A Proposal Prepared for

Laguna Beach Unified School District
Laguna Beach, California

for

The Search and Selection of a Superintendent of Schools

submitted in collaboration with

California School Boards Association

by

McPherson & Jacobson, LLC
Executive Recruitment & Development
October 1, 2015

Board of Education,
Laguna Beach Unified School District
550 Blumont St.
Laguna Beach, California 92651

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 Laguna Beach Unified 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 14 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.
McPherson & Jacobson L.L.C.
# TABLE OF CONTENTS

The McPherson & Jacobson Difference ................................................................. 3

Qualifications and Background of McPherson & Jacobson, L.L.C. .............. 5

Executive Summary ......................................................................................... 7

Five Phases of a Superintendent Search .......................................................... 9
  Phase I .................................................................................................................. 10
  Phase II ............................................................................................................... 11
  Phase III ............................................................................................................ 13
  Phase IV ............................................................................................................ 14
  Phase V ............................................................................................................. 16

Timeline ......................................................................................................... 19

Selected References ....................................................................................... 21

Consultants for Search .................................................................................. 23

Stakeholder Involvement ............................................................................... 27

Responsibilities of Laguna Beach Unified School District and
McPherson & Jacobson, L.L.C. .................................................................... 29

Screening, Reference Checks, Interviews of Final Applicants ................. 33

Sample Brochure ........................................................................................... 35

Sample Ed Cal Advertising ........................................................................... 37

Investment ..................................................................................................... 39

 Guarantee .................................................................................................... 43

California Searches Conducted by McPherson & Jacobson, L.L.C. .......... 45

California Consultants .................................................................................. 47

Transparency—The McPherson & Jacobson Difference ............................ 49

What Board Members Say About the Service of
McPherson & Jacobson, L.L.C. .................................................................... 61
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.

We have an over 80 percent retention rate for our placements in the past five years, 60 percent are in place in the past ten years, and almost half of our placements are still in the position for which we placed them in the past 15 years. These statistics speak for our ability to create a good match.
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 600 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

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership.

Over the last five years, over eighty percent of administrators are in the position for which they were hired. Sixty 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.

- **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.

---

“*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
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. For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. 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.

- **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 criteria 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-finalists interviews, the candidates will only meet with the board, the names of the semi-finalist candidates will remain confidential (in states where executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

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 geographical 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.

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.
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 could speak of the applicant’s qualification. We go a minimum of three removed from the primary reference. 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.

✓ Review candidates with the board and assist board members in determining which candidates they will interview.

The consultants will present a complete list of applicants, who completed the application process, to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district’s criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

✓ Assist the board in 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.

✓ 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.
Phase IV

In Phase IV McPherson & Jacobson’s consultants will:

✓ 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 significant other/partner.

We encourage boards to invite significant others/partners to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the significant other/partner 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 significant others/partners. 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.
✓ **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.

---

“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*
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 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.

“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
Based on past searches, the above graph represents board members’ investment of time with the search process as compared to McPherson & Jacobson.

McPherson & Jacobson has designed a protocol that allows the board to concentrate on your most important responsibility, selecting the best-qualified leader for your district.
**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 (November 2015)**
  - 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 (December 2015)**
  - 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 (February 2016)**
  - 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 (March 2016)**
  - 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 they would like to interview
  - McPherson & Jacobson notifies each applicant not selected for an interview

- **Soon after the board selects their candidates**
  - Semi-finalist interviews are conducted (if chosen by the board)
  - The board interviews their final candidates *(late March 2016)*
  - The board selects their new superintendent *(April 2016)*
  - A criminal/financial/credential verification background check is conducted on the selected candidate
  - McPherson & Jacobson’s consultants contacts each candidate who was interviewed to notify them of their status
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, 805-226-5800  
Search Year: 2013/14  
Enrollment: 6,500

**Elk Grove Unified School District**
9510 Elk Grove-Florin Rd.  
Elk Grove CA 95624  
School Phone: 916-686-5085  
School District Contact: Arlene Hein  
Board Contact: Priscilla Cox, 916-689-3518  
Search Year: 2014/15  
Enrollment: 62,000
Consultants for Search

Ms. Anita Johnson
22 Center Ct.
Laguna Niguel, California 92677
949-842-7749
ncertmail@gmail.com

Anita Johnson has a bachelor’s degree from California State University at Los Angeles.

Anita Johnson has performed executive searches for some of California’s largest education organizations and school districts including Santa Clara County Office of Education, Sacramento City Unified School District, Oakland Unified School District, Pasadena Unified School District, Ontario Montclair School District to name a few. Anita also provided search services to the governor of Wyoming in a search for a state director of public instruction, and has performed and participated in superintendent searches in other states.

Anita has served as the Executive Director of the National Center for Education Research & Technology, an international superintendent of schools group, for the past sixteen years. Prior to that, Anita Johnson served as Assistant Executive Director of the Applied Technology Center for Education, a California superintendents group and Director of Management Services for School Research and Services, for eight years.

Anita Johnson has over twenty-five years of public human resources experience with emphasis on executive search, recruitment and selection, organizational development, and compensation analysis. Anita served as a California school district human resources director. Anita has extensive management consulting experience for school districts, cities, community colleges, utility and special districts, and counties. Anita has extensive training in leadership, performance assessment and management, process management, project team building and meeting facilitation and provides services as a trainer and meeting facilitator on collaborative projects involving management and employee groups.
EDWARD VELASQUEZ
8593 Alder Creek Street Chino, California 91708
(626) 482-8418

HIGHLIGHTS OF QUALIFICATIONS
• Credential in School Administration - over 35 years in administration and education.
• Specialist in gang intervention and prevention with emphasis on diverting "at-risk" youth.
• Specialist in parent education - P.R.I.C.E. trainer for over fifteen years.
• Personable, patient, intuitive, bilingual (Spanish) - work well individually or as part of a team.

PROFESSIONAL EXPERIENCE
Superintendent of School July 2010 – July 2013 retired
Lynwood Unified School District - Montebello, California
Superintendent of School July 2004 – July 2010
Montebello Unified School District - Montebello, California
Montebello Unified School District - Montebello, California
Montebello Unified School District - Montebello, California
Associate Superintendent July 1998 – Jan 2004
Montebello Unified School District - Montebello, California
Principal March 1995 - July 1998
Montebello Unified School District
Bell Gardens Intermediate School - Bell Gardens, California
Assistant Principal July 1993 - March 1995
Montebello Unified School District
Bell Gardens Intermediate School - Bell Gardens, California
Community Outreach Facilitator September 1990 - July 1993
Montebello Unified School District
La Merced Intermediate School - Montebello, California
Teacher September 1986 - June 1990
Montebello Unified School District
Montebello Intermediate School - Montebello, California
Deputy Sheriff August 1984 - August 1986
Los Angeles County Sheriff's Department- Los Angeles, California

MISCELLANEOUS COMMUNITY SERVICE
HAPCOA September 2011-Present
Hispanic American Police Command Officers Association
CALSA November 2005-2013
California Association of Latino Superintendents and Administrators
ACSA Urban Education Committee  
Association of California School Administrators – California  
June 2003 – 2005

State of Ca. Safe Schools Task Force  
State Of California - Sacramento, California  
January 1999 - 2000

L.A. County Safe School Task Force  
L. A. County Office of Education - Downey, California  
January 1997 - 1999

Senior Reserve Probation Officer  
Los Angeles County Probation Department - Downey, California  
June 1992 - Present

Board Member  
Earn Respect Intervention Program - Los Angeles, California  
August 2000 – July 2002

Executive Board Member (President 2001-2003)  
Rio Hondo Boys and Girls Club - Bell Gardens, California  
October 1998 - Present

Executive Board Member  
L. A. County Reserve Probation Officer - Los Angeles, California  
January 1994 - Present

Board Member  
Montebello Gang Diversion Task Force - Montebello, California  
December 1991 – June 2003

Educational Specialist-  
Sugar Ray Robinson Youth Foundation - Los Angeles, California  
August 1990 - June 1993

Reserve Police Officer  
West Covina Police Department - West Covina, California  
January 1982 - August 1984

EDUCATION

Azusa Pacific University - Azusa, California  
Masters degree - Education. Administrative Credential.  
1990-1992

Western State Univ. College of Law - Fullerton, California  
Completed 66 semester units toward degree of Jurist Doctorate.  
1987-1989

California State University - Los Angeles, California  
Completed 30 semester units in Counseling. Clear Teaching Credential.  
1980 -1982

Whittier College - Whittier, California  
Bachelor of Arts - Fine Arts. Preliminary Teaching Credential.  
1973 -1977
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.
Responsibilities of Laguna Beach Unified School District and McPherson & Jacobson, L.L.C.

<table>
<thead>
<tr>
<th>Event</th>
<th>McPherson &amp; Jacobson’s Tasks</th>
</tr>
</thead>
</table>
| 1<sup>st</sup> board meeting | - The consultant guides the board in determining the following items  
- Characteristics for the new superintendent  
- The search calendar  
- Compensation parameters  
- Identify the appropriate constituent groups for stakeholder input  
- Advertising venues  
- The consultant works with the Point of Contact to compile:  
  - Information to create the brochure announcing the vacancy  
  - The list of names to be invited to the community input meetings |
| After 1<sup>st</sup> meeting | - Application link is posted online  
- Brochure announcing the vacancy is created  
- Advertising is started  
- Vacancy announcements are sent out  
- E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening  
- E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position  
- Opening is posted on social media and additional venues |
| During application period | - Consultants recruit candidates that fit the position  
- Monitors applicants and where they are in the application process  
- Notifies applicants of the closing date for submitting their materials  
- Lead consultant keeps the board chair up-to-date on the search |
| Stakeholder meetings are scheduled | - Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district |
| 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 |
| Stakeholder meetings completed | - 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 |
| 2<sup>nd</sup> board meeting | - Review stakeholder input summary report and provide copies to the district  
- Review press release  
- The consultant guides the board in determining the following items:  
  - Interview questions  
  - Length of contract, moving and interview expenses  
  - Significant other/partner’s involvement in interview process  
  - District Interview Schedule  
  - Candidate Daily Interview Schedule  
- Interview questions are sent to Home Office to be formatted |
| Prior to 3<sup>rd</sup> 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 |
<table>
<thead>
<tr>
<th>Event</th>
<th>McPherson &amp; Jacobson’s Tasks</th>
</tr>
</thead>
</table>
| 3<sup>rd</sup> board      | - The consultant facilitates the board’s  
| meeting                   |   - Review of the list of all applicants  
|                            |   - Overview of candidates on short list  
|                            |   - Selection of finalists  
|                            |   - Finalizing of interview dates & schedule  
|                            |   - Review of interview questions & procedures  
|                            |   - Finalizing candidate & significant other/partner 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 1<sup>st</sup> interview to learn how it went  
|                            | - Call 1<sup>st</sup> 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  
| Finalist selected and     | - Call and make offer to candidate  
| accepted                  | - 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 significant other/partner 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  
- Significant other/partner’s visitation is coordinated  |
| Meeting to Select Finalists/ Finalist selected and accepted | - Board members meet and discuss each candidate individually  
- Read input forms submitted by stakeholder focus groups  
- Individually rank order candidates  
- 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  |
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.
An Invitation to Apply for the Position of Superintendent

CONEJO VALLEY UNIFIED SCHOOL DISTRICT

Thousand Oaks, California

The Position

The Conejo Valley Unified School District, Thousand Oaks, California, Board of Trustees is seeking a qualified and experienced superintendent. The Board desires to hire a successful candidate to assume the responsibilities of the position July 1, 2017.

