

Yamhill Carlton School District
Board of Directors – Special Session Agenda
Zoom Meeting – Via Link: <https://zoom.us/j/855588365>

Tuesday, April 7th, 2020

Special Session- 6:30 PM

AGENDA

Special Session

I. Call to Order

Public Comment – The Board welcomes you to its meeting. We ask that you complete an Intent to Speak Form and turn it in to the Board secretary. The Board will receive public comments at this time but will defer issues to the appropriate administrator. During public comment, the board listens but neither discusses, nor responds to questions and concerns. Speakers are limited to three minutes.

II. Review of Agenda

III. New Business:

- I. Declare Vacancy – Superintendent (Action Item)
- II. Superintendent Search Consultant Discussion (Action Item)

Adjournment

Note: Unless approved, Regular Meetings of the Board of Directors will be no longer than 3 hours in length at any single session.

INTERPRETERS FOR THE HEARING IMPAIRED: To request interpreter services for this meeting call 503-852-6980 at least 24 hours prior to the meeting.

March 31st, 2020

Dear Yamhill Carlton School Board and YCSD Staff,

This evening the Board of the Redmond School District voted to hire me as their next superintendent.

It is with deep sadness that I tender my resignation as the Superintendent of Yamhill Carlton School District as of June 30th, 2020.

Over the last eight years we have accomplished a great deal for our students, our school district, and the community we serve. I am proud of the work we have done together and I will remember my time in Yamhill and Carlton fondly. My family and I made great friends here, my children graduated from high school here, and I have experienced some of the more profound events in my life in this place.

I want to thank the school board for their dedication to the district and the unwavering support I experienced in my role as the superintendent of Yamhill Carlton School District. I have had the privilege of working with a dedicated and talented group of professionals, who made me a better administrator.

Thank you for everything,

Charan Cline



Executive Search Consultant Service Agreement for Yamhill-Carlton School District

This Service Agreement (“Agreement”) sets forth the terms and conditions under which Human Capital Enterprises (“HCE”), whose principal address is 401 S El Cielo Rd Ste 173, Palm Springs, CA 92262, shall provide Executive Search Consulting services to the Yamhill-Carlton School District (“the District”), whose principal address 120 N Larch Place, Yamhill, OR. 97148.

1. Executive Search

Effective upon the signing of this agreement, the *Executive Search* consists of all recruitment and selection work leading up to the hiring of a Superintendent of Schools.

2. HCE Responsibilities

a. Phase I: Engagement.

- i. Conduct a Planning Session with Board
- ii. Engage in focus groups and one-on-one interviews.
 1. 45-minute sessions with each Board Member.
 2. Up to twenty 30-minute focus groups with district-identified stakeholders
 3. Up to two one-hour “open forums” if desired.
- iii. Author and analyze the district-generated Community Survey.
- iv. Create a draft Ideal Profile for the Board to engage with and to rework until approval by Board.

b. Phase II: Recruiting.

- i. Coordinate and place advertisements as selected and paid for by the Board. (For local sites such as COSA, the District’s human resources department will assist with posting the vacancy.)
- ii. Recruit candidates locally, regionally nationally.
- iii. Correspond with candidates regarding the search process, timeline, and desired characteristics.
- iv. Interview candidates.
- v. Conduct initial reference checks.
- vi. Recommend top-tier candidates.
- vii. Prepare materials for the Board’s consideration

c. Phase III: Selection.

- i. Meet with the Board at a *Slate* meeting to identify candidates for interview.
- ii. Schedule, coordinate, and prepare interviews for the Board with selected semi-finalists and finalists.

- iii. Facilitate Board discussion to narrow candidate pool after each round of interviews.
- iv. Coordinate and provide investigative background checks (*due diligence*) of candidates as selected and paid for by the Board.
- v. Meet with the Board following finalist interviews to determine final selection.
- vi. Coordinate on-site visits if desired by Board.

3. Board and District Responsibilities

- a. Approve the search process and timeline at the Planning Meeting with a commitment from all board members to participate in all interviews.
- b. Determine advertising and due diligence.
- c. Conduct interviews of semi-finalists and finalists.
- d. Maintain commitment to the level of confidentiality articulated by the Board in the Planning meeting.
- e. Write and execute the employment contract with the selected superintendent with the assistance of its attorney.

4. Guarantees

- a. Throughout the search process HCE will be available to counsel with the Board about the search. HCE will continue to assist the Board until the Board determines it has found the appropriate candidate for the position.
- b. The superintendent appointed with HCE's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within four years of employment, unless the Board provides written authorization to HCE that it may do so.
- c. If the Superintendent departs from the position during the first year, and if a majority of the Board by vote is still in place, HCE will recruit new candidates for the board at no additional cost barring travel, advertising, and due diligence.

5. Fee Schedule

In consideration for Services, the District will pay to HCE a total fee of \$14,800 according to the following schedule:

- a. Upon signing this agreement: \$7400.
- b. Upon receipt of invoice submitted on or about June 15, 2020: \$7400.

6. Termination

The District may terminate HCE's service for any reason. In the event the District terminates this Agreement, the District remains liable for all fees due and costs incurred on its behalf to the date of termination. In addition, provisions in this Agreement related to fees and costs, indemnification, and dispute resolution shall survive termination of services of HCE.

7. Additional Fees

- a. Advertisements as agreed upon by the Board will be invoiced at cost by HCE.
- b. Due Diligence in the amount of \$1800 per investigation will be invoiced by HCE.

- c. Printing and Postage: As a green firm, most documents we provide will be electronic. A small amount of printing may be expected and will be invoiced to the District at cost or might be printed at District Office.
- d. If there are travel expenses incurred by semi-finalists and finalist candidates, they will be reimbursed by HCE and invoiced at the conclusion of each set of interviews.
- e. This Agreement is priced as a virtual search, with no on-site consulting required. In the event that on-site consulting is requested by the District and agreed to by HCE, the following fee schedule applies:
 - i. District will reimburse HCE for airfare, hotel, car rental, fuel.
 - ii. District will reimburse HCE a travel stipend in the amount of \$1000/day for on-site consulting, and \$500/day for travel back and forth to Yamhill.

8. Additional Hires

In the event the District hires an additional employee as a result of this search either during the course of this search or within six months of the hire of the new Superintendent, the District shall pay to HCE a fee of \$5000 as a finder's fee.

9. Indemnification

District will defend, indemnify and hold HCE harmless from all claims, costs, losses or liabilities resulting from District's failure to fulfill its obligations under this Agreement, including attorneys' fees incurred in responding to or defending against the claims or causes of action asserted by third parties.

HCE will defend, indemnify and hold the District harmless from all claims, costs, losses or liabilities resulting from HCE's failure to fulfill its obligations under this Agreement, including attorneys' fees incurred in responding to or defending against the claims or causes of action asserted by third parties.

10. Dispute Resolution

Any dispute related to this Agreement, shall attempt, if the parties cannot settle it themselves, to be settled by mediation. If mediation fails, then the dispute shall be settled by arbitration before a single arbitrator selected by mutual consent of the parties. The decision of the arbitrator shall be final, binding and non-appealable and will be entered in the appropriate court as a final judgment.

11. Entire Agreement

These fourteen (14) clauses constitute the entire Agreement between HCE and the District, and this Agreement supersedes any previous oral or written agreements.

