

Posted: 11/02/2021

At: All Hudson schools, SAU building, district website



HUDSON SCHOOL DISTRICT ♦ Hudson, New Hampshire
Hills Memorial Library, 18 Library Street

6:00 pm

Agenda

November 4, 2021

(updated 11/3/2021, 11/4/2021)

The following organizations will present their offerings for recruitment/search services for the upcoming superintendent search. Board will be in-person; presenters will be via Zoom.

- 6:00 pm **A. Presentation: New Hampshire School Boards Association (NHSBA)**
- 1) [Search Proposal](#)
 - 2) [Search Overview](#)
 - 3) [Core Search Processes](#)
 - 4) [Sample Selection Performance Criteria](#)
- 6:45 pm **B. Presentation: Ray and Associates**
- 1) [Search Proposal](#)
- 7:30 pm **C. Presentation: New England School Development Council (NESDEC)**
- 1) [Letter](#)
 - 2) [Brochure](#)
- 8:15 pm **D. New Business**
- 1) Budget Committee Liaison Voting
- 8:30 pm **E. Board Discussion**
- The board will discuss what has been presented and possibly decide which organization to utilize for the search.
- 9:00 pm **F. Adjourn**

Upcoming Meetings

Meeting	Date	Time	Location	Purpose
School Board	11/15/2021	6:30 pm	Hills Memorial Library	Regular Meeting
School Board	12/06/2021	6:30 pm	Hills Memorial Library	Regular Meeting



HUDSON SUPERINTENDENT SEARCH PROPOSAL

Overview and Introduction:

The NH School Boards Association (NHSBA) is pleased to provide this proposal for the Hudson School Board superintendent recruitment project. Please consider the following to be a draft that is open to modification based on the Board's needs. NHSBA will contract with The Bryan Group (TBG) in order to facilitate and accomplish this search. Additional information about TBG can be found at www.tbgleaders.com.

TBG provides all the search services for NHSBA. Overall leadership of this search will be directed by William Bryan, Ph.D., founder and CEO of The Bryan Group. Dr. Bryan's biography is also included with this proposal. NHSBA began contracting with the Bryan Group in the 2018-19 school year. The Bryan Group has conducted seven successful New Hampshire superintendent searches since.

NHSBA is the leading superintendent search organization in New Hampshire. In any given year, NHSBA conducts between three and eight superintendent searches. NHSBA Executive Director Barrett M. Christina has been involved in dozens of superintendent searches over the last 15 years. Further, NHSBA is the only organization dedicated solely to providing services to school boards. Serving the school board's needs is the primary goal of all NHSBA efforts.

TBG is the only firm that applies proven behavioral science to the search process. This process is based on Dr. Bryan's 40-plus years of empirical applied competency and motivation research. This research focused on identifying skills and competencies of top performers in senior leadership positions in the education, business, military, government, and non-profit sectors. When combined with the Guided Storytelling Interview, the TBG process leads to a much higher level of precision and accuracy when identifying what capabilities candidates possess and *removes a significant amount of personal bias from the screening process*. The bottom line – more qualified candidates and a much higher level of confidence in your selection decision.

The activities described below constitute a process led by TBG. The role of the Search Committee can be expanded as desired, with more involvement in developing candidate selection criteria and interviews, as requested.

Description of the Candidate Selection Process developed by TBG:

NHSBA and TBG use a competency-based model of leadership, using criteria developed by the Search Committee. This model results in a Candidate Evaluation document that allows Search Committee members to rate each semi-finalist candidate against competencies that are chosen as important by the Search Committee.

This methodology is uniquely research-based and proven to identify the competencies needed for successful leadership at the superintendent level. Candidates will be screened by TBG consultants, with



ultimate authority of choosing finalists residing with the Search Committee. Two or three finalists will then be recommended to the Hudson School Board for final selection.

Description of the Interview Process to be Used in Selection of Candidates:

The interview process utilized by NHSBA and TBG is based on methodology using Guided Storytelling Interviews (GSI) developed by William Bryan, Ph.D. The GSI process uses an interview technique that relies on the candidate’s description of past behavior and experiences which identify the competencies needed for a superintendent position. The TBG consultant will conduct short interviews (30-60 minutes in length), in order to select three semi-finalists. Semi-finalists will then participate in long interviews (2½-3 hours). Search Committee members may observe both the short and long interviews. Recordings of all interviews will be available for those unable to watch the live sessions. All interviews will be conducted remotely, using Zoom technology.

Description of the Methods Used for Recruitment of Candidates:

NHSBA advises school boards to advertise on www.edjobsnh.com, SchoolSpring, and any other sources as requested by the Hudson School Board. NHSBA will be responsible for posting the advertisements.

Additionally, NHSBA counterpart associations in New England will post the advertisement for NHSBA at no charge. The advertisement will also be sent out to approximately 3,000 subscribers to the newsletter of the Center for Secondary School Redesign (CSSR) based in Warwick, RI. Search Committee members will be kept informed as to the number of applicants and will be given direct access to SchoolSpring if so desired. In addition, NHSBA will use its informal network within New Hampshire and the region to help in recruiting qualified applicants. The Hudson School Board is responsible for the cost of advertising, exclusive of NHSBA’s search fee.

Search Activities Chart:

Referring to the chart below, an “X” in each activity designates the activity lead, although for many of them, the Board, TBG and NHSBA may be involved to some degree. All activities will be conducted by teleconference/ Zoom until COVID restrictions are lifted. If the search committee prefers the lead consultant to meet in person, this may be possible if all COVID protocols are followed. In-person meetings will be facilitated by a TBG consultant. It is worth noting that TBG has been conducting searches by teleconference even before COVID due to inherent cost savings, increased meeting participation, and an enhanced evaluation process.