McPherson & Jacobson, LLC, Co-chaired Search and Development, is collaborating with the Conejo Valley Unified School District. The Search and Development team are experts in search and development of school leaders. They will issue the Board of Trustees identifying and reviewing the search with a desirous goal.

The Qualifications

The candidate must have the education, skills, and abilities essential for excellence in educational leadership. The Board recognizes selecting a superintendent is one of the most important decisions that will make the Board has identified the following desired qualifications.

- A proven ability in California School Districts and the State Board of Education and the California Department of Education.
- A proven track record in educational leadership.
- An effective decision maker who believes in empowering others to act while keeping the organization focused on the mission.
- Determined to build a climate that relates to all students and staff and operates an open door policy that is inclusive of diverse perspectives.
- Inspires others to quality performances, building trust and confidence within the student organization.
- An open-minded leader, who communicates effectively, through written and spoken word, to the entire community and the students.

The Community

The Conejo Valley Unified School District is part of the greater community offering a wide range of youth and adult activities. Located in Ventura County, it is a culturally diverse, suburban setting for 35,000 students of Los Angeles and 15,000 students of the Santa Monica and Ventura communities.

The District

Conejo Valley Unified School District serves the City of Thousand Oaks including Thousand Oaks campus, Newbury Park, and Westlake Village school communities. The District operates a multitude of schools, including 35 elementary schools, 9 high schools, and 1 intermediate school.

The Board of Trustees

The Conejo Valley Unified School District Board of Trustees consists of five community members elected to two-year terms. The Board of Trustees oversees the District's budget, policies, and procedures.
**Sample Ed Cal Advertising**

---

**SUPERINTENDENT OPENING**

*Conejo Valley Unified School District*

**ADA: 20,000**  **Closing date:**  **March 12, 2015**

**Salary:** Negotiable in the range of $230,000/year based upon experience and qualifications

**Consultant:**
- Dr. Thomas Jacobson:  
  t_jacobson@macnjake.com
- Ms. Anita Johnson:  
  a_johnson@macnjake.com
- Mr. Edward Velasquez, Sr.:  
  e_velasquez@macnjake.com

*Application information available at:*

www.macnjake.com  888-375-4814  mail@macnjake.com
**Investment**

The investment for conducting the superintendent search is $14,500 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 calculated on a basis of up to, but not to exceed. Therefore, actual costs may be less. McPherson & Jacobson is willing to provide a maximum not to exceed amount, which includes the fee and expenses.

<table>
<thead>
<tr>
<th>I. Advertising Expenses</th>
<th>$ 2,000*</th>
</tr>
</thead>
<tbody>
<tr>
<td>II. Travel Expenses</td>
<td>$ 1,700**</td>
</tr>
<tr>
<td>III. Office Expenses</td>
<td>$ 800***</td>
</tr>
<tr>
<td>IV. Criminal/Financial Background Checks</td>
<td>$ ****</td>
</tr>
</tbody>
</table>

* Includes 30 days on EdJoin, 30 days on EdCal, 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 two (2) days 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

**** 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 expense is approximately $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.
## McPherson & Jacobson, L.L.C.—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>$2,500</td>
<td>$2,400</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>$4,000</td>
<td>$1,000</td>
<td>Expenses are based on one (1) team of two (2) consultants conducting stakeholder meetings for two (2) days. If the board chooses additional meetings beyond the two (2) days, 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>$4,000</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>$2,500</td>
<td>$400</td>
<td>Expenses include preparation of materials and consultant travel expenses.</td>
</tr>
<tr>
<td>V</td>
<td>Meet with the board to determine the superintendent performance objectives.</td>
<td>$1,500</td>
<td>$400</td>
<td>Expenses include preparation of materials and consultant travel expenses.</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>$14,500</td>
<td>$4,500</td>
<td>Fees and/or expenses will increase if 1. the board chooses advertising media over $2,000; 2. the board requests more than two (2) days of stakeholder input sessions; 3. the board requests consultants be present at meetings not included above; 4. actual travel costs increase due to changing prices.</td>
</tr>
<tr>
<td>Total*</td>
<td></td>
<td>$19,000</td>
<td></td>
<td>*based on parameters above</td>
</tr>
</tbody>
</table>
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.
California Searches Conducted by
McPherson & Jacobson, L.L.C.

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

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

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

Lakeside Union School District
14355 Old River Road
Bakersfield CA 93311
School Phone: 661-836-6658
Search Year: 2014/15
Enrollment: 1,310

Newcastle Elementary School District
450 Main St.
PO Box 1028
Newcastle CA 95658
School Phone: 916-259-2832
Search Year: 2014/15
Enrollment: 796

Old Adobe Union School District
845 Crinella Dr.
Petaluma CA 94954
School Phone: 707-695-6633
Search Year: 2013/14
Enrollment: 1,700

Paso Robles Joint Unified School District
800 Niblick Rd
PO Box 7010
Paso Robles CA 93446
School Phone: 805-769-1000
Search Year: 2013/14
Enrollment: 6,500
Penn Valley Union Elementary School District
14806 Pleasant Valley Rd.
Penn Valley CA 95946
School Phone: 530-432-7311
Search Year: 2014/15
Enrollment: 700

Red Bluff Joint Union High School District
1260 Union St.
Red Bluff CA 96080
School Phone: 530-529-8710
Search Year: 2013/14
Enrollment: 1,622

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

Ms. Aida Buelna-Valenzuela
Retired Superintendent
Woodland, California

Mr. Michael Berg
Retired Superintendent
Fresno, 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

Ms. Anita Johnson
Executive Director
National Center for Ed Research & Tech
Laguna Niguel, California

Dr. Steven Lowder
Retired Superintendent
Stockton, California

Mr. Dennis Murray
Retired Superintendent
Murrieta, California

Mr. Edward Nelson
Retired Superintendent
Escondido, California

Mr. Edward Velasquez
Retired Superintendent
Lynwood, California

Ms. Teri Vigil
Board Member
Falls River Joint Unified School Dist.
McArthur, California
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 articles discussing McPherson & Jacobson’s stakeholder involvement, and editorials from newspapers across the country praising boards for being open, transparent, and doing the public’s business in public.

An open process

“Any government entity wanting to conduct a model search for a high-profile executive would be well-served by the studying the hiring of a new superintendent by the Sioux City Community School District.”…

“As interested, affected observers and taxpayers, residents of the district should appreciate the openness with which the school system approached the stretch run of the search.

The public was provided with specific details about the last stages of the process, all the way through the final decision, which was announced Friday.”…

“When government does not act in proper open fashion, we criticize. Conversely, government deserves credit when it goes the extra mile to provide the public with information it wants and to which it is entitled.

Instead of cloaking its careful, thorough search for a superintendent in dark secrecy as a decision neared, the Sioux City school district opened it to the sunshine of public discourse. As a result, residents of Sioux City can feel comfortable with the choice…and with the process by which he was selected.”

Taken in part from the Sioux City Journal, April 15, 2008.
www.Siouxcityjournal.com
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
Open search process, solid choice

“…. 
“A lot has changed in the Fayette County Public Schools in the eight years since the school board smuggled in a candidate for superintendent under an umbrella to hide his identity from the public.

“The search that just culminated with the hiring of Tom Shelton was as commendable for its openness as that earlier search was memorable for its silliness — and its unfortunate outcome: the winner resigned after just eight months.

“Process does matter. It matters a lot when selecting the leader of a public institution. So, before moving on to the next chapter, the board deserves a shout out for the way this search was managed.

“…. 
“Having been chosen through an open process in which stakeholders had the chance to participate gives him a leg up on gaining that trust and respect. We wish him well.”

Taken in part from Open search process, solid choice | Editorial | Kentucky.com

Wake names three superintendent finalists

“Veteran career educators from North Carolina, Virginia, and Texas are the three finalists vying to replace Tony Tata as superintendent of Wake County school system.

“…. 
“The three will meet with the public at a forum scheduled for Tuesday. The board will interview them the next day with the final vote possibly coming during the June 4 meeting…. 

“…. 
“Not since 1995 had the school board released the names of the finalists for superintendent. McPherson & Jacobson, the Nebraska-based search firm hired by the board, said that naming the finalists and having them meet with the public would make the process more transparent and lead to greater public support when the board makes its choice.

“The school board reviewed 23 applications, ultimately choosing semi-finalists who were on a short list recommended by the search firm. The board interviewed the four semi-finalists last week.

“…."

Taken in part from
www.newsobserver.com/2013/05/22/2908354/wake-names-superintendent-finalists.html
May 22, 2013
Superintendent hiring process involves significant cross-section of G.I. [Grand Island]

“The Grand Island school board, and in fact the entire community, is in the midst of an extremely important process. That is selecting a new school superintendent.

The school board has set up a very open process in which each of the four finalists are coming to Grand Island this week for a full day, visiting with teachers, school officials, community members, business people, the media and being interviewed by the school board.

While it certainly makes for a full week, it is a good process that allows a variety of community members an opportunity to meet the finalists and give their input on the selection.

…

…The board has also taken the important step of opening the process to the community, rather than just keeping it among board members.

It’s important that the school board receive input from as much of the community as possible. Ultimately, it will be the board’s decision on whom to hire, but involving the community in the process was a wise move.

The timing of the selection of the finalists and the interviews also have been good. The Grand Island board is going through the process early enough in the school year so that whomever they select won’t be leaving their current school district in a lurch in finding a new superintendent.

…”

Taken in part from The Grand Island Independent, December 1, 2010.
Grand Island, NE

Opinion

“We … want to salute the five school board members for the open and inclusive process they followed in narrowing the field of candidates and reaching out to the North Thurston community to come to the best choice [new superintendent] for the district and its 13,500 students.”…

“It was an excellent, open and transparent superintendent selection process and the board members deserve credit not only for the process but for listening to their community.”

Taken in part from The Olympian, April 8, 2009
An open superintendent search process is good for the community

“Now that the search is on for a candidate [superintendent], I believe the entire process could not be in better hands [McPherson & Jacobson]….When the CCEA [Culpeper County Education Association] executive board members met with them [McPherson & Jacobson], my first impression was one of complete relief.”…

“They [McPherson & Jacobson] explained that before any candidates come before the School Board, they will be vetted with deep background checks and will be matched up with the profile for the CCPS [Culpeper County Public Schools] position. Each candidate will not only be thoroughly interviewed by the School Board, but also will have a chance to meet with stakeholders before the final decision is made.”…

“…I commend the board for its decision to contract with McPherson and Jacobson to handle our superintendent search.