12. Modifying the Agreement

HCE and the District may modify this Agreement at any time as long as both parties mutually agree to such modification. Such modifications shall be in writing, signed by both parties, and be made part of this Agreement.

13. Limited Liability

HCE's total liability to the District under this Agreement for damages, costs and expenses, shall not exceed the compensation received by HCE under this Agreement. Neither party to this agreement shall be liable for the other's lost profits, or special, incidental or consequential damages, whether in an action in contract or tort, even if the party has been advised by the other party of the possibility of such damages.

14. Applicable Law

This Agreement will be governed by the laws of the State of Oregon.

AGREED:

By: _____
Signature

By: _____
Signature

Name: _____

Name: HENRY P. HARRIS

Title: _____

Title: : PRESIDENT, HUMAN CAPITAL ENTERPRISES

Date: _____

Date: _____

DRAFT TIMELINE for Yamhill-Carlton School District

SUPERINTENDENT SEARCH, Spring 2020



Activity		Date(s)
Board Selection of Search Consultant		April 9, 2020
Board Planning Meeting <ul style="list-style-type: none"> • Search Calendar • Advertising • Background Checks • Communication Norms 	<ul style="list-style-type: none"> • Confidentiality Options • Residency Expectation • Salary of Supt • Internal Candidate Rules • Virtual/non-Virtual Scope 	April 10, 2020
Recruitment Window opens		April 13, 2020
Board or Executive Assistant sets up Community and Staff Stakeholder Interviews		April 13 to April 15, 2020
Community and Staff Stakeholder Interviews <ul style="list-style-type: none"> • 1:1 with each Board Member • Small Groups with Key Stakeholders 		April 15 to April 21, 2020
Online survey window		April 15 to April 21, 2020
Presentation of Ideal Profile (SB) Salary Range should be decided by this time.		April 23, 2020
Recruitment Window closes		May 4, 2020
Preliminary Interviews with Consultants		May 5 through May 8, 2020
Presentation of Slate (SE) Decisions around format of Finalist Interviews (SB)		May 11, 2020
First-Round Interviews. (SE)		May 13, 2020
Second-Round Interviews. (SE)		May 20, 2020
Background Check(s)		May 20, 2020 to June 1, 2020
Board meets to determine Top Finalist. (SE)		June 1, 2020
Target for final decision and public announcement		First week of June, 2020
Superintendent assumes responsibilities		First half of July, 2020

(B) = Regularly Scheduled Board Meeting
 (SB) = Special Board Meeting
 (SE) = Special Meeting, Executive Session

March 31, 2020



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

401 S El Cielo Rd., Ste 173, Palm Springs, CA 92262

202.735.6665

www.humancapitalenterprises.com

Yamhill-Carlton School District
Superintendent Search 2020/2021
March 31, 2020

Joint Proposal

OREGON SCHOOL BOARDS ASSOCIATION
& NEXTUP LEADERSHIP



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1470 Rosemont Road
West Linn, OR 97068

Recruiting • Training • Assessment • Facilitation

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March 31, 2020

Susan FitzGerald, Board Chair
Yamhill-Carlton 1 School District
120 N Larch Pl
Yamhill, Oregon 97148-8667

Re: Superintendent Search – 2020/2021

Dear Susan FitzGerald and Board of Directors,

INTRODUCTION

We are submitting this Proposal to the Yamhill-Carlton School District Board of Directors for a superintendent search with the position beginning work on July 1, 2021. This proposal is jointly submitted by [Oregon School Boards Association](#) (OSBA) and [NextUp Leadership](#) to work collaboratively to provide the search services. While we have included information about our search services, prior searches and what the Yamhill-Carlton School District search might include, we want to emphasize that each of our executive searches can be customized to meet the District's needs and maximize use of the District's resources.

We are a team of educational search consultants organized together for superintendent and administrator searches. During the 2017-18 search season, we joined forces with NextUp Leadership to provide more comprehensive services to school districts for some searches. This year we are taking the joint effort further. We will merge our strengths to ensure that you find the right educational leader for your school district.

OSBA has a long history of providing an array of comprehensive services to its members – Oregon school boards. In addition to the search process, OSBA can provide customized services to support the new leadership team – Board and Superintendent. NextUp Leadership brings outstanding marketing and recruiting skills to the search process as well as a proven process for successful hires. We have a database of over 40,000 educators with whom we communicate on a regular basis about job vacancies. This direct, active marketing strategy has created a type of social community and produced some of the highest quantity and quality candidate fields in the state of Oregon over the last several years.

For this search [Steve Kelley](#) of OSBA will be the lead consultant with [Sarah Herb](#), OSBA and [Greg McKenzie](#), [Mike Taylor](#) and [Milt Dennison](#) of NextUp Leadership providing support where needed. During the search you may be introduced to other members of our search team, as needed. Biographies for each consultant on our search team are enclosed. Even though you will enjoy the benefits of two experienced executive search agencies, the cost of the search will not increase. Annually, together we assist with searches for about 15-20 superintendent and other administrator positions in Oregon.

Our fundamental beliefs about a successful executive leadership search revolve around three core principals – Relationships, Recruiting, and Results.

RELATIONSHIPS AND EMBEDDING AN EQUITY LENS

Successful searches are not the result of having a remote headquarters in a big city in another state which handles all the core search services. On the contrary, superintendent searching is about local connections, networks and easy access to all elements of the search process. Building a strong relationship with the board and other relevant stakeholder groups is a key characteristic of our success in superintendent searches. We focus on:

- Community, staff and student engagement to develop the search criteria
- Frequent and thorough coaching, training, facilitation and reporting with the Board
- Strict attention to candidate confidentiality to safeguard their current positions
- Involving staff and community in appropriate search activities asking for their advice
- OSBA provides board development/training to follow up after the search
- Simply, working harder than other search organizations

In this joint search arrangement between OSBA and NextUp Leadership, the promotion, marketing and advertising for a position is handled by Greg McKenzie of NextUp Leadership. In most candidate fields for medium-sized districts and larger about 30-40% of the candidates are typically diverse candidates depending on one's definition of diversity. This high percentage is attributable to NextUp's regular contact by direct e-mail with virtually all school administrators in most states with high numbers of diverse education administrators, e.g., California, Texas, Nevada and New Mexico. This marketing strategy is supplemented by also networking with associations representing diverse candidates such as Oregon Association of Latino Administrators (OALA) and placing job vacancy advertising on their websites.

However, school boards and superintendents have increasingly requested that our recruiting efforts focus on providing them a diverse field of candidates to consider for superintendent and administrative positions. Even though we believe our recruiting efforts for diverse candidates have yielded pretty good results, several diverse candidates have commented during the search process that the board or superintendent (whichever is the hiring authority) may have requested a diverse candidate field, but they don't know what to do about it or how to interact with them. So, during this past summer Greg (NextUp) undertook a personal project to identify areas of the search process which might work to the disadvantage of diverse candidates. While someone's definition of "diversity" can take on many dimensions of race, ethnicity, gender, sexual orientation, nationality, language and many other categories, the project focused on candidates of color.

