**  
Lincoln, CA

**Mr. Ricardo Medina**  
San Jose, CA

**Ms. Toni Cordova**  
Tucson, AZ

**Dr. Gary Emanuel**  
Flagstaff, AZ

**Mr. Jim Mabbott**  
Beaverton, OR

**Dr. James Davis**  
Plano, TX

**Mr. Don Long**  
Hendersonville, TN

**Dr. Richard Christie**  
Council Bluffs, IA

**Dr. Frances Stromsland**  
Watchung, NJ

**Dr. Mary Fasbender**  
St. Charles, IL

**Dr. Tom Morgan**  
St. Louis, MO

**Dr. Walt Warfield**  
Clearwater, FL

**Mr. Ed Rastovski**  
Wahoo, NE

**Dr. Joe Joyner**  
St. Augustine, FL

**Ms. Nilsa Gonzalez**  
Mount Laurel, NJ

**Dr. Bill Adams**  
Manahawkin, NJ

**Mr. Al Johnson**  
Atlanta, GA

**Mr. Mike Ford**  
Palmyra, NY

**Dr. Jim Shoemake**  
Tacoma, WA

**Ms. Isreal Tyler**  
Columbia, SC

**Dr. Jack Keegan**  
Deer Mountain, UT

**Dr. Jon Rednak**  
Mt. Joy, PA

**Ms. Linda Brock**  
Fort Dodge, IA

**Dr. Diane Reed**  
Pittsford, NY

*Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.*

# SECTION I

## CONSULTANT SERVICES PROVIDED FOR THE MT. DIABLO UNIFIED SCHOOL DISTRICT THE CONSULTANT WILL:

### STAGE 1 - BOARD INPUT AND PREPARATION

1. Provide all services as outlined in Sections I, II, III and IV.
2. Customize the search process to meet the needs and expectations of the Mt. Diablo Unified School District.
3. Conduct individual board member interviews to assess the board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the superintendent position.
4. Work with the board to establish a timeline that lists each step in the search process.
5. Discuss with the board the requirements and salary range for the superintendent position.
6. Work with the Mt. Diablo Unified School District staff and those selected by the board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the district's promotional flyer. The printing of the flyer will be the responsibility of the district.
7. Provide sample letters to be used by the Mt. Diablo Unified School District in its correspondence regarding the vacancy.

### STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

8. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the board. In addition, our firm has the resources to offer an online survey option. We will provide a link to the survey to post on the district's website. The consultants will receive and organize all input data and then report the results to the board. **Please see page 10 for additional information.**
9. Provide the board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs. **Cost Saving Expense Options are listed on page 13.**
10. Develop all required forms for the application and screening process.

### STAGE 3 - RECRUITING AND SCREENING

11. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
  - Notify all associates to actively recruit potential candidates.
  - Contact individuals in our firm's database whose interests match district criteria.
  - Actively recruit applications from qualified individuals.
  - Solicit nominations from knowledgeable people in the profession.
  - Contact other professional consultants in private and public sectors.
  - Discuss with all candidates the district's characteristics and the board of education's profile and criteria for the new superintendent position.
  - Advertise nationally in the following as selected by the board: Ed Cal, Ed Join, California School Administrators, National Association of School Superintendents Website, AASA Website, Education Week Newspaper and Website, Ray and Associates Website, Women in Higher Education, Hispanic Outlook, The School Administrator Publication, Executives Only Website, K-12 Jobs Website and other publications selected by the board.

**Please see page 11 for additional information.**

### STAGE 3 - RECRUITING AND SCREENING – CONTINUED

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

### STAGE 4 - CANDIDATE PRESENTATION

14. Provide the board with a detailed written Candidate Report of each of the leading semi-finalist candidates who meet the qualifications selected by the board.
15. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the board in determining the finalists for an interview. *We have been extremely effective working with boards who are divided on issues and candidates.*
16. Assist the board in establishing the interview format and in developing interview questions.
17. Determine and coordinate constituent and staff involvement in the interview process, if desired by the board. **Please see page 10 for additional information.**
18. Help arrange the details of interviews for leading candidates.
19. Coordinate with the Mt. Diablo Unified School District Business Office the procedure for reimbursement of candidates' expenses.

### STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

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

The superintendent search services and process provided above can be adjusted to meet the specific needs of the Mt. Diablo Unified School District.

# MT. DIABLO UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

*Items highlighted in yellow indicate an in-person meeting with the consultant(s)*

**DATE**

<p>Stage 1 Board Input &amp; Preparation</p>	<p>_____ Consultant planning meeting with the board and individual board member interviews. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)</p> <p>_____ Begin preparing information for the district promotional flyer and online application form with the district liaison representative(s).</p> <p>_____ Notify all associates and other professional contacts of vacancy.</p> <p>_____ Contact constituents and stakeholders for input meetings on _____.</p>
<p>Stage 2 Profile Development &amp; Process</p>	<p>_____ Online survey link, for input on developing the profile, available on district website from _____ to _____.</p> <p>_____ Meetings with constituent and stakeholder group representatives.</p> <p>_____ 8 a.m. deadline for survey/input from constituents, stakeholders and board members, including online survey.</p> <p>_____ Promotional flyer draft due.</p> <p>_____ Board to finalize superintendent profile for the promotional flyer and online application form. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)</p>
<p>Stage 3 Recruiting &amp; Screening</p>	<p>_____ Print promotional flyer. Forward to consultant.</p> <p>_____ E-mail promotional flyer and online application instructions to interested candidates.</p> <p>_____ Deadline for all application materials. <i>(*See note below.)</i></p>
<p>Stage 4 Candidate Presentation</p>	<p>_____ Consultant develops and finalizes interview questions and procedures with the board. Semi-finalists are presented to the board and consultant assists the board in selecting finalists for the interviews. If desired by the board, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: TBD)</i></p> <p>_____ Interview semi-finalist candidates (1<sup>st</sup> round).</p> <p>_____ Meeting with consultant following the last interview. <i>(Time: TBD)</i></p>
<p>Stage 5 Selection of Finalist &amp; Future Planning</p>	<p>_____ Interview finalist candidates (2<sup>nd</sup> round).</p> <p>_____ Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)</p> <p>_____ Optional on-site visit of leading candidate(s) current district by board members.</p> <p>_____ Consultant will discuss contract terms with the finalist.</p> <p>_____ Offer the contract.</p> <p>_____ Press release of new superintendent.</p> <p>_____ Board Self-Assessment Survey Results presented to the board.</p>

**\*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**

*(Actual dates to be determined in the first meeting with the Board of Education.)*

## BUILDING THE PROFILE

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the board. Our firm also offers the opportunity for the community, staff and parents to participate in an evening forum that is organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offer's an online survey option, available in various languages. We will provide you with a link to place on the district website for patrons to fill out the survey and provide any additional comments/recommendations. Our office will maintain, collect and analyze all information received and include this in the report to the board.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the board. At the encouragement of the consultants, many survey respondents will provide additional comments to the board which are presented as a part of this report. Our dialogue with constituents and interviews with individual board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

## INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the board itself are prepared for this by our consultants. Likewise, we meet with any groups, who are to have direct contact with the candidate, to explain their roles and to ensure that they operate as ambassadors for the district. We explain in detail the limits of their roles – that they should not rank the candidates, nor should they ask any questions of personal/illegal nature. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each board member's review.

It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the district for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

# RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Inform the firm's 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between district and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Mt. Diablo Unified School District position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



## SECTION II

### MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

The board's role is the most important one in the search process. Although we assist you in the process by actively recruiting, identifying, and recommending qualified candidates, you alone will determine which candidate you will hire.

Our search process is set up in a manner that provides the board with a continuous monitoring capability which features clearly defined checkpoints:

Timeline	•Establish a timeline for the process
Input	•Determine the input process
Qualifications	•Set the superintendent qualifications
Flyers	•Review and approve informational flyers and application forms
Progress Reports	•Receive regular progress reports from the consultant
Interview Process	•Approve format and questions for the interview process
Candidates	•Select candidates for final interview
On-Site Visits	•Optional on-site visits of leading candidates
Hiring	•Hire the candidate
Contract	•Determine and approve the contract
Press Release	•Approve the press release

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.