This is not just a corporate head-hunting firm seeking a field of generic candidates.”…

“The fact that the process had complete transparency is good for all stakeholders.”

Taken in part from Walker, Jeff, 2009. Culpeper Star Exponent, February 4

Conducting a super search

“We don’t know who will ultimately be selected to lead the South Bend Community School Corp. into the future, but we—and indeed the public—know plenty about the process leading up to the hiring of the next superintendent.

“…So far, the search has been transparent. It has been inclusive, not merely accepting public input, but firmly demanding it.

“…

“From the start, members of the public were included in the search. A citizen advisory committee was formed and charged with soliciting input from community members about the challenges and strengths of the district, and the qualities the next super should possess.

“…

“The search also included 29 community forums, in various locations across the community, for the public in general, as well as such specific groups as teachers, not-for-profits and government boards.

“In short, the process of finding South Bend’s schools chief has been a model for how such a search ought to be conducted….”

“…”

Taken in part from southbendtribune.com/news/opinion/sbt-20111103sbtmicha-07-04-20111103,0,58885628.story
Board of Education Scores New Superintendent

“The process to find the new super [superintendent for the Marshalltown Community School District] was done in collaborated fashion over three months which included hiring the search firm McPherson & Jacobson to collect applications and put them through vigorous interviews in order to narrow the field to five finalists. In the home stretch, several focus groups (represented by community members, parents, teaching staff, students, businesses, central office staff, and building administrators) interviewed the five candidates in five days before the board rendered its choice Saturday afternoon….

“…remarked Macmillan [Board President Adrienne Macmillan] ‘The expertise and professionalism that McPherson & Jacobson brought into this process was phenomenal. They really made themselves an extension of our educational community and worked with us in a very detailed level to help work through our selection criteria. It really made our job very easy in the fact that we got 18 total candidates at this time of the year and with the vast majority having solid superintendent experience, it is a credit to their firm.’

“In all, the Board was pleased how the community and focus groups rallied around choosing the new leader, exhibiting a team effort, as well as spirit. Macmillan concluded. ‘It truly demonstrates that whole adage about how it takes a village to raise a child, and this was it.’”


West Central’s Openness a Model

“When the West Central School District recently made public the names of five finalists to replace retiring Superintendent David Fischer, it represented a high water mark in open government.

No muss. No fuss. Just, ‘Here they are.’

Flash back to last year, when the Sioux Falls School District was trying to replace retiring Superintendent Jack Keegan. Lengthy School Board discussions on confidentiality and corrupting the process. Worries about the effect on job candidates—more important, apparently, than parents and taxpayers.

In the end, the board was dragged kicking and screaming into a small measure of openness.

How different in the West Central district. Simply, ‘Here they are.’ ”

Taken in part from The Argus Leader, February 15, 2005. Sioux Falls, SD
Public or Secret: Districts Hire Top Leaders Differently

“Davenport, Iowa—Local school boards have been put to the test: pick a superintendent in the light of day or do it behind closed doors. When hiring a new leader in Iowa, it’s ultimately school board members who decide whether to involve the community that elected them.”…

“In the North Scott School District, board members decided to … conduct their search in secret. Next door, the Bettendorf school board opted for another route: transparency. … In Bettendorf’s case, the board made its final selection with input from an informed public that knew the candidates and their backgrounds.”…

‘One of the arguments is that no one will apply if we do it publicly,’ said Charles Davis, executive director of the National Freedom of Information Coalition. ‘I guess that was refuted by the fact that you did have candidates for both jobs. There is not a (bit) of evidence out there supporting that thesis.’

From the beginning, Ray and Associates, the search firm hired by North Scott… promised applicants confidentiality, some finalists said. McPherson & Jacobson, a search firm hired by Bettendorf…told candidates the process would become public once the board selected finalists. Despite their different approaches, both attracted dozens of candidates from across the country. Both searches, members in Bettendorf and North Scott said, ended in the hiring of a qualified candidate.

Those who favor more open searches say the promise of confidentiality doesn’t dissuade a majority of applicants. Instead, it allows parents and other residents an opportunity to take part in the selection process, they said. ‘The people in Bettendorf know whether or not the applicant pool was diverse,’ Davis said. ‘They know whether the applicant pool was filled with experienced or inexperienced candidates. They know whether an insider candidate was rejected for an outsider candidate. They can compare one person’s resume against another. In North Scott, we don’t know anything, and we never will. There is certainly something that gets lost in that.’ ”…

“…The board [Bettendorf] decided early in the process after consulting with McPherson & Jacobson to keep the process open, something the search firm supported, said Wayne Rand, a search consultant for McPherson & Jacobson. To accommodate the board members’ decision, the district held public forums for each finalist so residents who wanted to could attend.

The board wanted to send a clear message that ‘the stakeholders’ input was valued,’ said Judy Miller, human resources director for Bettendorf. ‘There is no reason to keep that information from the public. They are interested in knowing who we are looking at and why.’

Rand said his experience in Bettendorf isn’t unique. Instead, every school board he’s dealt with during superintendent searches in Iowa has kept the process open for the public. And, each time, his search firm was able to land a large pool of qualified candidates…Taxpayers are interested in knowing because of the money being spent. If you exclude people, it’s natural that they feel left out, and they want to be involved in something like this.

Taken in part from The Quad City Times, March 9, 2009
Editorial

“Being involved in the search process for the new superintendent for Culpeper County Public Schools puts me a position that I do not mind being in. It is not a position of power, but I am involved, as are the other employees of CCPS and the community.”

“...McPherson and Jacobson’s representatives...began the process of finding out what the School Board and other stakeholders were looking for, finding and vetting the potential candidates and presenting the narrowed field to the board.”

“During this process, to my knowledge, the Culpeper County School Board has followed the recommendations of McPherson and Jacobson very closely. I believe they did this out of a sense of the importance of the situation and a respect for the professionals they charged with carrying out the task of helping match up a superintendent with our school system.”

“...This executive search firm has either completed or is in the process of approximately 40 searches in 11 states for superintendent and other top administrators.”

“Remember a school superintendent is not an elected official; he or she serves at the will of a School Board. The Culpeper County School Board has involved various segments of the school division and the public in the process. Veteran teachers who have been in Culpeper long enough to have worked under more than one superintendent have said the current process is the most open they have seen. By the end of this week, many individuals will have had a chance to see and hear and interact with the five candidates. Their input will be looked at. But, ultimately, the decision of whom to hire rests solely on the shoulders of the members of the elected School Board. That is one of the basic tasks of a School Board.”

“Don’t we owe it to the 8,317 individuals under their [the new superintendent] leadership the opportunity for the process to find the right person for the job? And shouldn’t the manner in which we find the new superintendent be open and honest and without premature judgment?”

Taken in part from Walker, Jeff, 2009. Culpeper Star Exponent, April 1

Wake wise to announce superintendent final

“The Wake County school board is looking for a new superintendent of schools. Whether it will make the right choice remains to be seen, but it bodes well that it’s making the choice right away.

“The board, following the advice of its search firm, McPherson & Jacobson, has agreed to publicly identify its two or three finalists for the job of leading the state’s largest school district. The final candidates won’t only be named, they’ll come to Wake County and meet with the public.

“What a refreshing and sensible change from the secrecy that has surrounded the selection of new superintendents.....

“....”

Taken in part from www.newsobserver.com/2013/05/13/2890369/wake-wise-to-announce-superintendent.html

May 13, 2013
South Dakota stands apart with secrecy of superintendent candidates

“…Rapid City’s decision to keep the names under wraps had very little to do with the candidates, [Wes] Storm [Rapid City School Board President] said. ‘It’s not the candidate’s decision,’ he said. ‘Ray and Associates recommended it, and we followed the recommendation.’”

“…And therein lies the problem, said Thomas Jacobson, owner of McPherson & Jacobson, one of the top search firms Rapid City interviewed before signing on with Ray and Associates.

‘We believe the public business should be done in public,’ he said. ‘This is an elected board responsible to its citizens. There should be full disclosure and full transparency.’

Jacobson said his firm led a search in Iowa where a nearby school also conducted a search, but using a firm that promised candidates confidentiality. Both districts attracted dozens of candidates from throughout the country and ended with hires.”

“If board members and candidates feel strongly about confidentiality, there are ways to compromise, Jacobson said. One of the firm’s current searches involves an East Coast school district with high-profile candidates who want the privacy.

That district’s list of semifinalists will be kept confidential. But the names of the two or three finalists will be released to the public.

‘Six finalists is a lot,’ he said. ‘But once you get to that finalists level, you have to stand up and be accounted for.’”


From: Laura Bednar
Sent: Thursday, December 20, 2007  12:05 PM
To: t_jacobson@macnjake.com
Subject: thank you

Dear Dr. Jacobson

…..

Your company has been extremely helpful to me as I have stepped into the superintendency, and I certainly recommend McPherson and Jacobson to anyone that I can! More than anything else, I have no doubt that the follow-up work that is done with School Boards and Superintendents is the most essential piece. I cannot thank you and your consulting team enough for how your leadership and guidance has truly turned our district around! I wish every school district had the opportunity to experience what we have with McPherson and Jacobson.

Thank you again,

Laura Bednar
Superintendent
Stuttgart School District
Superintendent—District hires firm to assist in search; student provide input through student interview panel

“… The Board of Education…chose to hire the executive recruiting and development service, McPherson and Jacobson, to find Westside’s next leader.

‘The board, in an open meeting, defined what we saw as our key objectives—what are the criterial? What are the qualities we would like to see in our next superintendent?’ said Scott Hazelrigg, one of the directors on the Board of Education. McPherson and Jacobson used the criteria the board established and the Stakeholders input report to select certain individuals to encourage applying.

“From Jan 16-20, Westside hosted the five finalists of the superintendent search for a series of interviews. Each day, a different candidate was welcomed into the Westside community by a coffee with school board members. The candidates then went on to participate in interviews with students, community members, teachers, administrators and the Board of Education.

“Though the board will ultimately make the decision about who the next superintendent will be, students received the opportunity to be involved in the process.

‘One of the things we liked about the consultant was that they historically engaged a student group in the process,’ Hazelrigg said.

“Every morning a small group of juniors and seniors gathered in the conference room to meet the candidates....

“The questions the student panel asked included, ‘Why/how do you feel the input from the students is necessary when making choices?’ and ‘How do you make sure all students' needs are met with so much diversity?’

“Junior Maddie Ryan led the student panel. Ryan prepared for the interviews by compiling questions suggested by the search firm in addition to those students requested, and doing preliminary research on the candidates.

“I think that it’s a really great opportunity that they are asking students, and I hope that whoever the superintendent is will continue to have student involvement,’ Ryan said.

“During the interviews, all students were engaged by asking candid questions and diligently taking notes.