Generally, the ultimate purpose of the project was improvement of the executive search system to help diversify a school/district's workforce to better reflect their student body demographic. More specifically, the purposes of the project were:

- Identify specific activities during an executive search that might place candidates of color at a competitive disadvantage
- Develop a blueprint or road map for improved executive recruiting and search activities (tips) to assist boards/superintendents diversify their leadership workforce
- Help us as executive recruiters better understand the needs for boards/superintendents as the hiring authority and the needs of candidates of color in school administrator searches
- Give a voice to candidates of color about what works and doesn't work well in their recruitment for school administrator positions.
- Better understand how to market and advertise a vacant position to attract candidates of color to apply.

Numerous education administrators who Greg knows personally to be persons of color were contacted. Included among the interviewees were people who would fall into these groups or categories:

- Hispanic, African American, Native American and Asian-Pacific Islander
- District sizes ranging from about 5,000 to 20,000 students
- Both male and female education administrators
- Superintendents, District Office administrators, HR Directors and building Principals
- Some with very diverse student bodies and some not so much
- High poverty districts and wealthy districts
- Administrators in Oregon, Washington and California

The interviews were eye-opening, very informative and valuable to think about how we market, screen, interview and hire during an executive search. As a result, we have adjusted many of the details about how we conduct a search to make sure all candidates have a level playing field, especially candidates of color. For more details about the project and its results be sure to ask Greg (NextUp) because he is very happy to share.

Our philosophy about superintendent searches is slightly different from other search firms and associations. Basically, we want to become the District's search partner, not just serve as consultant and supervise a process - a subtle, but important difference in our working relationship. **Together** we look for the right candidate.

RECRUITING

Here's where we differ significantly from other search organizations and national search firms. We **do not** just bring forward to the Board a group of our favorite candidates/applicants who have signed up with the firm to find a job. Instead, we reach 40,000 out by e-mail messages directly to the computer screens, tablets and smart phones for over superintendents, school administrators, and education college faculty across the country, with heavy emphasis on the western United States. This method of communication and marketing for positions has proven to be enormously successful. We also take full advantage of today's electronic social media to recruit candidates. Oh, yes, and we also advertise and recruit regionally and nationally in a more traditional sense by posting on online educator job boards. Not only do we passively recruit by posting/advertising the position, but we also actively recruit viable candidates with direct e-mail communication and telephone calls.

RESULTS

Our method of recruiting has resulted in candidate fields significantly larger than our competition and we deliver to the Board **all** qualified applications for review, not just a selected few. We report actual applications and not merely candidates who expressed interest or submitted an inquiry. Over the past 5 years the average-size search fields for districts looking for a full-time superintendent has ranged from 25-34 applicants for each position. If working together we don't find a suitable fit for your district in the initial candidate field, we simply keep working the project until someone acceptable is found.

Combined our search experience for Oregon school superintendent searches is unmatched. OSBA has conducted over 500 executive searches for school districts, education service districts, community colleges and other state agencies since 1984. NextUp Leadership has conducted over 150 superintendent and school administrator searches over the last ten years. **We know and serve the state of Oregon better than anyone in the business.** We are committed to your success!

TRANSITION PLAN

Because the first year is so critical for setting the tone of professional relationships, OSBA, in conjunction with Confederation of Oregon School Administrators (COSA), provides a unique collaboration designed to support the Superintendent and Board. OSBA will meet with you and your new chief executive to:

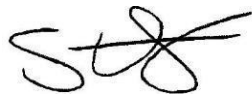
- a) Review your district's vision, mission and goals (strategic plan) with the new Board and Superintendent team;
- b) Design effective communication and PR strategies designed to introduce your new executive to the community;
- c) Discuss the roles and responsibilities of the Board and Superintendent;
- d) Create an effective operating agreement;
- e) Establish/review the Superintendent's performance evaluation system and timeline.

PRICE

Based on the scope of work anticipated for this search, the **Basic Fee** price for a full-service Consultant supervised search as described in the Search Overview later in this Proposal is **\$9,500.00** which includes a standard package of advertising and up to 12 hours of professional development for the Board and new Superintendent. **Reimbursable expenses** incurred by the Consultants **are additional** which typically include travel, lodging, and meals.

Please circulate this Proposal to the Board for their consideration. We want to help find a difference-maker for your District. We're available to answer questions related to a superintendent search in general and this Proposal specifically. For additional information, please do not hesitate to ask. My contact phone number is 541-401-3962 (Steve's cell).

Best Regards,



Steve Kelley

Director of Board Development and Executive
Searches Oregon School Boards Association



Greg McKenzie

Search Consultant NextUp Leadership

SECTION A

Proposed Search Plan



Search Process Overview

All searches conducted by NextUp Leadership and Oregon School Boards Association are customizable to meet the needs of the District and a specific calendar is developed in the Planning Phase to fit the District's schedule. For illustration purposes, a "sample" search might include the following components along with a projected general timetable that positions the District in the candidate market at the time needed for optimal exposure to prospective candidates.

DATE

ACTIVITY

Planning Phase

Nov, 2020

Search organization and planning meeting with Consultant(s), Board Chair, Board Secretary (exact Date TBD - probably during group meeting dates)

- Division of responsibility
- Scope of work
- Develop draft search calendar
- Develop draft search budget
- Discuss search literature and marketing strategy Identify advertising/posting targets
- Prepare search forms
- Identify application requirements

Qualifications Phase

Nov, 2020

Conduct survey for candidate qualifications, criteria and candidate profile with some or all of the following groups:

- Community & business leaders
- Local government leaders
- Union leaders
- Administrators
- Teachers
- Classified staff
- Confidential staff
- Student leaders

Board meeting (public meeting - open session)

- Report results of candidate qualifications process
- Take public input on qualifications
- Board adopt qualifications
- Board adopt search calendar
- Board declare position vacant
- Adopt salary range (Consultant provides salary comparison)

Advertising Phase

Dec - Feb, 2021

Consultants prepare search literature and post the position

Open the application period

Post notice of vacancy on District website

Distribute notice of vacancy to direct e-mail distribution list
Over 40,000 educators nationwide
Focus distribution on Western US

Advertise vacancy on association and search websites
COSA included in contract price
WASA included in contract price
LinkedIn notice to connections
Others as agreed with Board

Recruitment Phase

Dec - Feb, 2021

Consultants recruit candidates
Distribute application packets to prospective candidates
Correspond with prospective candidates
Receive, process and organize applications
Board appoints screening committee

Close application period
Consultant assembles applications and screening packets

Screening Phase

Feb - Mar, 2021

Board meeting (public meeting - open session)
Screening group and Board training for application review
Begin reviewing applications (executive session)

Continue reviewing applications individually

Special Board meeting
Debrief screening results (executive session)
Identify interview candidates (executive session)
Interview training for Board (public session)
Organize initial candidate interviews (public session)

Interview Phase

Mar - Apr, 2021

Board meeting (executive session) (exact dates/times TBD)

Conduct initial interviews with selected candidates

Board meeting (executive session) (after last interview)

Debrief candidate interviews

Select finalist(s)

Consultant notifies finalists

Board and Consultants conduct reference checks

Telephone contact with references Internet searches

Licensure investigation

Organize site visits in finalists' home district

Organize "day in the district" for finalists

2nd interviews with board (executive session)

Selection Phase

Mar - Apr, 2021

Board meeting (executive session)

Debrief "day in the district,"

2nd interviews, ref. checks

Select new Superintendent

Board negotiate contract with new Superintendent

Announce selection of new superintendent

Board meeting (public meeting - open session)

Formal contract offer to new Superintendent

Introduce new Superintendent

July 1, 2021

Superintendent begins work

TBD, 2021

Board/New Superintendent Development Workshop and Transition Plan



Typical Search Package

At the beginning of each superintendent search, a planning meeting determines the elements of the search to be included. However, a typical search package where the consultant takes the lead in all search activities might include the following services as a part of the Basic Fee.