## SECTION III

### SEARCH COST – THE COMPLETE PROCESS

The cost of our proposal is for a complete search. The board will be guided and assisted by Ray and Associates, Inc. at every step in the search process from the initial phase of determining the desired qualities for the position through the actual hiring of the new superintendent. Our process is flexible. If the board desires a different approach or would prefer certain options other than those provided in our proposal, we can adjust our process to meet your specific requirements.

### COST BREAKDOWN

**The Consultant Fee.** The base fee for the performance of the superintendent search by the consultant as provided in this proposal will be twenty seven thousand dollars (\$27,000.00). If the board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The superintendent search fee shall be paid in three (3) equal installments; the first installment is due following completion of the informational flyer and application form, the second installment is due at the mid-point of the search and the final payment is due the month that the superintendent is officially hired by the district. Printing of the informational flyer and application form, advertisements, and mailing costs will be at the expense of the Mt. Diablo Unified School District.

There is no charge by Ray and Associates for the services to assist the board in negotiating a contract with the new superintendent and the development of the contract terms.

**Consultant Reimbursed Expense.** Certain expenses, including travel, lodging, meals, postage, fax, photocopying, shipping, color printing, long distance telephone charges, and other search related expenses will be kept to a minimum and are to be reimbursed by the district. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

**Candidate Expenses.** If the district determines to reimburse candidates for interview expenses, expenses may include travel, lodging, and meals for the candidate and spouse. Candidates are to submit all receipts and expense documentation to a designated individual at the district and said expenses will be paid as they occur.

**Cost Saving Expense Options.** Ray and Associates, Inc. is aware of budget concerns and therefore offers several cost saving options: 1) Conduct 3 meetings with our consultants via Skype, conference call or gotomeetings, which could potentially save thousands of dollars in travel expenses; 2) Utilize our materials electronically (either via e-mail or a flash drive); and 3) Boards may conduct 1<sup>st</sup> round candidate interviews via Skype to reduce candidate travel expenses. Once the board narrows the candidates down to two or three finalists, the finalists will interview in-person with the board.

### PERFORMANCE CONTRACT

Ray and Associates, Inc. will provide a written agreement between the board and the consulting firm which will contain the provisions of this proposal and any modifications or changes mutually agreed by the parties.

## SECTION IV

### GENERAL PROVISIONS CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

### FOLLOW-UP AFTER THE SEARCH: BOARD SELF-ASSESSMENT SURVEY FOCUS ON FUTURE PLANNING

Included in the base fee, the consultants from Ray and Associates, Inc. will spend time with the board reflecting upon current board governance procedures. In respect to governance and district initiatives, we have found that there is really no better time than very early in the tenure of a new superintendent to assess issues and expectations.

ROUND 1: At the conclusion of the search, we will provide the board with a link to an online survey concerning current district governance practices as well as key district challenges and opportunities for improvement. Assessment results are then analyzed and shared with the board and the new superintendent. The results can be emailed, presented in-person or via Skype.

ROUND 2: About six months after the new superintendent begins, we will provide the survey again to be completed by the current board and the superintendent. As in round one, at no cost to the district, the results will be analyzed and shared with the board and superintendent to assist with teambuilding every year thereafter as long as that superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the board and superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

### SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Mt. Diablo Unified School District. If the Mt. Diablo Unified School District or Ray and Associates, Inc. terminate this agreement, the Mt. Diablo Unified School District will be charged for only the work performed and expenses incurred up to the date of termination.

If the board is dissatisfied with the new superintendent within two years from the date of employment of the superintendent and if either party dissolves that relationship by resignation or termination within a two year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new superintendent search at no cost to the district, except for expenses.

# ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

*Ray and Associates, Inc.*

## *THE CLEAR DIFFERENCE...*

- ✓ We customize every search to meet the specific needs of our clients.
- ✓ We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- ✓ We aggressively recruit candidates who closely match the district profile.
- ✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offer's an online survey and will provide a link to the survey to post on the district's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for boards who may be split on candidates or other issues.
- ✓ We provide a service to our clients after the superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.
- ✓ We have been highly successful in delivering outstanding candidates in all of our searches.
- ✓ We provide a two year guarantee clause in our contract with our clients.

## REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
<b>Pasadena USD</b>	Pasadena, CA	Renatta Cooper	Board President	Cell: 626-720-2425 <a href="mailto:RCooper@pusd.us">RCooper@pusd.us</a>
<b>East Side Union High School District</b>	San Jose, CA	Frank Biehl	Board President	Hm: 408-223-2330 <a href="mailto:biehl@comcast.net">biehl@comcast.net</a> <a href="mailto:biehlf@esuhsd.org">biehlf@esuhsd.org</a>
<b>Sacramento City Unified School District</b>	Sacramento, CA	Jerry Houseman	Former Bd. Member	Cell: 916-381-3781 <a href="mailto:jerry@housemanconsulting.com">jerry@housemanconsulting.com</a>
<b>Santa Clara County Office of Education</b>	San Jose, CA	Joseph DiSalvo	Board President	Cell: 408-506-0744 Hm: 408-448-2482 <a href="mailto:josephsds1@aol.com">josephsds1@aol.com</a>
<b>Eugene School District</b>	Eugene, OR	Celia Feres-Johnson	Director of HR	Cell: 541-514-5276 Home: 541-514-5276 <a href="mailto:feres-johnson_c@4j.lane.edu">feres-johnson_c@4j.lane.edu</a>
<b>North Clackamas School District</b>	Milwaukie, OR	Joan Smith	Former Board President	Cell: 503-348-9468 <a href="mailto:Jbsmith80@aol.com">Jbsmith80@aol.com</a>
<b>Sublette County School District #1</b>	Pinedale, WY	Sharron Ziegler	Board Secretary	Cell: 307-231-1120 Home: 307-367-4765 <a href="mailto:sziegler@sub1.org">sziegler@sub1.org</a>
<b>Lander County School District</b>	Battle Mountain, NV	Becky Sabbagh	Board Secretary	Wk: 775-635-2886 <a href="mailto:rsabbagh@lander.k12.nv.us">rsabbagh@lander.k12.nv.us</a>
<b>Paradise Valley Unified School District</b>	Phoenix, AZ	Anne Greenberg	Board Member	Hm: 602-493-6642 Cell: 602-751-6642 <a href="mailto:asgpvusdboard@cox.net">asgpvusdboard@cox.net</a>
<b>Albuquerque Public Schools</b>	Albuquerque, NM	Brenda Yager	Board Liaison	Wk: 505-880-3731 Cell: 505-250-1066 <a href="mailto:yager@aps.edu">yager@aps.edu</a>
<b>Norfolk Public Schools</b>	Norfolk, VA	Suzan Kaufman	Board VP	Cell: 757-284-4867 Hm: 757-965-6293 Wk: 757-321-5272 <a href="mailto:skaufman@dollartree.com">skaufman@dollartree.com</a>
<b>Howard County Public School System</b>	Ellicott City, MD	Brian Meshkin	Board Member	410-575-3070 <a href="mailto:Brian.Meshkin@hcppss.org">Brian.Meshkin@hcppss.org</a>
<b>Rochester City School District</b>	Rochester, NY	Shanai Lee	Board Secretary	Cell: 585-820-8517 Wk: 585-262-8308 <a href="mailto:Shanai.Lee@RCSDK12.ORG">Shanai.Lee@RCSDK12.ORG</a>
<b>Jackson Public Schools</b>	Jackson, MS	Kisiah Nolan	Former Board President	Cell: 601-842- 0185 Hm: 601-366-3854 <a href="mailto:kisiah27@comcast.net">kisiah27@comcast.net</a>
<b>Freeport School District 145</b>	Freeport, IL	Gary Maxey	Board President	Wk: 815-232-0308 Cell: 815-990-1979 <a href="mailto:gmaxey@sauer-danfoss.com">gmaxey@sauer-danfoss.com</a>
<b>Fargo Public Schools</b>	Fargo, ND	Jim Johnson	Board President	Cell: 701-200-4794 Hm: 701-241-9872 <a href="mailto:johnsji@fargo.k12.nd.us">johnsji@fargo.k12.nd.us</a>