“Everyone is pretty engaged; they are asking intelligent, thoughtful questions,’ Ryan said.

“…Other focus groups include teachers, key community members and members of the Westside Foundation.

“The student interviews allowed the board not only to get insight into what the students thought of the candidates, but also provided the candidates with an opportunity to hear from the students.

“There aren’t any adults here, which is really nice because I think students are more open, and I feel the candidates are more receptive because you’re not worried about what sounds good or what would offend someone,’ Ryan said.

“I think it gives [the candidates] really good insight, and us a really good insight too,’ Ryan said.”

_Taken in part from Goodman, Maddie, Westside Lance, Spring 2012_
A Community Effort for a Community Superintendent

FIRM DECISION

District hires unbiased executive search firm

“The school district hired the firm McPherson and Jacobson to assist in the search for our next superintendent. The firm specializes in executive searches and has helped with both the advertising and interview processes.

…

“Five different panels—a student, Westside Foundation, volunteer, teacher and administrative panel—interviewed each candidate separately.

“All five panels submitted a formal write-up detailing their opinions of the five candidates. The school board will take the panels’ opinions into consideration when making the final decision.

…

“…we believe hiring an experienced firm to help with selecting our next superintendent was a great idea.

“McPherson and Jacobson was responsible for bringing in 28 candidates from all over the country, giving the district greater variety than it would have had choosing a superintendent internally.

“The firm also oversaw a more extensive selection process. It suggested the district create the five panels to interview each candidate, helped choose the panels and provided questions the panels should ask the candidate.

“The superintendent deals with the entire community, so it is only logical that the decision is a community effort.

…

“[The school board] gained a student opinion, a thoughtful, careful consideration of us and what we want in a superintendent, which they can’t always get themselves,’ senior and student panelist Jacob Lehr said.

“This process allowed each group to offer its unique perspective and will encourage the school board to choose a well-rounded candidate.

…

“In addition, this extensive process will hopefully produce an unbiased decision.

“‘I was very pleased with how with how it went,’ [Principal Maryanne] Ricketts said. ‘I like how how all the Stakeholder groups were involved. I liked that we had a student group who met with each candidate. Everybody took this very seriously. The groups gave the school board good feedback.’

“Every part of the process went through the firm, and, as a result, the process went smoothly.

“The Lance believes the school board made the correct decision in hiring McPherson and Jacobson to assist in the superintendent search.”

Taken in part from Westside Lance, Spring 2012
Fayette school board might announce superintendent finalists Tuesday

“The search for a new Fayette County Public Schools superintendent is entering its final, crucial phase, and the names of finalists for the post could be revealed Tuesday night.

“…

“…McPherson & Jacobson, the schools’ superintendent search firm, plans to notify probably finalists to stand by for calls Tuesday night, so notifying those selected could take only a few minutes. That would allow the board to make the names public soon after members make their decisions.

“…

“Board members plan to bring each finalist to Lexington for tours of the school district; interviews with the board, meetings with education, civic groups and the media; and a session with the public. One finalist would visit each day of that process.

“…”

Taken in part from


June 2, 2011

From: Nancy VanBeek [mailto:NVanBeek@WashingtonPavilion.org]
Sent: Wednesday, November 29, 2006 4:24 PM
To: t_jacobson@macnjake.com
Subject: Thank you

Mr. Jacobson

Thank you so much for your time with us yesterday. The meeting was (surprisingly enough) enjoyable and the way you were able to draw out our ideas, insecurities, needs and wishes. The meeting once again gave me hope for the future of the work we do here.

I look forward to meeting the candidates you feel will be able to meet our varied needs and I am very grateful that you will be with the new Director as he/she takes the position. This transition time will be made much easier with a mentor to provide insight into all the different expectations of the position.

Thank you for being a good listener and a super facilitator.

Nancy Van Beek
KSDC Education Manager
Washington Pavilion of Arts and Science
301 S. Main Ave.
Sioux Falls SD 57104
(605) 367-7307 ext 2374
www.washingtonpavilion.org
What Board Members Say About
the Service of McPherson & Jacobson, L.L.C.

June 21, 2013

Dr. Thomas Jacobson
McPherson & Jacobson
7905 L Street Suite 310
Omaha, NE 68127

Dear Dr. Jacobson,

My name is Robert Homan and I am the School Board President with the Eatonville School District. I just wanted to drop you a note of extreme satisfaction about, Al Cohen and Mike Boring, two of your consultants. We have enlisted their services twice now in the last three years and I wanted to let you know what outstanding individuals they are and what a pleasure it has been to work with them!

Al and Mike impressed our Board with their knowledge of the process in hiring a qualified Superintendent. Their ability to advise us on timelines, qualities to look for and experience levels that will work well in our district was invaluable. Finally their professionalism is unmatched when it comes to their ability to work with people and understand perspectives. Their skills to assimilate information and to apply that information to attain the best outcome for the needs of our district was impressive.

Needless to say, that we are and were very happy with the candidate pool along with the selections we have made for our Superintendents of Eatonville Public Schools. I would have no problem recommending either one or both of these men to any District looking for consultants for this process.

We will definitely keep your firm at the top of the list when it comes to consulting on this and any other pertinent service you offer.

On behalf of myself and the rest of the Board of Eatonville School District, we wish to express our appreciation.

Respectfully,

Robert Homan
Board President
Eatonville School District #404

Equal Employment & Educational Opportunities • Eatonville School District #404 • PO Box 698 • Eatonville, WA 98328 • Telephone (360) 879-1000 • Fax (360) 879-1086
March 1, 2013

Dr. Thomas Jacobson  
McPherson & Jacobson, LLC  
7905 L Street, Suite 310  
Omaha, NE 68127

Dear Dr. Jacobson:

On behalf of the Little Rock School District Board of Directors, I would like to thank you for the professional manner in which the search process for our next superintendent has been conducted. I commend our lead consultant, Ms. Loe Dunn, and her assistants, Dr. Kieth Williams and Dr. John Smith, for guiding us through the process of selecting and interviewing our next leader.

I would recommend your organization to anyone who requires the services of an executive firm to coordinate their search process.

Again, thank you for the professionalism demonstrated by your team. Your service has been invaluable to us.

Sincerely,

[Signature]

Dianne Curry, President  
LRSD Board of Directors
“…
“The entire process of a Superintendent search firm from start to finish has been a
learning experience for me and I strongly believe it was made easier because of your
knowledge, expertise, just being excellent to work with as well as the over
professionalism of the firm.
“Again, thank you for all the assistance you provided to our district….”

Thanks,
Connie McElyea
Moline [Illinois] Board of Education
April 26, 2012

To Whom It May Concern:

I am the Chair of the Reynolds School District, serve on the Board of a non-profit Women's Shelter, am a Consumer Arbitrator, a very active community advocate, and have extensive Executive and Human Resource Management experience. I am compelled to write on behalf of the firm McPherson & Jacobson’s Executive Search Consultant Services.

This year our district contracted with the McPherson & Jacobson to conduct a national search to replace our retiring Superintendent. As promised, they delivered excellent, comprehensive services from start to finish. The fact that we were assigned a senior partner and two regional consultants created synergy and success in the process. Their multi-pronged protocols ensured that all stakeholders both internal and external experienced high levels of confidence in both the process and the outcome.

The range and quality of the service delivery was superior. From facilitating widespread community input for design and delivery of a professional search brochure, to national advertising, screening committee management, a survey, stakeholder forums and press releases our board, staff and community strongly supported the process and are very satisfied.

The individuals assigned to us were Dr. Tom Jacobson, Dr. Bill Dean and Mr. Rich Parker. Their varied skills and years of educational experience is an excellent match for any district. They spent tireless hours of support to address staff, citizen and community involvement concerns. They innovatively united diverse processes and combined their energies to accomplish our goals on an extremely tight timeline during a difficult time for our district. Through it all they remained highly organized, exhibited excellent verbal, written and interpersonal skills, while remaining versatile and reliable. Their services were not only strategic but enthusiastic, effective and solution oriented. They delivered results.

In conclusion, their professional services combined with a caring style made our search robust and effective. Your organization would be fortunate to have them provide the same service.

Please share this information with any parties that are interested or may affect decisions regarding this matter. If you require elaboration, please feel free to contact me. I would be happy to share more information.

Respectfully,

Theresa Delaney Davis
Theresa Delaney Davis
Chair

www.reynolds.k12.or.us/schools/
November 10, 2009

Mr. Tom Jacobson  
McPherson & Jacobson, LLC  
7905 L St., Suite 310  
Omaha, NE 68127

Dear Tom:

I wanted to take a moment to offer my sincere appreciation for all your help in our recent superintendent search.

While hiring a superintendent may be a Boards' most important responsibility, it isn't something any of us do on a regular basis if ever at all. I can't imagine trying to make our way through this without your guidance. You brought us a process that was able to meet the needs of our community. You told us to trust the process, we did, and it worked.

On behalf of the Board and the entire District, I want to extend our thanks to you and all your colleagues at McPherson & Jacobson for a job well done.

Sincerely,

Beth McGarrigle  
Board President
From: Zweiback, Rose [mailto:zweibackr@unmc.edu]  
Sent: Monday, November 05, 2012 8:25 AM  
To: Thomas Jacobson, Ph.D.  
Subject: Testimonial

Working with McPherson & Jacobson made our superintendent search a smooth and organized process. Our consultants were our partners. We set the parameters and the goals and they provided the expertise. We wanted the search to invite input from our stakeholders and involve them as much as possible. At the same time, the board had full responsibility for the selection.

I found the consultants from McPherson & Jacobson to be outstanding professionals who provided services of the highest quality. They presented our board with a slate of excellent candidates and then let us do the work of interviewing and selecting the best choice for our district. We appreciated their work, especially the follow-up services in setting evaluation goals for our new superintendent.

I heartily endorse McPherson & Jacobson.

Rosie Zweiback  
Vice President  
Westside Community Schools Board of Education  
Rzweiback@westside66.org
Comments/references from Westside Community Schools, Omaha, Nebraska

November 6, 2012

Dr. Thomas Jacobson
McPherson & Jacobson, LLC
7905 L Street, Suite 310
Omaha, NE 68127

Dear Tom:

McPherson & Jacobson’s guidance and support were invaluable throughout Westside Community Schools’ superintendent search in 2012. Time and perspective have enabled me to identify what for me were your most important contributions to the process.

- **Focus:** The Board discussion and consensus on the key attributes to be sought in candidates for our position - a key step in McPherson & Jacobson's recommended process - maintained the focus of the search on the Board's top priorities.

- **Responsiveness:** McPherson & Jacobson responded to our requests for assistance, predictable or last minute, in a timely and professional manner.

- **National Reach:** The benefits of your national network of consultants were evident both in the field of candidates you were able to access as well as in your ability to vet those candidates effectively.

- **Integrity:** Superintendent searches are notoriously stressful for school boards. McPherson & Jacobson dealt with the difficult and unexpected turns in the process with unwavering integrity and professionalism.