- Facilitate multiple meetings by consultant with Board about
 - Planning and search calendar
 - Determining search criteria and candidate qualifications
 - Search activity training
 - Screening candidates Interviewing candidates
 - Selection of next superintendent
- Community engagement to collect information for identifying search criteria and candidate qualifications with the following

Focus groups and telephone interviews

Community/Business leaders
Administrators
Teachers
Classified staff
Union leadership
Student leaders

Online questionnaire outreach

Design and create online questionnaire
Collect responses
Organize and analyze responses for report to Board

- Consultant's reports about
 - Results from online questionnaire
 - Criteria and qualifications recommendations for Board
 - Salary comparison information for Board's consideration
 - Progress of advertising & recruiting
- Design and prepare search literature
 - Electronic search brochure
 - Electronic e-messages
 - Notice of vacancy
 - Application forms & materials
- Advertise position vacancy by posting on job placement websites (as approved by Board)
 - COSA, WASA, CASE (OR, WA, CO administrators) included in contract price
 - Other regional and national job boards as agreed with District

- Actively recruit prospective candidates by Telephone calls
 - E-messages
 - Correspondence
 - Personal contact
- Collect and organize candidate application materials
 - Online applications
 - Electronic applications
 - Mail applications
 - Personal delivery applications
- Supervise & facilitate application screening process
- Training for Board and screening committee for:
 - Screening applications
 - Interviewing candidates
 - Reference checking
- Assist District organize for
 - Candidate interviews
 - A "day in the district" for finalists
 - Reference checks, site visits, and background checks
- Prepare "draft" press releases as needed to announce various search activities and ultimately selection of new superintendent
- Facilitate a follow up Transition Plan including up to 12 hours of Board development conducted by OSBA with Board and new Superintendent



Frequently Asked Questions

1. What are the key elements in your process?

Answer: Key elements of our search process are:

- flexibility in the process
- stakeholder involvement to build support for the selection
- spending more time in the district than other search firms
- keeping the Board involved and informed at every step
- partnering with district to maximize use of available resources
- recruiting – not just advertising the position
- sticking with the search until we find the “right fit”
- working harder for your search than other consultants

2. How is your process different than other executive search firms?

Answer: The steps in a search process for most consultants are relatively similar. However, one important difference is our commitment to **your** search. We are not like a Costco of search consultants where volume counts. We are more of a boutique search firm specializing in customer service. We do not simply want to find a new superintendent. We want to help you find a difference-maker who is the right fit for **your** district.

3. Do you prepare and mail a print brochure advertising the vacancy?

Answer: Preparing a print brochure advertising the position and promoting the school district and community is just not current reality. We have the graphics design capacity to create a first quality electronic brochure instead. In the last few years no candidates have asked for a mailed print brochure. We prepare a colorful brochure about the position and the district suitable for electronic distribution and, if necessary, print a copy onrequest.

4. How do you recruit quality candidates for the position?

Answer: The range of advertising for a vacancy posting is a part of the planning process for each search. The vacancy will be posted in a traditional manner state-wide, regionally and nationally, as the Board chooses. We have multiple options for regional and national advertising. These traditional posting opportunities include multiple diversity group job placement websites to be sure minority candidates are aware of the vacancy. But, we do more.

In addition to posting widely, we directly notify superintendents and other administrators in Oregon, Washington, Idaho, Montana, Utah, Alaska, Nevada, Wyoming, Colorado, Arizona, New Mexico, Texas, California and other states about the vacancy by electronic message. We also send the electronic messages to the faculties for colleges of education in the western U.S and other highly regarded colleges of education. The list of direct marketing groups grows each year. Currently, we have approximately 40,000 prospective candidates and other educators in our e-messaging data base. This approach puts the availability of the position directly in front of prospective candidates on their computer screens, tablets or smart phones. Because we use an e-marketing service for the vacancy announcements, the notification can be sent multiple times and will be sent at least twice during the application period.

Unlike some other search firms, we will also directly recruit candidates who might fit the profile the board seeks for its next superintendent. We network with superintendents about other qualified candidates who we will also contact. In other words, we work the phones and e-mails.

5. What involvement will District staff have in the search process? How much time will this take away from their other duties?

Answer: The short answer is that the search process generally takes very little of the staff's time. The work of the search process is largely an activity for the Board, consultant and Board Secretary. Since the search for a superintendent often involves candidates who need confidentiality in the early stages, keeping the application process off-site with a consultant provides the candidates some comfort that their names will not be exposed prematurely to the existing staff. However, administrators and other staff or their representatives may be involved at various stages that might include:

- communications coordination
- implementing a marketing strategy
- interviews and focus groups for desired qualities and qualifications
- participation on a committee to screen applications
- observe candidate interviews
- accompany a finalist for a "day in the district"

6. What items are usually included in “costs and expenses” related to the search?

Answer: The amount for costs and expenses the District can expect to spend (both District and consultant combined) varies depending on the scope of advertising, the geographic location of interview candidates, and the resources the District has available to assist with the search. However, as a “general rule” for most searches, the District can expect to spend an amount equal to no more than one-half the search fee for additional costs and expenses. However, in our experience the “costs and expenses” are frequently substantially less than the general rule usually not exceeding \$2,000-\$3,500 total even for larger districts.

Typical items of expense are:

- Fees for advertising/posting of vacancy
- Photocopy costs and supplies
- Travel expenses (mileage, meals, lodging) for consultant
- Interview candidate transportation and lodging costs

7. Describe the role of the School Board in the screening/selection process?

Answer: Ultimately, the Board makes the decision about who to interview after screening the applications. However, we strongly encourage the Board to seek the advice of a screening committee whose composition might include: administrators, other staff, and parent/community representatives. An effective screening committee size might be 15-18 others in addition to the Board members.

Usually, the Board members conduct the initial interviews. Sometimes, a few members of the screening committee are observers during the interview process. Observers do not ask questions - just observe. More eyes and ears during the interviews often result in a richer discussion by the Board when narrowing the field of interviewees to finalists.

8. How will our community and staff be involved in the search?

Answer: Community and staff engagement is a vital part of a successful superintendent search. Typically, we arrange a series of meetings with community groups, staff, students and others to explain the search process. At that meeting we also solicit suggestions and comments about the characteristics sought in the next superintendent. For those unable to attend one of the meetings, we provide an online survey with the same questions. We telephone interview local business and community leaders for the same purpose. This information is presented to the Board in a consultant's report to be used when deciding the qualities and profile characteristics sought for the new superintendent. Community members and staff will often also serve on the screening committee for applicants and participate as observers for interviews. When the finalist candidates are invited to the district for a “day in the district,” the community and staff will have an opportunity to interact with the finalists and report their observations.