<b>Broward County Public Schools</b>	Ft. Lauderdale, FL	Benjamin Williams	Board Chair	Cell: 954-801-2581 Hm: 954-583-4515 <a href="mailto:ruth.lutz@browardschools.com">ruth.lutz@browardschools.com</a>
<b>Ann Arbor Public Schools</b>	Ann Arbor, MI	Deb Mexicotte	Board President	Cell: 734-223-6372 Home: 734-677-1587 <a href="mailto:dlmexico@umich.edu">dlmexico@umich.edu</a>
<b>Collier County Public Schools</b>	Naples, FL	Allum Hamblett	Former Deputy Chief Administrative Officer	Cell: 239-398-0761 <a href="mailto:ARHAssociates@comcast.net">ARHAssociates@comcast.net</a>
<b>Minooka CHSD #111</b>	Minooka, IL	Chris Kobe	Board President	Cell: 815-735-1084 Hm: 815-467-1152 <a href="mailto:ckobe@mchs.net">ckobe@mchs.net</a>
<b>Sumner County Schools</b>	Gallatin, TN	Don Long	Board President	Cell: 615-349-6768 Hm: 615-826-6173 <a href="mailto:donlong.hville@gmail.com">donlong.hville@gmail.com</a>
<b>Ferguson-Florissant School District</b>	Florissant, MO	Mr. Les Lentz	Former Board President	Hm: 314-830-4090 Cell: 314-346-3444 <a href="mailto:ld154@swbell.net">ld154@swbell.net</a>
<b>Fayetteville Public Schools</b>	Fayetteville, AR	Paula Neal	Supt Admin Asst	Wk: 479-973-8645 Cell: 479-435-1360 <a href="mailto:paula.neal@fayar.net">paula.neal@fayar.net</a>
<b>Derry Township School District</b>	Hershey, PA	Dr. William Parish	Board President	Home: 717-533-7229 <a href="mailto:wmp158@aol.com">wmp158@aol.com</a>
<b>Tuscaloosa City Schools</b>	Tuscaloosa, AL	Dan Meissner	Board Chair	Cell: 205-246-6747 <a href="mailto:danmeissner@gmail.com">danmeissner@gmail.com</a>
<b>Green Bay Area Public Schools</b>	Green Bay, WI	Jean Marsch	Former Board President	Cell: 920 883-9394 Hm: 920 336-6835 <a href="mailto:jean.marsch@gmail.com">jean.marsch@gmail.com</a>
<b>Des Moines Public Schools</b>	Des Moines, IA	Dick Murphy	Board President	Cell: 515-250-5567 Hm: 515-278-6048 rmurphyia@earthlink.net
<b>Willingboro Township Public Schools</b>	Willingboro, NJ	Dennis Tunstall	Board President	Hm: 609-877-7056 Cell: 609-405-0242 <a href="mailto:dennis.tunstall@comcast.net">dennis.tunstall@comcast.net</a> <a href="mailto:Dtunstall@wboe.net">Dtunstall@wboe.net</a>
<b>Lincoln Public Schools</b>	Lincoln, NE	Barbara Baier	Board Member	Hm: 402-475-7291 <a href="mailto:bbaier@lgp.org">bbaier@lgp.org</a>
<b>Milwaukee Public Schools</b>	Milwaukee, WI	Lynne Sobczak	Board Secretary	Wk: 414-475-8282 Cell: 414-217-0234 Hm: 414-545-6234 <a href="mailto:sobczala@milwaukee.k12.wi.us">sobczala@milwaukee.k12.wi.us</a>
<b>Montgomery County Public Schools</b>	Christiansburg, VA	Joseph Ivers, Jr.	Board Member	Hm: 540-961-1413 <a href="mailto:jtivers1@comcast.net">jtivers1@comcast.net</a>
<b>Jasper County School District</b>	Ridgeland, SC	Michael Hubbard	Board President	Hm: 843-784-2654 Wk: 843-726-6611 <a href="mailto:orecipe@hargray.com">orecipe@hargray.com</a>
<b>Kenosha Unified School District</b>	Kenosha, WI	Stacy Busby	Board Secretary	Wk: 262-359-6172 <a href="mailto:sbusby@kUSD.edu">sbusby@kUSD.edu</a>
<b>Rockwood School District</b>	Eureka, MO	Rao Kaza	Former Board President	Cell: 314-749-6102 Hm: 636-391-5671 <a href="mailto:Rao.Kaza@stls.frb.org">Rao.Kaza@stls.frb.org</a>