Although my term on the Westside School Board concluded prior to our new superintendent taking office, by all reports he has distinguished himself already in the first few months of what will hopefully be a long tenure. It is no exaggeration to say that we could not have found such an outstanding and experienced leader without you. My sincere thanks to you and Dr. Randy Nelson for your support.

Best regards,

Kathleen Bradley
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’s minority/female 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>2014-2015</td>
<td>Birmingham City Schools, AL</td>
<td>Dr. Kelley Gacutan</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Chief Leschi Schools, Puyallup, WA</td>
<td>Dr. Amy Eveskige</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Colts Neck Township Schools, NJ</td>
<td>Ms. Mary Jane Garibay</td>
</tr>
<tr>
<td>2014-2015</td>
<td>El Monte Union High School Dist., CA</td>
<td>Dr. Irella Perez</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Gustine Unified School District, CA</td>
<td>Mr. William Morones</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Hot Springs School District, AR</td>
<td>Mr. Mike Hernandez</td>
</tr>
<tr>
<td>2014-2015</td>
<td>San Juan Island School District</td>
<td>Dr. Danna Diaz</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Friday Harbor, WA</td>
<td>Mr. Steven Holmes</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Unity Charter School, Morristown, NJ</td>
<td>Dr. Connie Hathorn</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Watson Chapel School District, Pine Bluff, AR</td>
<td>Mrs. Mary Ley</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Arkansas Arts Academy(Benton County School of Arts), AR</td>
<td>Dr. Theodis Lamar Goree</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Caddo Parish Public Schools, Shreveport, LA</td>
<td>Mr. Mark Davalos</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Centralia School District, WA</td>
<td>Dr. Hugo Pedroza</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Fallbrook Union High School District, CA</td>
<td>Ms. Denise Clemons</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Gardner Public Schools, MA</td>
<td>Dr. Tracy Tucker</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Hermitage School District, AR</td>
<td>Dr. Ellen Perconti</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Mary M. Knight School Dist., WA</td>
<td>Dr. Laurie Goodman</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Winship-Robbins Elem. Schools, CA</td>
<td>Ms. Judy Green</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Eatonville School District, WA</td>
<td>Ms. Krestin Bahr</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Galena Unit School District #120, IL</td>
<td>Dr. Sharon Olds</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Goshen County School District, Torrington, WY</td>
<td>Ms. Jean Chrostoski</td>
</tr>
<tr>
<td>Year</td>
<td>School District</td>
<td>District Leader</td>
</tr>
<tr>
<td>----------</td>
<td>---------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Hot Springs School District, SD</td>
<td>Mrs. Danielle Root</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Ladue Schools, St. Louis, MO</td>
<td>Dr. Donna Jahnke</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Laguna Dept. of Education, NM</td>
<td>Mr. Emmanuel “David” Atencio</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Little Rock School District, AR</td>
<td>Dr. Dexter Suggs</td>
</tr>
<tr>
<td>2012-2013</td>
<td>McCleary School District, WA</td>
<td>Ms. Tita Mallory</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Santa Fe Indian School, NM</td>
<td>Mr. Roy Herrera</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Texarkana School District, AR</td>
<td>Mrs. Becky Kesler</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Bainville School, MT</td>
<td>Mrs. Renee Rasmussen</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Duval County Public Schools</td>
<td>Mr. Nikolai Vitti</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Jenks Public Schools, OK</td>
<td>Ms. Stacey Butterfield</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Magnet Schools of America, DC</td>
<td>Mr. Scott Thomas</td>
</tr>
<tr>
<td>2011-2012</td>
<td>North Kitsap School Dist., Poulsbo, WA</td>
<td>Ms. Patrice Page</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Polson School District, MT</td>
<td>Dr. Linda Reksten</td>
</tr>
<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>
</tr>
<tr>
<td>2010-2011</td>
<td>Bogalusa City Schools, LA</td>
<td>Ms. Louise Smith</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Chapman USD 473, KS</td>
<td>Mrs. Lacey Page</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Danville Public Schools, AR</td>
<td>Mr. Miguel Hernandez</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Jefferson County School District, Louisville, KY</td>
<td>Dr. Donna Hargens</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Little Rock School District, AR</td>
<td>Dr. Morris Holmes</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Ocosta School Dist., Westport, WA</td>
<td>Dr. Paula Akerlund</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Orange County, Orlando, FL</td>
<td>Dr. Barbara Jenkins</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Pine Bluff Public Schools, AR</td>
<td>Mr. Jerry Payne</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Seaford School District, DE</td>
<td>Dr. Shawn Joseph</td>
</tr>
<tr>
<td>2010-2011</td>
<td>South Bend Comm. Schools, IN</td>
<td>Dr. Carole Schmidt</td>
</tr>
<tr>
<td>2010-2011</td>
<td>South Whidbey School District, Langley, WA</td>
<td>Dr. Josephine Moccia</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Stuttgart Public Schools, AR</td>
<td>Dr. Melvin Bryant</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Sumner County Educational Services Interlocal District #619, KS</td>
<td>Ms. Heather Bristor</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Whitefish School District, MT</td>
<td>Ms. Kathryn Orozco</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Clark County School District, Las Vegas, NV</td>
<td>Mr. Dwight Jones</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Faith School District, AR</td>
<td>Ms. Elsie Baye</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Monroe City Schools, LA</td>
<td>Dr. Kathleen Harris</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Searey School District, AR</td>
<td>Ms. Diane Barrett</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Vicksburg-Warren, MS</td>
<td>Dr. Elizabeth Swinford</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Blair Community Schools, NE</td>
<td>Dr. Jane Stavem</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Central Dauphin School District, PA</td>
<td>Dr. Luis Gonzalez</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Culpeper County Schools, VA</td>
<td>Dr. Bobbi Johnson</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Dubuque CSD, IA</td>
<td>Dr. Larie Godinez</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Greenville School District, MS</td>
<td>Dr. Harvey Franklin</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Ipswich School District, SD</td>
<td>Ms. Beverly Myer</td>
</tr>
<tr>
<td>2008-2009</td>
<td>North Thurston Schools, Lacey, WA</td>
<td>Mr. Rajinder Manhas</td>
</tr>
<tr>
<td>Year</td>
<td>Location</td>
<td>Name</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Northland ISD #118, Remer, MN</td>
<td>Ms. Theresa Meyers</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Orting School District, WA</td>
<td>Ms. Michelle Corker-Curry</td>
</tr>
<tr>
<td>2008-2009</td>
<td>St. John the Baptist Parish, LA (asst. supt. position)</td>
<td>Dr. Leigh Ann Beard</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Arlington School District, WA</td>
<td>Dr. Kristine McDuffy</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Clover Park School District, WA</td>
<td>Ms. Debbie LeBeau</td>
</tr>
<tr>
<td>2007-2008</td>
<td>East Union CSD, IA</td>
<td>Ms. Pam Armstrong-Vogel</td>
</tr>
<tr>
<td>2007-2008</td>
<td>PCM CSD, Prairie City, IA</td>
<td>Ms. Jane Hartz Babcock</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Radnor Township, PA</td>
<td>Dr. Linda Grobman</td>
</tr>
<tr>
<td>2007-2008</td>
<td>St. John the Baptist Parish, LA</td>
<td>Dr. Courtney Millet</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Selma City Schools, Selma, AL</td>
<td>Dr. Austin Obasohan</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Shaw Island School District, WA</td>
<td>Dr. Marie Phillips</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Tukwila School District, WA</td>
<td>Ms. Ethelda Burke</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Wynne School District, AR</td>
<td>Dr. Benjamin Perry</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Anselmo-Merna Schools, NE</td>
<td>Ms. Sue McNeil</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Bondurant-Farrar CSD, IA</td>
<td>Ms. Peggy Huisman</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Chariton CSD, IA</td>
<td>Ms. Paula Jo Wright</td>
</tr>
<tr>
<td>2006-2007</td>
<td>East End, AR</td>
<td>Ms. Myra Graham</td>
</tr>
<tr>
<td>2006-2007</td>
<td>East Grand, Granby, CO</td>
<td>Ms. Nancy Karas</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Hot Springs, AR</td>
<td>Ms. Joyce Craft</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Rochester School District, MN</td>
<td>Dr. Romain Dallemand</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Todd County School Dist., SD</td>
<td>Dr. Margo Heinert</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Washington Pavilion of Arts &amp; Science, Sioux Falls, SD</td>
<td>Ms. Mary Guerra</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Garden County Schools, NE</td>
<td>Dr. Paula Sissel</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Madison Parish, LA</td>
<td>Mr. Michael Johnson</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Pulaski County School Dist., AR</td>
<td>Mr. James Sharpe</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Rapid City Catholic Schools, SD</td>
<td>Ms. Barbara Honeycutt</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Fordyce Public Schools, AR</td>
<td>Ms. Pam Blake</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Holdrege Public Schools, NE</td>
<td>Ms. Cynthia Wendell</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Lyons USD #405, KS</td>
<td>Ms. Anne Lassey</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Madison Parish, Tallulah, LA</td>
<td>Mr. Michael Johnson</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Stuttgart School District, AR</td>
<td>Dr. Laura Bednar</td>
</tr>
<tr>
<td>2003-2004</td>
<td>Banner County, NE</td>
<td>Ms. Lana Sides</td>
</tr>
<tr>
<td>2003-2004</td>
<td>Davenport CSD, IA</td>
<td>Mr. Julio Almanza</td>
</tr>
<tr>
<td>2003-2004</td>
<td>Wagner, SD</td>
<td>Ms. Susan Smit</td>
</tr>
<tr>
<td>2002-2003</td>
<td>Carlsbad, NM</td>
<td>Ms. Charlotte Neill</td>
</tr>
<tr>
<td>2002-2003</td>
<td>Hope, AR</td>
<td>Mr. Thomas Muldrew</td>
</tr>
<tr>
<td>2002-2003</td>
<td>Humboldt CSD, IA</td>
<td>Ms. Joyce Judas</td>
</tr>
<tr>
<td>2002-2003</td>
<td>Newcastle, NE</td>
<td>Ms. Vickie Caldwell</td>
</tr>
<tr>
<td>2001-2002</td>
<td>Iroquois School Dist., SD</td>
<td>Ms. Lori Wehlander</td>
</tr>
<tr>
<td>2001-2002</td>
<td>Parsons, KS</td>
<td>Dr. Deborah Perbeck</td>
</tr>
<tr>
<td>2001-2002</td>
<td>Plattsmouth School District, NE</td>
<td>Mrs. Renee Jacobson</td>
</tr>
<tr>
<td>2001-2002</td>
<td>Walnut Grove R-V, MO</td>
<td>Ms. Tanya Hunter</td>
</tr>
<tr>
<td>2000-2001</td>
<td>Texarkana, AR</td>
<td>Ms. Katherine Lease</td>
</tr>
<tr>
<td>Year</td>
<td>Location</td>
<td>Name</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>1999-2000</td>
<td>Bison School District, SD</td>
<td>Ms. Sharon Soehren</td>
</tr>
<tr>
<td>1999-2000</td>
<td>Montrose School Dist., SD</td>
<td>Ms. Mary Austad</td>
</tr>
<tr>
<td>1997-1998</td>
<td>Ralston, NE</td>
<td>Dr. Virginia Moon</td>
</tr>
<tr>
<td>1997-1998</td>
<td>Randolph, NE</td>
<td>Dr. Marlene Uhing</td>
</tr>
<tr>
<td>1994-1995</td>
<td>Clarks, NE</td>
<td>Ms. Delores Raider</td>
</tr>
</tbody>
</table>
McPherson & Jacobson, L.L.C. Consultants

McPherson & Jacobson, L.L.C. maintains a vast cadre of professionally trained consultants across the United States. All of our consultants are actively involved in recruiting quality candidates for all searches.