9. How do you take advantage of technology and social media to aid in the search?

Answer: We use electronic technology when it provides effective assistance in marketing the vacant position, contributes to finding the right fit, and is user-friendly. For example, we market the vacant position taking full advantage of a multi-media approach that includes online job postings, website information, online surveys, e-marketing and social networking. However, while we sometimes accept online applications from those candidates who choose that method, we also accept applications electronically in PDF format, traditional mail/UPS/FedEx, and personal delivery of a hard copy. In this respect we are candidate-friendly. For some searches we set up an all-electronic application screening process allowing the application reviewers to do their work at their convenience. Note: this method requires extraordinary precautions to maintain confidentiality of application materials. While this method offers more convenience, we believe much of the value of screener interaction, discussion, and questions are lost in this method. Basically, we follow a technology rule of thumb that says, “use it if it works – otherwise don’t change just because it’s new technology.”

SECTION B

Firm Profile & Information



Steve Kelley (OSBA)

Steve Kelley joined the Oregon School Boards Association (OSBA) staff in July, 2015 as Director of Board Development. He is responsible for Board training and also leads the Executive Search team. Steve has 38 years of experience in public education, including six years as superintendent of the South Umpqua School District. His career includes stops in Florida, Wyoming and New Mexico, and the last 18 years in Oregon. Steve lives in Turner, Oregon (south of Salem).

Education

Education Leadership Certification/Coursework University of North Florida

University of Oregon Master of Arts – Adult Education

University of South Florida Bachelor of Science – Secondary Education

Flagler College (graduated Cum Laude)

Education Employment

2015-present	Director of Board Development – OSBA
2009-2015	Superintendent – South Umpqua SD
2001-2009	Assistant Superintendent – Lebanon Community SD
2000-2001	Founding Principal – East Mountain Charter HS, Albuquerque PS (NM)
1998-2000	Middle School Principal – Uinta County SD (WY)
1995-1998	Middle School Principal/Asst. Principal – Nassau County SD (FL)
1982-1995	Teacher of math/science – Baker & Marion County SDs (FL)

Education & Community Service

Confederation of Oregon School Administrators

Oregon Association of School Executives

OASE Funding Coalition Subcommittee

Canyonville Lions Club “Educator of the Year” for 2012

Local service clubs including Chamber of Commerce and Elks



Sarah Herb (OSBA)

Sarah Herb joined the Oregon School Boards Association (OSBA) staff in 2016 bringing with her a background in vocational education and public service.

Sarah graduated with degrees in Natural Resources and Watershed Management from Oregon State University. She worked as a registrar and acting assistant to the campus president at two vocational colleges, working directly with students to ensure degree completion, as well as planning graduations and other events.

At OSBA, Sarah has assisted with over 40 superintendent searches and is the event planner for OSBA's multiple major annual statewide conferences. She believes that selecting the right educational leader for a district is one of the most important functions of a school board and is passionate about supporting and facilitating that process.

Education

Bachelor of Science – Natural Resources, Watershed Management, Oregon State University

Education Employment

2018-present	Executive Search and Events Specialist- OSBA
2016-2018	Board Development Assistant- OSBA
2013-2014	Registrar-ITT Technical Institute
2010-2013	Registrar-Institute of Technology Salem



Greg McKenzie

Greg McKenzie, is an education consultant operating under the business name of *NextUp Leadership*, providing training, facilitation, executive search and assessment services for the education community and other local governments. He can say “been there - done that” adding a touch of real-world experience to his services. Greg lives in West Linn, Oregon.

Education Board Service

2013- Present	OR Association of ESDs (OAESD) (Chair 2016, 2017) 2009-Present Clackamas ESD board member (Chair, 2010-2012, 2017) 1987- 1995 West Linn-Wilsonville SD board member
1989- 1993	Oregon School Boards Association board member 1981- 1986 West Linn SD Budget Committee member

Employment

2008- Present	Education Consultant, <i>NextUp Leadership</i> Executive searches Board development training Facilitation
2002- 2008	Board Development – Oregon School Boards Assn. Leadership training Executive searches
1977- 2002	Business, property and litigation attorney

College Instructor

2006- 2013	Adjunct Professor, Lewis & Clark College Graduate School of Education and Counseling Models of Organizational Change
2001- 2005	Adjunct Professor, Embry-Riddle Aeronautical University Business Law & Ethics Aviation Insurance Aviation Law
1999-2002	Instructor, Clackamas Community College: Real Estate Law
1992-1995	Instructor, Portland Community College: Real Estate Law

Education

1977	Juris Doctor (JD), Northwestern School of Law Lewis & Clark College
1968	Bachelor of Aerospace Engineering (BAE) Auburn University

Sample National Presentations

Iowa Association of School Boards Annual Conf.

"Managing Difficult Situations Successfully"

National School Boards Assn. Annual Conf.

"A Deeper Look at ...Leadership Skills for Dealing with Difficult People" (3 hr. workshop)

National School Boards Assn. Annual Conf.

"Essential Leadership Skills for Dealing with Difficult People" (2 - 3 hr. workshops)

Illinois Assn. of School Boards Annual Conf.

(1) "Superintendent Evaluation: The Next Generation;"

(2) "Transform Difficult People into 21st Century Leaders"

AESA Annual Conference

"Superintendent Evaluation: The Next Generation"

National School Boards Assn. Annual Conf.

"A Systematic Approach to Superintendent Evaluation, Goal Setting and Board Self-Assessment"

National Rural Education Assoc.

"Superintendent Evaluation: The Next Generation"

AESA Annual Conference

"Standards Based Superintendent Evaluation"

Illinois Assn. of School Boards Annual Conference

"From Difficult People to 21st Century Leaders"

Kentucky School Boards Assn. Leadership Institute

"From Difficult People to 21st Century Leaders"

Focusing on "whatever it takes" to move an organization to its next level of success, Greg helps diagnose problems and design a plan for improvement. Experienced as a facilitator, executive search consultant, leadership trainer, and lawyer, Greg brings a unique set of skills to his work. He has been involved with education for over 30 years. He has conducted over 150 chief executive officer and other school administrator searches with a belief that "finding the right fit" is the most important criteria. As a business attorney he has organized and advised hundreds of corporations, non-profits, trusts and partnerships. As a board development trainer, he has given hundreds of presentations and workshops for local, state and national organizations. As a facilitator he has assisted community groups, boards and staffs tackle the necessary planning to improve the performance of their organization and solve seemingly unsolvable problems.



Milt Dennison

Milt Dennison has 13 years of superintendent and administrator search experience in both Oregon and Washington. He also knows what it takes to be a successful superintendent having served as a K-12 superintendent in Washington, a K-6 superintendent in Oregon and an ESD superintendent. He brings valuable on-the-ground experience to the search team. Milt lives in Oregon City, Oregon.