<b>Bedford County Public Schools</b>	Bedford, VA	Gary Hostutler	Former Board President	Wk: 434-522-7577 Hm: 434-525-9135 <a href="mailto:ghostutler@bedford.k12.va.us">ghostutler@bedford.k12.va.us</a>
<b>Brevard Public Schools</b>	Viera, FL	Robert Jordan	Board Chairman	Cell: 321-698-7110 Home: 321-267-8990 <a href="mailto:Robert.Jordan@genesivii.com">Robert.Jordan@genesivii.com</a>
<b>Paterson Public Schools</b>	Paterson, NJ	Willa Spicer	State Deputy Commissioner	Wk: 609-777-4485 Cell: 609-357-4960 <a href="mailto:willa.spicer@doe.state.nj.us">willa.spicer@doe.state.nj.us</a>
<b>Kent School District</b>	Kent, WA	Bill Boyce	Former Board President	Cell: 206-915-0930 <a href="mailto:bill.boyce@kent.k12.wa.us">bill.boyce@kent.k12.wa.us</a>
<b>School District of Springfield Township</b>	Springfield, PA	Mal Gran	Board President	Hm: 215-836-5993 Cell: 215-206-1004 <a href="mailto:malcolm.gran@comcast.net">malcolm.gran@comcast.net</a>
<b>Williamson County Schools</b>	Franklin, TN (Nashville)	Terry Leve	Board Member	Hm: 615-373-4485 Cell: 615-476-3001 <a href="mailto:terry.leve@gmail.com">terry.leve@gmail.com</a>
<b>Memphis City Schools</b>	Memphis, TN	Martavius Jones	Board Member	Wk: 901-312-9166 Cell: 901-596-1898 <a href="mailto:jonesmartaviusd@mcsk12.net">jonesmartaviusd@mcsk12.net</a>
<b>Knox County Schools</b>	Knoxville, TN	Karen Carson	Board Member	Cell: 865-300-6443 Hm: 865-675-0236 <a href="mailto:carsonk@tds.net">carsonk@tds.net</a>
<b>Manheim Township School District</b>	Lancaster, PA	Hannah Bartges	Board President	Home: 717-569-4484 <a href="mailto:jonbartges428@comcast.net">jonbartges428@comcast.net</a>
<b>Natrona County School District</b>	Casper, WY	Ms. Suzanne Sandoval	Board Member	Hm: 307-235-3475 <a href="mailto:sandovalsuzanne@gmail.com">sandovalsuzanne@gmail.com</a>
<b>Topeka Public Schools</b> (2008 and 2003)	Topeka, KS	Joe Zima	Former Board Attorney	Hm: 785-272-4973 Cell: 785-231-4226 <a href="mailto:joezima47@cox.net">joezima47@cox.net</a>
<b>Carver-Scott Educational Coop.</b>	Chaska, MN	Mary Romansky	Board Chair	Wk: 952-445-9370 Cell: 952-913-3413 <a href="mailto:maryromansky@comcast.net">maryromansky@comcast.net</a>
<b>Waterloo Community Schools</b>	Waterloo, IA	Sharon Miller	Board Secretary	Cell: 319-239-6208 Wk: 319-433-1826 Hm: 319-232-7659 <a href="mailto:millers@waterloo.k12.ia.us">millers@waterloo.k12.ia.us</a>
<b>Pemberton Township School District</b>	Pemberton, NJ	Jerry Jerome	Board Member	Hm: 609-894-4131 Cell: 609-820-7090 <a href="mailto:jrj@colonialvillagecatering.com">jrj@colonialvillagecatering.com</a>
<b>Seattle Public Schools</b>	Seattle, WA	Cheryl Chow	Board President	Cell: 206-730-4655 Hm: 206-722-3160 <a href="mailto:Cheryl.chow@seattleschools.org">Cheryl.chow@seattleschools.org</a>
<b>Council Bluffs Comm. School District</b>	Council Bluffs, IA	Gina Primmer	Former Board President	Wk: 712-323-9001 Hm: 712-322-6812 <a href="mailto:gina@gkmalloy.com">gina@gkmalloy.com</a>

*This is not a complete list, and more references can be provided upon request.*