All of our professionally trained consultants are involved with education. Every consultant believes that every child in every district is entitled to the highest quality educational opportunities. They also believe that quality education begins with quality leadership.

Following is a list of all of our consultants, listed by state:

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

**Dr. Steve Joel, National Recruiter**
Superintendent
Lincoln, Nebraska

**Alaska Consultants**
Mr. Harry Rogers
Retired Superintendent
Petersburg, Alaska

**Arizona Consultants**
Dr. Mary Kamerzell
Superintendent
Catalina Foothills School Dist.
Tucson, Arizona
Dr. Les Huth
Retired Professor
Scottsdale, Arizona
Mr. Donald Quimby
Retired Superintendent
Yuma, Arizona

**Arkansas Consultants**
Dr. Randy Byrd
Asst. Superintendent
Searcy, Arkansas
Mr. Wayne Gibson
Board Member
El Dorado School Dist.
El Dorado, Arkansas
Mr. Ronnie Greer
Retired Asst. Superintendent
Searcy, Arkansas
Dr. Diana Julian
Professor
Benton, Arkansas

Mr. Terry Julian
Retired Administrator
Benton, Arkansas
Mr. Bobby Lester
Retired Superintendent
Jacksonville, Arkansas
Dr. John H. Moore
Retired Superintendent
Magnolia, Arkansas
Dr. Tony Thurman
Superintendent
Cabot, Arkansas
Mr. Andrew Tolbert
Retired Superintendent
Warren, Arkansas
Mr. Jerrod Williams
Superintendent
Bauxite, Arkansas
Dr. Kieth Williams
Retired Superintendent
Bald Knob, Arkansas

**California Consultants**
Ms. Aida Buelna-Valenzuela
Retired Superintendent
Woodland, California
Mr. Michael Berg
Retired Superintendent
Fresno, 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

Ms. Anita Johnson  
Executive Director  
Nat’l Center for Ed Research & Tech  
Laguna Niguel, California

Dr. Steven Lowder  
Retired Superintendent  
Stockton, California

Mr. Dennis Murray  
Retired Superintendent  
Murrieta, California

Mr. Edward Nelson  
Retired Superintendent  
Escondido, California

Mr. Edward Velasquez  
Retired Superintendent  
Lynwood, California

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

**Colorado Consultants**

Mr. Henry Gonzales  
Asst. Supt. of Human Resources  
Fountain Fort Carson Dist. 8  
Pueblo, Colorado

Ms. Peg Portscheller  
Educational Consultant  
Aurora, Colorado

**Florida Consultants**

Dr. Marjorie Alexander Wallace  
Retired IU Director  
Palm Harbor, Florida

Dr. Robert Witten  
Retired IU Director  
Boca Raton, Florida

**Idaho Consultants**

Dr. William Dean  
Retired Superintendent  
Post Falls, Idaho

Ms. Barbara Dean  
Retired from AASA  
Post Falls, Idaho

Dr. Candis Donicht  
Retired Superintendent  
Salmon, Idaho

Dr. Terry Donicht  
Retired Superintendent  
Salmon, Idaho

Dr. Michael Friend  
Retired Superintendent  
Meridian, Idaho

**Illinois Consultants**

Dr. John Closen  
Professor  
Western Illinois University  
Peoria, Illinois

Dr. Lloyd Kilmer  
Professor  
Western Illinois University  
Moline, Illinois

**Iowa Consultants**

Mr. Dennis Bahr  
Retired Superintendent  
Webster City, Iowa

Mr. Michael Billings  
Retired Superintendent  
Story City, Iowa

Dr. Paul Gausman  
Superintendent  
Sioux City Comm. Schools  
Sioux City, Iowa

Dr. Lloyd Kilmer  
Professor  
Davenport, Iowa

Mr. Gary McAndrew  
Former Board Member  
Peosta, Iowa
Mr. Stephen Murley
Superintendent
Iowa City, Iowa

Dr. David Stoakes
Retired Superintendent
Grinnell, Iowa

Dr. Richard Sundblad
Retired Superintendent
Urbandale, Iowa

Dr. Michael Teigland
Retired Superintendent
Indianola, Iowa

Mr. Richard Vande Kieft
Former Board Member
Cedar Falls, Iowa

Dr. Steve Williams
Consultant Emeritus
Monticello, Iowa

**Kansas Consultants**

Mr. Destry Brown
Superintendent
Pittsburg USD 250
Pittsburg, Kansas

Mr. Dennis Burke
Superintendent
Baxter Springs USD 508
Baxter Springs, Kansas

Dr. James Christman
Professor
Pittsburg State University
Pittsburg, Kansas

Dr. Justin Henry
Superintendent
Goddard, Kansas

Mr. Von Lauer
Retired Superintendent
Sabetha, Kansas

Mr. Howard Shuler
Retired Superintendent
Topeka, Kansas

Dr. Thomas Vernon
Superintendent
Great Bend, Kansas

**Louisiana Consultants**

Ms. Janet Dixon
Board Member
Alexandria, Louisiana

Ms. Lorethie Dunn
Former Board Member
Bastrop, Louisiana

Dr. Gerald Keller
Past Superintendent/Board Member
Reserve, Louisiana

Mrs. Janet Pope
LSBA Staff Member
Lafayette, Louisiana

Mr. John Smith
Board Member
St. Rose, Louisiana

**Maryland Consultants**

Ms. Sharon Cox
Former Montgomery County
Board Member
Germantown, Maryland

**Michigan Consultants**

Mr. Lawrence Mason
Retired Superintendent
Spring Lake, Michigan

**Minnesota Consultants**

Dr. Leslie Huth
Professor Emeritus
Oak Park Heights, Minnesota

Dr. Gary Schnellert
Professor
University of North Dakota
Sartell, Minnesota

**Mississippi Consultants**

Dr. James Hutto
Retired Superintendent
Petal, Mississippi

**Missouri Consultants**

Dr. James Christman
Professor
Pittsburg State University
Carl Junction, Missouri
Dr. Philip Schoo  
Superintendent Emeritus  
Lake Ozark, Missouri

Dr. Judith Sclair-Stein  
Retired School Administrator  
Chesterfield, Missouri

**Montana Consultants**

Dr. Donald Mathis  
Superintendent  
Conrad, Montana

**Nebraska Consultants**

Dr. Mike Cunning  
Retired Superintendent  
Hershey, Nebraska

Dr. Jerry Ehlers  
Retired Superintendent  
Ainsworth, Nebraska

Dr. Randall Gilson  
Superintendent  
South Central Nebraska Unified 5  
Clay Center, Nebraska

Mr. Don Hague  
Retired Superintendent  
Gering, Nebraska

Dr. Mike Lucas  
Superintendent  
York, Nebraska

Mr. John McLane  
Retired Superintendent  
Kearney, Nebraska

Mr. Glen Morgan  
Retired Superintendent  
Fremont, Nebraska

Dr. Randy Nelson  
Retired Superintendent  
Seward, Nebraska

Dr. James Ossian  
Professor Emeritus  
Wayne State College  
Wayne, Nebraska

Dr. Jeffery West  
Executive Director, ESU 13  
Gering, Nebraska

Dr. Rob Winter  
Superintendent  
Grand Island, Nebraska

**Nevada Consultants**

Dr. James Anderson  
Retired Superintendent  
Reno, Nevada

**New Jersey Consultants**

Dr. Louis R. Centolanza  
Professor  
Montclair State University  
Upper Montclair, New Jersey

Dr. Candis Finan  
Retired Superintendent  
Summit, New Jersey

Dr. David E. Weischadle  
Retired Professor  
Montclair State University  
Upper Montclair, New Jersey

**New Mexico Consultants**

Mr. Vernon Asbill  
Retired Superintendent  
Artesian, New Mexico

**North Dakota Consultants**

Mr. Robert Marthaller  
Retired Superintendent  
Bismarck, North Dakota

Dr. Gary Schnellert  
Professor  
University of North Dakota  
Fargo, North Dakota

Dr. John Weidner, Sr.  
Superintendent  
Parshall, North Dakota

**Oklahoma Consultants**

Dr. Robert Neel  
Retired Superintendent  
Norman, Oklahoma

Mr. Robert Neu  
Superintendent  
Oklahoma City, Oklahoma

**Pennsylvania Consultants**

Dr. Marjorie Alexander Wallace  
Retired IU Director  
Waterford, Pennsylvania
Dr. Candis Finan  
Retired Superintendent  
Matamoras, Pennsylvania

Dr. Michele Sellitto  
Educational Consultant  
Harrisburg, Pennsylvania

Dr. Glenn Smartschan  
Educational Consultant  
Pittsburgh, Pennsylvania

Dr. Robert Witten  
Retired IU Director  
Biglerville, Pennsylvania

South Carolina Consultants
Dr. William Dean  
Retired Superintendent  
Myrtle Beach, South Carolina

Ms. Barbara Dean  
Retired from AASA  
Myrtle Beach, South Carolina

South Dakota Consultants
Mr. Jack Broome  
Retired Superintendent  
Burke, South Dakota

Dr. Henry Kosters  
Retired ASBSD Asst. Executive Director  
Pierre, South Dakota

Dr. Robert Mayer  
Retired Professor  
Sioux Falls, South Dakota

Mr. Donald Quimby  
Retired Superintendent  
Brandon, South Dakota

Dr. Augustine (Gus) Scully  
Professor  
South Dakota State University  
Rapid City, South Dakota

Virginia Consultants
Dr. John Gratto  
Professor  
Virginia Tech  
Blacksburg, Virginia

Washington Consultants
Dr. Doug Kernutt  
Retired Superintendent  
Lacey, Washington

Dr. Al Cohen  
Retired Superintendent  
Olympia, Washington

Dr. Steven Lowder  
Retired Superintendent  
Vancouver, Washington

Mr. Richard Parker  
Board Member  
Langley, Washington

Washington DC Consultants
Ms. Beatrice Gordon  
Former Board Member  
Washington DC