Education

1980	Ed.D. Educational Administration and Curriculum, Univ. of Southern California
1975	M.A. Educational Administration California State University, Sacramento
1970	B.A. Mathematics and Physical Education, Western State College

Education Employment

2016-2017	Interim Superintendent, Columbia Gorge ESD
2004-2016	Superintendent, Clackamas Education Service District
1993-2004	Superintendent, Camas School District (WA)
1986-1993	Superintendent, Canby Elementary School District
1984-1986	Director of Curriculum & Instruction, West Linn School District
1975-1984	Middle and Elementary School Principal

College Instructor

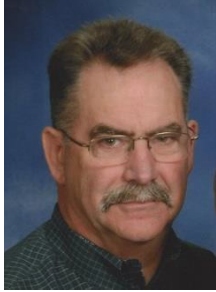
2011-2013	Adjunct Professor, University of Portland Education Leadership Program
2006-2009	Adjunct Professor, Lewis & Clark College Educational Leadership Doctoral Program
1986-1994	Adjunct Professor, Lewis & Clark College Administrative Leadership, Community Relations

Education & Community Activities

Oregon Teacher Standards and Practices Commission (2007-13)
Oregon Association of Education Service Districts board member (Zone A Chair)
Cascade Council of the Boys Scouts of America board member (Senior Vice-President)
Washington State Association of School Administrators board member

Awards & Honors

American Association of School Administrators “Civic Star Award” Camas-Washougal Chamber of Commerce “Citizen-of-the-Year” Camas-Washougal Rotary Club “Rotarian-of-the-Year” Washington Association of School Administrators “Award of Merit”



Mike Taylor

Mike Taylor has been superintendent for 3 different Oregon school districts: Riverdale SD; Parkrose SD; and Ontario SD spanning a period of 19 years. He also served as CEO for OBC-ACE Academy Charter School in East Multnomah County for 3 years. Mike has been an instructor at Concordia University, Graduate School of Educational Administration for several years. He was recognized as Educator of the Year by the Oregon Building Congress in 2007. Mike's superintendent experience has covered both urban and rural environments west of the mountains and east of the mountains. Mike lives in East Multnomah County, Oregon.

Education Experience

2013	Interim Superintendent Riverdale School District
2008 – 2011	Director ACE Academy (Charter School)
2007 – 2008	Education Consultant (Oregon Building Congress)
1999 – 2007	Superintendent Parkrose School District
1994 – 1999	Superintendent Ontario School District
1990 – 1994	Principal Ontario High School College Instructor
2004 – Present	Adjunct Instructor Concordia University Graduate School of Educational Administration

Education

1982	Oregon State University & Western Oregon State College Master's Degree in Counseling
1977	Western Oregon State College Master's Degree in Interdisciplinary Studies (Education, History, Economics)
1975	Oregon College of Education Bachelor of Science Degree in Secondary Education



“Cec” Amuchastegui

Cecelia “Cec” Amuchastegui is an education consultant whose current activities include serving as a Chalkboard CLASS Coach and Collaboration Grant Coordinator. Before becoming a consultant, she was Superintendent of Klamath Falls City Schools for 6 years. She also had a variety of other administrator positions in Klamath Falls. Cec lives in Klamath Falls, Oregon.

Education Experience

2011-Present	Chalkboard CLASS Coach; Collaboration Grant Coordinator
2004-10	Superintendent Klamath Falls City Schools
2000-04	Director of Secondary Education/School Improvement Klamath Falls City Schools
1991-95	Elementary Principal, Klamath Falls City Schools Education
1981	MS in Education (Mental Retardation) Oregon College of Education
1974	BS in Elementary Education Oregon College of Education

Community Service

Board of Directors: United Way
SMART State Executive Program Committee
Board of Directors: Klamath Community College Foundation
Board of Directors: Pelican Foundation
Regional Board Member: Oregon Community Foundation



References

Oregon School Boards Association

Camas Valley SD – 2019 (Joint search with NextUp Leadership)

Rochelle Herberger, Board Chair – ylowmom@gmail.com; 541-430-0226

Don Wonsley, Superintendent – don.wonsley@camasvalley.k12.or.us; 541-445-2131

Days Creek SD – 2019 (Joint search with NextUp Leadership)

Troy Michaels, Board Chair – michaelsranch@frontier.com; 541-825-3760

Diane Swingley, Charter Board Chair – dswingley@citlink.net; 541-825-3352

Steve Woods, Superintendent – steve.woods@dayscreek.k12.or.us; 541-825-3296

Jefferson 14J SD – 2019 (Joint search with NextUp Leadership)

Kaye Jones, Board Chair – kaye.jones@jefferson.k12.or.us; 541-327-3514

Brad Capener, Superintendent – brad.capener@jefferson.k12.or.us; 541-327-3337

North Douglas SD – 2019 (Joint search with NextUp Leadership)

Tom Kelley, Board Chair – tdkelley@mydfn.net; 541-670-9427

Terry Bennett, Superintendent – terry.bennett@northdouglas.k12.or.us; 541-836-2223

Creswell SD – 2019 (Joint search with NextUp Leadership)

Mike Anderson, Board Chair – mikpen7@hotmail.com; 541-915-6286

Michael Johnson, Superintendent – mjohnson@creswell.k12.or.us; 541-895-6000

Cove SD – 2018 (Joint search with NextUp Leadership)

Steve McLean, Board Chair – stevemclean.dmd@gmail.com; 541-568-4256

Earl Pettit, Superintendent – earl.pettit@covesd.org; 541-568-4424

Klamath County SD – 2018 (Joint search with NextUp Leadership)

Denise Kandra, Board Chair – kandrad@kcsd.k12.or.us; 541-798-5123

Glen Szymoniak, Superintendent – szymoniakg@kcsd.k12.or.us; 541-883-5000

Mitchell SD – 2018 (Joint search with NextUp Leadership)

Miesha Bennett, Board Chair – alaskamlb@hotmail.com; 541-462-3022

Vince Swagerty, Superintendent – vswagerty@mitchell.k12.or.us; 541-462-3311

Oakridge SD – 2018 (Joint search with NextUp Leadership)

Tami Edmunds, Board Chair – tedmunds@oakridge.k12.or.us; 541-913-1600

Reta Doland, Superintendent – rdoland@ohswarriors.net; 541-782-2813

Reedsport SD – 2018 (Joint search with NextUp Leadership)

Jen Clark, Former Board Chair – jclark@reedsport.k12.or.us

Jon Zwemke, Superintendent – jzwemke@reedsport.k12.or.us; 541-271-3656

Forest Grove SD – 2018 (Joint search with NextUp Leadership)

Kate Grandusky, former Board Chair – kgradusky@fgsd.k12.or.us; 503-359-5746

Valyrie Ingram, Board Chair – valyriewenzl@hotmail.com

Dave Parker, Superintendent, - 503-359-2427

North Marion 15 SD - 2017

Patrick McArthur, former Board Chair - Patrick.mcarthur@nmarion.k12.or.us;

Heidi Torian, Board Chair - heiditorian@yahoo.com

Ginger Redlinger, Superintendent - ginger.redlinger@nmarion.k12.or.us; 503- 678-7100

Jefferson County 509J SD - 2017

Laurie Danzuka, Board Chair - ldanzuka@509j.net

Ken Parshall, Superintendent - kparshall@509j.net; 541-475-6192

Pleasant Hill 1 SD - 2017

Wylda Cafferata, Board Chair - wyldac@gmail.com; 541-937-3114

Scott Linenburger, Superintendent. - slinenberger@pleasanthill.k12.or.us; 541-746-9646

NextUp Leadership**Central SD - 2017**

Steve Love, Board Chair - 541-760-5028; slove@central.k12.or.us

Julie Sassor, Board Secretary - 503-606-2251

West Linn-Wilsonville SD - 2016

Keith Steele, Former Board Chair - 503-318-6867

Kathy Ludwig, Superintendent - 503-673-7034

Canby SD - 2015

Diane Downs, Former Board Chair - dkdowns@gmail.com

"Trip" Goodall, Superintendent - 503-266-7861

Centennial SD - 2017

Shar Giard, Board Chair - 503-666-7264

Connie Stewart, Executive Assistant - 503-760-7990

Dallas SD - 2015

Mike Blanchard, Board Chair - 503-510-4969

Michelle Johnstone, Superintendent - 503-623-5594

Coos Bay SD - 2016

James Martin - Board Member - 541-297-8115

Adrian DeLeon - Board Member - adriand@coos-bay.k12.or.us

Peggy Ahlgrim, Board Executive Secretary - 541-267-1310

Crook County SD - 2018

Doug Smith - Board Chair - 541-447-7004

Sara Johnson - Superintendent - 541-416-9962

Jan Martin - Board Secretary - 541-416-9963



5-Year Search History

OSBA

2020

All jointly with NextUp Leadership

Arlington SD
Blachly SD
Brookings-Harbor SD
Dayton SD
Eagle Point SD
Knappa SD
Lake County SD
Marcola SD
Pilot Rock SD
Sheridan SD
Silver Falls SD
South Lane SD

2019

All jointly with NextUp Leadership

Arco Iris Spanish Immersion School
Camas Valley SD
Creswell SD
Days Creek SD
Jefferson 14J SD
Newberg Public Schools
North Douglas SD
Roseburg Public Schools
Spray SD
Brookings Harbor SD (interim)
Dayton SD (interim)
Philomath SD (interim)
Silver Falls SD (interim)
Woodburn (interim)

2018

Cove SD Oakridge SD
Forest Grove SD (joint project)
Klamath County SD
Mitchell SD
Reedsport SD
South Lane SD
Days Creek SD (interim)
Jefferson SD (interim)
Wallowa SD (interim)

2017

Jefferson County SD 509J
North Marion SD
Pleasant Hill SD

NextUp Leadership

2020

Mosier Community School
Mt. Pleasant SD (WA)
David Douglas SD

2019

Castle Rock SD (WA)
Eureka Co. SD (NV)
Goldendale SD (WA)
OR Recovery HS
Ridgeline Montessori Charter
Springwater Environmental Charter

2018

Crook County SD
Tigard-Tualatin SD
Forest Grove SD (joint project)
Kelso SD (WA)
Churchill County SD (NV)
John Day SD
Tacoma PS (WA)
Scappoose SD
Riverdale SD
Nevada Assn of School Boards (NV)
Burnt River SD
Nevada State High School (NV)

2017

Ashland SD
Paisley SD
Central SD
Centennial SD
Pendleton SD
Prospect SD
Mosier Community School Tacoma PS (WA)

2016

Clackamas ESD
Coos Bay SD
Pendleton SD
Port Orford-Langlois SD
Prospect SD
Reedsport SD
South Umpqua SD
Sutherlin SD
Knappa SD
West Linn-Wilsonville SD
Camas SD (WA)
Gladstone SD
OAESD

NextUp Leadership Continued

2015

Greater Albany SD
Dallas SD
Canby SD
Banks SD
Philomath SD
Brookings-Harbor SD
Roseburg SD
Knappa SD
Sisters SD

2014

Lincoln Co. SD
Perrydale SD
Fern Ridge SD
Monroe SD
Gervais SD
Three Rivers SD
Estacada SD



Search Comments

WHAT BOARDS HAVE SAID

"We might have thought, once our selection was made, the executive search process was over, but no, it was not. Impressively, it became clear that you wanted the board-superintendent relationship to get off on a good track and are eager to teach us processes to meet that goal. By helping us outline board expectations of the superintendent and superintendent expectations of the board, by helping us set priorities for the new superintendent's first three months and my reviewing basic boardsmanship with us, we are on a far firmer footing than we would otherwise have been."

Pleasant Hill School District
Enrollment: 1,000

"From the beginning, Greg's expertise and flexibility served as a strong foundation to build a strong, customized search that was fiscally responsible, efficient and effective in attracting quality candidates for the position. Greg clearly understood the marketplace for Superintendents as well. He understood the importance of ensuring their confidentiality throughout the process- and was a true professional in standing firm to this practice."

Hillsboro School District
Enrollment: 20,200

"I wish to thank you for facilitating a flawless superintendent search for the Philomath SD. The process was thorough, methodical, and well organized. It made the administrative effort for the School Board as minimal as possible while creating excellent community engagement. Most notably, by all measures it created an excellent result."

Philomath School District
Enrollment: 1,700

"Everything - from beginning to end of the search was done well. Communication was great. Kept the Board Secretary and Board Chair well informed throughout the entire search process. Consultant availability for questions and quick response were excellent. Greg is truly a professional who is very knowledgeable, detail oriented, and awesome to work with. Greg knows how to be diplomatic but yet get the point across and bring the many different personalities of board members together."

Fern Ridge School District
Enrollment: 1,800

WHAT CANDIDATES HAVE SAID

"After the extensive hiring process, I believe the board knows more about me than I know myself."

New Superintendent, 2017

"Thanks for your honesty. Among search consultants with whom I have worked you are clearly in the top tier. Please do keep me in mind for other openings you're handling. I enjoyed working with you also. You may not be aware of how unique your responsiveness is."

Nick F., Fall River, MA

SECTION C

Fee Structure



Pricing

Executive/Superintendent Search Services

Basic Contract Fee: \$9,500 includes:

Scope of Work services described in Contract for Services
Basic job vacancy advertising package

Reimbursable Costs & Expenses: (actual costs)

National advertising on online job boards (when agreed by District)
Mileage to & from District for meetings
Lodging for overnight in-district visits
Meals while in-district for search activities

Guarantee: If for any reason within the first 2 years following appointment, the selected candidate departs the position, OSBA and NextUp Leadership will assist in selecting a replacement without additional cost to the Basic Contract Fee, so long as the Scope of Work remains the same and the District has followed the recommendations of Consultants to complete the search process as outlined herein including the follow up Transition Plan.

Proposer Signature:

Signature

Oregon School Boards Association

Company

1201 Court St NE, Suite 400

Street Address

503-588-2800

Phone

skelley@osba.org

Email address

Director of Board Development
& Executive Searches

Title

March 31, 2020

Date

Salem, OR 97301

City/State/Zip

503-588-2813

Fax



Sample Search Contract for Services

PARTIES: **A. Gregory McKenzie (“Contractor”)**
Window to Leadership, an Oregon Limited Liability Company
dba **NextUp Leadership (NextUp)**
1470 Rosemont Road West Linn, Oregon 97068

Oregon School Boards Association (OSBA) (“Contractor”)
An Oregon Non-Profit Corporation 1201 Court St., NE, Suite 400
Salem, Oregon 97301

Yamhill-Carlton 1 School District (“District”)
120 N Larch Pl
Yamhill, Oregon 97148-8667

1. **Services.** Contractors mutually agree between themselves and together agree to provide Executive Search professional services to the District.
2. **Scope of Work.** The scope of the services provided by Contractors will include search consulting, facilitating, recruiting and transition services associated with a superintendent search with the position beginning work on July 1, 2021, including:
 - Attending meetings with the Board, staff, students, and community groups as necessary to carry out the search plan.
 - Working with the District leadership to establish a search calendar, facilitate meetings with Board, staff, students and community members to establish candidate qualities and qualifications, and establish a process to be used by any in-district candidates.
 - Preparing and distributing search forms and promotional material needed for collecting applications and advertising the vacancy both within the State of Oregon as well as regionally and nationally as agreed with the District.
 - Managing candidate applications and information; assist with screening applications; assist with organizing interviews; provide Board members with guidelines for interviews and reference checks; conduct reference checks at the Board’s request; organizing site visits when requested; and keeping applicants informed of their status during the search process.
 - Conducting a series of board/superintendent workshops (up to 12 hours of professional development conducted by OSBA) to create and execute a Transition Plan for establishing a solid foundation for the new leadership team over the first six (6) months of the new superintendent’s contract.
3. **Term.** The term of this Agreement shall begin on March 31, 2021, and continue until:
 - ☒ completion of Scope of Work outlined above
 - ☐ ending date of _____