Wisconsin Consultants
Mr. Damian La Croix  
Superintendent  
Suamico, Wisconsin

Dr. Joe Schroeder  
Association of Wisconsin School Administrators (AWSA)  
Delafield, Wisconsin

Wyoming Consultants
Mr. David Barker  
Superintendent  
Platte County School Dist. #2  
Guernsey, Wyoming

Dr. Chuck Grove  
Retired Superintendent  
Pinedale, Wyoming
McPherson & Jacobson, L.L.C. References
(last five years of searches)

Note: All searches listed are for school superintendents unless otherwise noted

Alabama
Birmingham City Schools, Birmingham (2014/15) 24,500 students

Arizona
Sunnyside Unified School District No. 12, Tucson (2014/15) 17,400 students
Maricopa Unified School District #20, Maricopa (2011/12) 6,095 students
Tucson Unified School District— 3,000 students
Tucson High Magnet School Principal, Tucson (2013/14)

Arkansas
Little Rock School District, Little Rock (2012/13) 26,000 students
Little Rock School District, Little Rock (2010/11) 25,743 students
North Little Rock School District, North Little Rock (2011/12) 8,900 students
Van Buren School District, Van Buren (2014/15) 5,900 students
West Memphis School District, West Memphis (2012/13) 5,629 students
Pine Bluff School District, Pine Bluff (2010/11) 4,900 students
Texarkana School District, Texarkana (2012/13) 4,400 students
Sheridan School District, Sheridan (2013/14) 4,100 students
Jacksonville-North Pulaski School District, Jacksonville (2014/15) 4,000 students
Hot Springs School District, Hot Springs (2014/15) 3,689 students
Magnolia Public School District, Magnolia (2012/13) 3,300 students
Vilonia Public Schools, Vilonia (2013/14) 3,000 students
Watson Chapel School District, Pine Bluff (2014/15) 2,721 students
Crossett School District, Crossett (2010/11) 1,985 students
Berryville School District, Berryville (2013/14) 1,925 students
Star City School District, Star City (2010/11) 1,671 students
Bauxite Public Schools, Bauxite (2010/11) 1,502 students
Dumas Public Schools, Dumas (2010/11) 1,472 students
Paris School District, Paris (2011/12) 1,106 students
Glen Rose School District, Malvern (2013/14) 981 students
Smackover School District, Smackover (2012/13) 965 students
Valley Springs School District, Valley Springs (2013/14) 934 students
Danville Public Schools, Danville (2010/11) 883 students
Horatio School District, Horatio (2013/14) 860 students
Arkansas Arts Academy (formerly Benton County School of the Arts), Rogers (2013/14) 780 students
Parkers Chapel School District #35, El Dorado (2012/13) 674 students
Eureka Springs School District, Eureka Springs (2011/12) 646 students
East End School District, Bigelow (2010/11) 630 students
East End School District, Bigelow (2014/15) 622 students
Junction City School District, Junction City (2013/14) 600 students
Magazine School District, Magazine (2014/15) 520 students
Midland School District, Pleasant Plains (2013/14) 500 students
<table>
<thead>
<tr>
<th>School District</th>
<th>Location</th>
<th>Year</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Augusta School District, Augusta</td>
<td>Augusta</td>
<td>2012/13</td>
<td>475 students</td>
</tr>
<tr>
<td>Hermitage School District, Hermitage</td>
<td>Hermitage</td>
<td>2013/14</td>
<td>430 students</td>
</tr>
<tr>
<td>Elk Grove Unified School District, Elk Grove</td>
<td>Elk Grove</td>
<td>2014/15</td>
<td>62,000 students</td>
</tr>
<tr>
<td>Glendale Unified School District, Glendale</td>
<td>Glendale</td>
<td>2014/15</td>
<td>26,200 students</td>
</tr>
<tr>
<td>Conejo Valley Unified School District, Thousand Oaks</td>
<td>Thousand Oaks</td>
<td>2014/15</td>
<td>19,500 students</td>
</tr>
<tr>
<td>El Monte Union High School District, El Monte</td>
<td>El Monte</td>
<td>2014/15</td>
<td>9,500 students</td>
</tr>
<tr>
<td>Paso Robles Joint Unified School District, Paso Robles</td>
<td>Paso Robles</td>
<td>2013/14</td>
<td>6,500 students</td>
</tr>
<tr>
<td>Benicia Unified School District, Benicia</td>
<td>Benicia</td>
<td>2014/15</td>
<td>5,000 students</td>
</tr>
<tr>
<td>Fallbrook Union High School District, Fallbrook</td>
<td>Fallbrook</td>
<td>2013/14</td>
<td>2,600 students</td>
</tr>
<tr>
<td>Gustine Unified School District, Gustine</td>
<td>Gustine</td>
<td>2014/15</td>
<td>1,830 students</td>
</tr>
<tr>
<td>Old Adobe Union School District, Petaluma</td>
<td>Petaluma</td>
<td>2013/14</td>
<td>1,700 students</td>
</tr>
<tr>
<td>Red Bluff Joint Union High School District, Red Bluff</td>
<td>Red Bluff</td>
<td>2013/14</td>
<td>1,622 students</td>
</tr>
<tr>
<td>Lakeside Union School District, Bakersfield</td>
<td>Bakersfield</td>
<td>2014/15</td>
<td>1,310 students</td>
</tr>
<tr>
<td>Newcastle Elementary School District, Newcastle</td>
<td>Newcastle</td>
<td>2014/15</td>
<td>796 students</td>
</tr>
<tr>
<td>Penn Valley Union Elementary School District, Penn Valley</td>
<td>Penn Valley</td>
<td>2014/15</td>
<td>700 students</td>
</tr>
<tr>
<td>Winship-Robbins Elementary School District, Meridian</td>
<td>Meridian</td>
<td>2013/14</td>
<td>200 students</td>
</tr>
<tr>
<td>Durango School District 9-R, Durango</td>
<td>Durango</td>
<td>2011/12</td>
<td>4,500 students</td>
</tr>
<tr>
<td>Groton Public Schools, Groton</td>
<td>Groton</td>
<td>2012/13</td>
<td>4,826 students</td>
</tr>
<tr>
<td>New London Public Schools, New London</td>
<td>New London</td>
<td>2013/14</td>
<td>3,500 students</td>
</tr>
<tr>
<td>Seaford School District, Seaford</td>
<td>Seaford</td>
<td>2010/11</td>
<td>3,500 students</td>
</tr>
<tr>
<td>Orange County Public Schools, Orlando</td>
<td>Orlando</td>
<td>2010/11</td>
<td>181,425 students</td>
</tr>
<tr>
<td>Duval County Public Schools, Jacksonville</td>
<td>Jacksonville</td>
<td>2011/12</td>
<td>125,188 students</td>
</tr>
<tr>
<td>Muscogee County School District, Columbus</td>
<td>Columbus</td>
<td>2011/12</td>
<td>32,000 students</td>
</tr>
<tr>
<td>Lewiston Independent School District No. 1, Lewiston</td>
<td>Lewiston</td>
<td>2012/13</td>
<td>4,800 students</td>
</tr>
<tr>
<td>Moscow School District, Moscow</td>
<td>Moscow</td>
<td>2012/13</td>
<td>2,250 students</td>
</tr>
<tr>
<td>Idaho Association of School Administrators-Executive Director, Boise</td>
<td>Boise</td>
<td>2010/11</td>
<td>200 students</td>
</tr>
<tr>
<td>Moline School District No. 40, Moline</td>
<td>Moline</td>
<td>2011/12</td>
<td>7,433 students</td>
</tr>
<tr>
<td>Bethalto Community Unit #8, Bethalto</td>
<td>Bethalto</td>
<td>2012/13</td>
<td>2,610 students</td>
</tr>
<tr>
<td>Galena Unit School District #120, Galena</td>
<td>Galena</td>
<td>2012/13</td>
<td>828 students</td>
</tr>
<tr>
<td>Scales Mound Community Unit School District #211, Scales Mound</td>
<td>Scales Mound</td>
<td>2014/15</td>
<td>245 students</td>
</tr>
</tbody>
</table>
Indiana
South Bend Community School Corporation, South Bend (2010/11) 20,771 students

Iowa
Cedar Falls Community School District, Cedar Falls (2012/13) 5,041 students
Western Dubuque Community School District, Farley (2014/15) 2,991 students
Carlisle Community Schools, Carlisle (2012/13) 2,000 students
Clarke Community Schools, Osceola (2012/13) 1,447 students
Bondurant-Farrar Community School District (Business Manager), Bondurant (2012/13) 1,400 students
Saydel Community School District, Des Moines (2013/14) 1,200 students
PCM Community School District, Monroe (2014/15) 1,100 students
Cherokee Community School District, Cherokee (2014/15) 940 students
West Branch Community Schools, West Branch (2010/11) 812 students
Belmond-Klemme Community School District, Belmond (2012/13) 765 students
Sibley-Ocheyedan Community School District, Sibley (2012/13) 755 students
Colfax-Mingo School District, Colfax (2014/15) 746 students
North Butler Community Schools, Allison (2013/14) 707 students
Sioux Central Community Schools, Sioux Rapids (2011/12) 675 students
Lisbon Community School District, Lisbon (2012/13) 647 students
AGWSR Community School District, Ackley (2013/14) 600 students
Colo-NESCO Community School District, Colo (2010/11) 506 students
Holy Trinity Catholic Schools (Chief Admin. Officer/Principal), Ft. Madison (2011/12) 350 students
PCM Community School District--Principal Search, Monroe (2014/15)

Kansas
Salina Public Schools, Salina (2010/11) 7,260 students
Valley Center Public Schools, Valley Center (2011/12) 2,624 students
Independence USD #446, Independence (2014/15) 2,000 students
Kaw Valley USD 321, St. Marys (2012/13) 1,113 students
Chapman USD 473, Chapman (2010/11) 1,014 students
Caney Valley USD #436, Caney (2014/15) 810 students
Cheney USD 268, Cheney (2011/12) 744 students
Southeast of Saline USD 306, Gypsum (2010/11) 740 students
Marysville USD #364, Marysville (2012/13) 677 students
Osage City Schools USD 420, Osage City (2011/12) 672 students
Solomon Public Schools, Solomon (2012/13) 355 students
Clifton-Clyde USD 224, Clyde (2011/12) 320 students
Rawlins County Schools USD 105, Atwood (2013/14) 317 students
Kansas State Department of Education—Commissioner of Education, Topeka (2013/14)
Sumner County Educational Services Interlocal District #619—Exec. Dir, Wellington (2010/11)

Kentucky
Jefferson County Public Schools, Louisville (2010/11) 99,775 students
Fayette County Public Schools, Lexington (2010/11) 37,000 students
Louisiana
Caddo Parish Public Schools, Shreveport (2013/14) 41,000 students
Rapides Parish School District, Alexandria (2012/13) 24,061 students
Bogalusa City Schools, Bogalusa (2010/11) 2,178 students
Louisiana School Boards Association—
Executive Director, Baton Rouge (2011/12)