4. **Basic Fee for Services.** District will pay a basic fee for Contractor services as follows:
- ☒ flat fee up to, but not exceeding \$9,500.00
 - ☐ hourly rate of \$120/hr. for professional time
 - ☐ hourly rate of \$35/hr. clerical support services
5. **Expenses.** District will reimburse Contractors for Contractors' expenses incurred while providing services on the basis of actual expenses incurred including:
- ☒ mileage (at the federal rate)
 - ☒ lodging
 - ☒ meals
 - ☐ photocopying, supplies, printing, postage & shipping costs
 - ☐ air transportation
 - ☐ ground transportation (rental car)
 - ☒ advertising/posting fees beyond basic package as agreed by District
6. **Terms for Payment.** OSBA will provide fiscal services for the performance of this Agreement. District agrees to pay billings within 30 days after invoice on the following schedule:
- One-half of the Basic Fee (\$4,750.00) upon execution of this agreement.
 - The remaining one-half of the Basic Fee (\$4,750.00) plus all applicable expenses incurred in Section 5 above will be invoiced when the search is concluded.
7. **Independent Contractor Status.**
- A. Each Contractor is an independent contractor. This Agreement shall not be construed to establish an employer-employee relationship between the District and the Contractors, including subcontractors or employees thereof. Contractors are free to contract with other parties on other matters. Contractors will not receive any benefits normally accruing to District employees unless required by applicable law.
 - B. The manner of providing these services are under sole control of Contractors, including providing all tools and equipment necessary for the performance of these services. The services provided must, however, meet the general approval of the District and shall be subject to the District's general right of inspection and supervision in order to secure satisfactory performance.
 - C. Contractors, in carrying out the services provided under this Agreement, are not employees of District, and as such accept full responsibility for any taxes or other obligations associated with payment for services under this Agreement.

D. None of the services covered by this Agreement shall be subcontracted without prior written consent of the District. Contractors shall be fully responsible to the District for all acts and omissions of any subcontractor, employee, agent or servant, whether employed directly or indirectly by Contractors. Steve Kelley and Sarah Herb (OSBA), Greg McKenzie, Mike Taylor, and Milt Dennison (NextUp) may provide primary consulting services to District for this search.

8. **Worker's Compensation.** Contractors shall comply with state worker's compensation law for all employees who work under the terms of this Agreement. If Contractors hire employees, they shall provide District with certification of Workers' Compensation Insurance, with employee's liability in the minimum of \$100,000 upon request by District.

9. **Termination of Agreement.** This Agreement may be terminated under the following conditions:

- A. Each Contractor is an independent contractor. This Agreement shall not be construed
- B. By written mutual agreement of all parties and may be immediate.
- C. Upon ten (10) calendar days written notice by any party to the other.
- D. Immediately on breach of contract.
- E. Upon expiration of the term specified above.

If this Agreement is terminated prior to the expiration date, District shall pay Contractor for services provided prior to the termination.

10. **Standard of Services.** Contractors agree to perform services with a standard of care, skill and diligence normally provided by a professional individual in the performance of similar services. It is understood that Contractors must perform the services based in part on information furnished by District and that Contractors shall be entitled to rely on such information. Contractors agree that the recommendations, guidance and performance of any person assigned under this Agreement shall be in accordance with professional standards and the requirements of this Agreement. District agrees not to take any action which will adversely interfere with Contractors' ability to perform to this standard.

11. **Guarantee.** Provided the District follows the steps outlined in the search process proposed by Contractors, but a new chief executive officer is not hired, or if the new chief executive officer leaves for any reason prior to completing two (2) years of service and the District has followed the Transition Plan proposed by OSBA, Contractors will conduct a new search for the cost of expenses only.

12. **Written Notice.** Any notice of termination or other communication having a material effect on the performance of this Agreement shall be served by U.S. Mail or by confirmed e-mail delivery on the signatories listed below at the addresses listed above.

It is agreed. Date: March 31, 2020

OREGON SCHOOL BOARDS ASSOCIATION (Contractor)



Steve Kelley, Director of Board Development and Executive Searches

It is agreed. Date: March 31, 2020

WINDOW TO LEADERSHIP, LLC (Contractor)
(dba NextUp Leadership)



A. Gregory McKenzie, President

It is agreed. Date:

YAMHILL-CARLTON 1 SCHOOL DISTRICT (District)

Susan FitzGerald, Board Chair

Yamhill-Carlton School District

Proposed Interim Superintendent Search Calendar

DATE	BOARD	CONSULTANT
Apr 9 *	<ul style="list-style-type: none"> • Selection of OSBA to provide interim search services • Declare position vacant (required) • Approve search process calendar (required) • Discuss/adopt desired qualities/qualifications (required) • Review salary range recommendation <i>Regular public meeting (virtually)</i> 	<ul style="list-style-type: none"> • Facilitate board approval of search calendar • Facilitate staff and community input for interim superintendent qualities/qualifications. (Input to be gathered during the board meeting.)
Apr 13		<ul style="list-style-type: none"> • Develop professional electronic flyer • Develop notice of vacancy • Advertise position
Apr 13		<ul style="list-style-type: none"> • Begin accepting applications
Apr 13 – May 3	3 weeks	<ul style="list-style-type: none"> • Receive applications • Recruit candidates / respond to inquiries
May 3		<ul style="list-style-type: none"> • Applications close • Review all applicant submissions; prepare for screening
May 6 * (TBD)	<ul style="list-style-type: none"> • Attend screening training • Establish contract parameters <i>Special public meeting/executive session (virtually, if necessary)</i> 	<ul style="list-style-type: none"> • Train board on screening process, tools and timeline
May 14 * (TBD)	<ul style="list-style-type: none"> • Select candidates to interview • Develop interview schedule • Develop interview questions • Establish contract parameters, continued <i>Regular public meeting/executive session (virtually, if necessary)</i> 	<ul style="list-style-type: none"> • Facilitate selection of candidates to interview • Train board on interview and reference check processes • Provide interview questions for review and facilitate consensus on interview questions • Schedule initial interviews with candidates
May 15 - 26	<ul style="list-style-type: none"> • Conduct in-depth reference & internet checks 	
May 27-28* (TBD)	<ul style="list-style-type: none"> • Conduct interviews <i>Special public meetings/executive sessions (In person, if possible but can be done virtually)</i> 	<ul style="list-style-type: none"> • Facilitate board's ranking of the candidates.
May 29 – June 4	<ul style="list-style-type: none"> • Negotiate contract with “first choice” candidate 	
June 4 (11)	<ul style="list-style-type: none"> • Vote to hire candidate in public meeting <i>Special (regular) public meeting</i> 	<ul style="list-style-type: none"> • Develop press release, if needed

*Consultant is on-site (virtually if restrictions are still in place.)