Massachusetts
Gardner Public Schools, Gardner (2013/14) 2,528 students

Missouri
Springfield Public Schools, Springfield (2013/14) 25,000 students

Missouri
Ladue Schools, St. Louis (2012/13) 3,970 students

Montana
Billings Public Schools, Billings (2011/12) 15,715 students
Helena School District #1, Helena (2011/12) 8,500 students
Polson School District #23, Polson (2011/12) 1,684 students
Whitefish School District, Whitefish (2010/11) 1,600 students
Bainville School, Bainville (2011/12) 140 students

Nebraska
Learning Community of Douglas and Sarpy Counties, Omaha—
Chief Executive Officer (2014/15)
Grand Island Public Schools, Grand Island (2010/11) 8,820 students
Westside Community Schools, Omaha (2010/11) 5,990 students
North Platte Public Schools, North Platte (2011/12) 4,100 students
Blair Community Schools, Blair (2011/12) 2,400 students
Beatrice Public Schools, Beatrice (2012/13) 2,200 students
Alliance Public Schools, Alliance (2012/13) 1,700 students
Fairbury Public Schools, Fairbury (2014/15) 901 students
Broken Bow Public Schools, Broken Bow (2014/15) 810 students
Central City Public Schools, Central City (2013/14) 690 students
Tekamah-Herman Community Schools, Tekamah (2010/11) 579 students
Wood River Rural Schools, Wood River (2013/14) 549 students
Kimball Public Schools, Kimball (2012/13) 543 students
Logan View Public Schools, Hooper (2011/12) 527 students
Bridgeport Public Schools, Bridgeport (2013/14) 500 students
Twin River Public Schools, Genoa (2013/14) 480 students
Yutan Public Schools, Yutan (2014/15) 477 students
Dundy County Stratton Public Schools, Benkelman (2011/12) 403 students
Axtell Community School, Axtell (2011/12) 301 students
Shelton Public Schools, Shelton (2010/11) 300 students
Pawnee City Public Schools, Pawnee City (2014/15) 297 students
Creek Valley Public Schools, Chappell (2014/15) 252 students
Meridian Public Schools, Daykin (2013/14) 200 students
<table>
<thead>
<tr>
<th>School Name</th>
<th>Location</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meridian Public Schools, Daykin</td>
<td>(2010/11)</td>
<td>200 students</td>
</tr>
<tr>
<td>Mount Michael Benedictine–Head of</td>
<td>Elkhorn (2010/11)</td>
<td>200 students</td>
</tr>
<tr>
<td>Potter-Dix Public Schools, Potter</td>
<td>(2014/15)</td>
<td>191 students</td>
</tr>
<tr>
<td>Colt Neck Township Schools, Colts</td>
<td>(2014/15)</td>
<td>969 students</td>
</tr>
<tr>
<td>Harding Township School, New Vernon</td>
<td>(2014/15)</td>
<td>330 students</td>
</tr>
<tr>
<td>Unity Charter School, Morristown</td>
<td>(2014/15)</td>
<td>205 students</td>
</tr>
<tr>
<td>Grants-Cibola County Schools</td>
<td>(2012/13)</td>
<td>3,751 students</td>
</tr>
<tr>
<td>Santa Fe Indian School (7-12</td>
<td>(2012/13)</td>
<td>650 students</td>
</tr>
<tr>
<td>Laguna Department of Education</td>
<td>(2012/13)</td>
<td>500 students</td>
</tr>
<tr>
<td>Wake County Public School System</td>
<td>Cary (2012/13)</td>
<td>146,687 students</td>
</tr>
<tr>
<td>Enderlin Area Schools, Enderlin</td>
<td>(2011/12)</td>
<td>310 students</td>
</tr>
<tr>
<td>Parshall Public School District #3</td>
<td>(2010/11)</td>
<td>300 students</td>
</tr>
<tr>
<td>Jenks Public Schools, Jenks</td>
<td>(2011/12)</td>
<td>10,700 students</td>
</tr>
<tr>
<td>Bend-La Pine Schools, Bend</td>
<td>(2014/15)</td>
<td>17,300 students</td>
</tr>
<tr>
<td>Reynolds School District, Fairview</td>
<td>(2011/12)</td>
<td>14,000 students</td>
</tr>
<tr>
<td>Upper Merion Area School District</td>
<td>King of Prussia</td>
<td>3,900 students</td>
</tr>
<tr>
<td>Camp Hill School District, Camp Hill</td>
<td>(2010/11)</td>
<td>1,219 students</td>
</tr>
<tr>
<td>Bishop McCort Catholic High School</td>
<td>Principal,</td>
<td>400 students</td>
</tr>
<tr>
<td>McLaughlin School District 15-2,</td>
<td>Johnstown (2013/14)</td>
<td></td>
</tr>
<tr>
<td>Oelrichs School District 23-3,</td>
<td>Oelrichs (2010/11)</td>
<td>123 students</td>
</tr>
<tr>
<td>Culpeper County Public Schools,</td>
<td>Culpeper (2014/15)</td>
<td>8,001 students</td>
</tr>
<tr>
<td>Seattle Public Schools—</td>
<td></td>
<td>52,999 students</td>
</tr>
<tr>
<td>Director of Enrollment Planning,</td>
<td></td>
<td>19,000 students</td>
</tr>
<tr>
<td>Bellevue School District—</td>
<td></td>
<td>18,000 students</td>
</tr>
<tr>
<td>Exec. Dir of Human Resources,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bellevue (2013/14)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bellevue School District, Bellevue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School District</td>
<td>Students</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>Battle Ground School District, Battle Ground/Brush Prairie (2013/14)</td>
<td>13,000 students</td>
<td></td>
</tr>
<tr>
<td>Richland Public Schools, Richland (2012/13)</td>
<td>11,700 students</td>
<td></td>
</tr>
<tr>
<td>Olympia School District, Olympia (2011/12)</td>
<td>9,000 students</td>
<td></td>
</tr>
<tr>
<td>Tumwater School District, Tumwater (2014/15)</td>
<td>6,700 students</td>
<td></td>
</tr>
<tr>
<td>North Kitsap School District, Poulsbo (2011/12)</td>
<td>6,500 students</td>
<td></td>
</tr>
<tr>
<td>Longview School District No. 122, Longview (2014/15)</td>
<td>6,320 students</td>
<td></td>
</tr>
<tr>
<td>Kelso School District, Kelso (2010/11)</td>
<td>5,074 students</td>
<td></td>
</tr>
<tr>
<td>West Valley School District, Yakima (2010/11)</td>
<td>4,900 students</td>
<td></td>
</tr>
<tr>
<td>Kelso School District, Kelso (2013/14)</td>
<td>4,500 students</td>
<td></td>
</tr>
<tr>
<td>Shelton School District, Shelton (2010/11)</td>
<td>4,195 students</td>
<td></td>
</tr>
<tr>
<td>Shelton School District, Shelton (2014/15)</td>
<td>4,115 students</td>
<td></td>
</tr>
<tr>
<td>Centralia School District #401, Centralia (2013/14)</td>
<td>3,522 students</td>
<td></td>
</tr>
<tr>
<td>Sequim School District, Sequim (2014/15)</td>
<td>2,953 students</td>
<td></td>
</tr>
<tr>
<td>Sequim School District No. 323, Sequim (2011/12)</td>
<td>2,800 students</td>
<td></td>
</tr>
<tr>
<td>Ridgefield School District, Ridgefield (2013/14)</td>
<td>2,200 students</td>
<td></td>
</tr>
<tr>
<td>Mount Baker School District, Deming (2011/12)</td>
<td>2,000 students</td>
<td></td>
</tr>
<tr>
<td>Eatonville School District, Eatonville (2012/13)</td>
<td>1,800 students</td>
<td></td>
</tr>
<tr>
<td>South Whidbey School District, Langley (2010/11)</td>
<td>1,550 students</td>
<td></td>
</tr>
<tr>
<td>Port Townsend School District, Port Townsend (2011/12)</td>
<td>1,214 students</td>
<td></td>
</tr>
<tr>
<td>Tonasket School District, Tonasket (2014/15)</td>
<td>1,200 students</td>
<td></td>
</tr>
<tr>
<td>Tenino School District, Tenino (2013/14)</td>
<td>1,180 students</td>
<td></td>
</tr>
<tr>
<td>Chimacum School District, Chimacum (2014/15)</td>
<td>1,100 students</td>
<td></td>
</tr>
<tr>
<td>Kalama Schools, Kalama (2014/15)</td>
<td>950 students</td>
<td></td>
</tr>
<tr>
<td>Coupeville School District, Coupeville (2012/13)</td>
<td>950 students</td>
<td></td>
</tr>
<tr>
<td>Chief Leschi Schools, Puyallup (2014/15)</td>
<td>890 students</td>
<td></td>
</tr>
<tr>
<td>Orcas Island School District #137, Eastsound (2013/14)</td>
<td>800 students</td>
<td></td>
</tr>
<tr>
<td>San Juan Island School District, Friday Harbor (2014/15)</td>
<td>750 students</td>
<td></td>
</tr>
<tr>
<td>Ocosta School District, Westport (2010/11)</td>
<td>675 students</td>
<td></td>
</tr>
<tr>
<td>Kittitas School District, Kittitas (2014/15)</td>
<td>600 students</td>
<td></td>
</tr>
<tr>
<td>Kittitas School District--Secondary Principal, Kittitas (2014/15)</td>
<td>350 students</td>
<td></td>
</tr>
<tr>
<td>McCleary School District, McCleary (2012/13)</td>
<td>327 students</td>
<td></td>
</tr>
<tr>
<td>Morton School District No. 214, Morton (2013/14)</td>
<td>310 students</td>
<td></td>
</tr>
<tr>
<td>McCleary School District , McCleary (2014/15)</td>
<td>290 students</td>
<td></td>
</tr>
<tr>
<td>Kittitas School District—Elementary Principal, Kittitas (2014/15)</td>
<td>250 students</td>
<td></td>
</tr>
<tr>
<td>Crescent School District, Joyce (2011/12)</td>
<td>230 students</td>
<td></td>
</tr>
<tr>
<td>Mary M Knight School District #311, Elma (2013/14)</td>
<td>195 students</td>
<td></td>
</tr>
<tr>
<td>Wishkah Valley School District, Aberdeen (2014/15)</td>
<td>140 students</td>
<td></td>
</tr>
<tr>
<td>Skykomish School District, Skykomish (2013/14)</td>
<td>45 students</td>
<td></td>
</tr>
<tr>
<td>Skykomish School District, Skykomish (2011/12)</td>
<td>45 students</td>
<td></td>
</tr>
</tbody>
</table>

**Washington, D.C.**
Magnet Schools of America--Executive Director, Washington (2011/12)

**Wisconsin**
Clinton Community School District, Clinton (2014/15) 1,101 students

**Wyoming**
Goshen County School District, Torrington (2012/13) 1,778 students
Fremont County School District 1, Lander (2010/11) 1,700 students