Major Activities	Responsible Party	HSB	TBG	Comments
1. Finalize search committee make-up		X		<ul style="list-style-type: none"> Includes a mix of stakeholders
2. Conduct search committee orientation			X	<ul style="list-style-type: none"> Includes finalizing the search activity timeline Includes creation of a communication plan
3. Collect Stakeholder Input		X	X	<ul style="list-style-type: none"> Suggest some type of progress communication with the community, as this will enhance the new superintendent's on-boarding
4. Create superintendent performance criteria, which includes creation of a candidate evaluation form			X	<ul style="list-style-type: none"> Includes measurable role, competency, and leadership style proficiencies Also includes measurable de-railers/failure factors specific to the district The criteria and evaluation form are used for all screening activities
5. Create updated superintendent position description – includes compensation research		X	X	<ul style="list-style-type: none"> This is informed by the performance criteria TBG will provide guidance here and can provide a unique and high utility position description template
6. Write job posting notice		X		<ul style="list-style-type: none"> This is informed by the performance criteria Includes application requirements – cover letter/letter of interest, resume, letters of reference, three two-page statements of philosophy – education, management, and leadership, certification Includes posting of the position on the Hudson website TBG can provide guidance here
7. Evaluate the existing leadership team against the performance criteria			X	<ul style="list-style-type: none"> This is an evaluation of the team as a whole and not individual members. It is used to assist in determining candidate fit with the team from a competency asset-deficit management perspective.
8. Source candidates			X	<ul style="list-style-type: none"> Includes creation of a marketing flyer, networking, use of media, and use of web job posting sites (usually more than one) May require deep candidate research if the candidate pool is slim given the district's ability to attract talent, the uniqueness of the candidate qualifications sought, or the status of the superintendent hiring cycle. This involves contacting passive candidates, i.e., those not actively seeking a new position
9. Screen applications to get 6-8 quarter-finalists			X	<ul style="list-style-type: none"> Applications are screened closely against the performance criteria
10. Conduct short interviews (approx. 60 mins) to get three or four semi-finalists			X	<ul style="list-style-type: none"> Includes questions derived from the application screening and a short version of the Guided Storytelling Interview (GSI) The GSI eliminates the need for all candidates being asked the same questions (a waste of time for everyone) while still being EEOC compliant While the GSI is new to education, Dr. Bryan has employed this successfully in the business and military sectors for decades

			<ul style="list-style-type: none"> • All interviews are conducted on Zoom and recorded
11. Conduct long interview (3+ hours) to get 1-3 finalists		X	<ul style="list-style-type: none"> • Long GSI – with rigorous evaluation at points during the interview
12. Conduct reference checks		X	<ul style="list-style-type: none"> • The GSI is used with references to get detailed performance data to include evidence of de-railers/failure factors
13. Conduct background checks		X	<ul style="list-style-type: none"> • Includes verification of degrees, certifications, and criminal record
14. Search committee makes recommendation to the board of Finalist candidates	X		<ul style="list-style-type: none"> • TBG has a protocol for doing this online • TBG provides an abbreviated evaluation guide for this activity
15. Visit candidates' home sites/districts	X		<ul style="list-style-type: none"> • Depends on COVID restrictions
16. Conduct a community meet and greet of Finalists	X		<ul style="list-style-type: none"> • TBG provides interview guidelines
17. Conduct board interview of finalists	X		<ul style="list-style-type: none"> • TBG provides final candidate evaluation guidelines to the search committee
18. Board hiring decision – contracting activities	X		
19. Start date (7/1/21) - onboarding activities	X		
20. Transition coaching for the new superintendent and board		X	<ul style="list-style-type: none"> • Optional, but recommended to ensure the new superintendent gets off on the right foot (this is a short window) • Includes clarifying performance expectations

Proposed Timeline:

Major Activities	Week	Oct 18	Oct 25	Nov 1	Nov 8	Nov 15	Nov 29	Dec 6	Dec 13	Jan 3	Jan 10	Jan 17	Jan 24	Jan 31	Feb 7
1. Finalize search committee make-up															
2. Conduct search committee orientation															
3. Collect Stakeholder Input															
4. Create superintendent performance criteria															
5. Create updated superintendent position description															
6. Write job posting notice															
7. Evaluate leadership team															
8. Source candidates															
9. Screen applications															
10. Conduct short interviews (approx. 60 mins)															
11. Conduct long interviews (3+ hours)															
12. Conduct reference checks															
13. Conduct background checks															
14. Search committee makes recommendation to the Board of finalist candidates															



Anticipated Fees:

1. Search Activities #1 - #19: \$15,000, plus expenses. Expenses include the cost of internet advertising and mileage to and from Concord, NH to a Hudson meeting location. Mileage and travel expenses are minimal given that most meetings will be held virtually.
2. Search Activity #8 (expanded): If due to a lack of suitable candidates, deep research of passive candidates is required beyond normal sourcing channels, it could cost an additional \$3,000 to \$5,000 for TBG to undertake this activity. However, the Board can decide to continue using traditional sourcing channels until a suitable candidate is found, which would probably extend the timeframe. To date, TBG has not been required to go this route even for the rural district searches it has conducted, but it is a contingency to keep in mind.

Other Services/Matters with Respect to the Superintendent Search:

1. Contract
 - NHSBA/TBG will fulfill all the requirements outlined in the agreed upon and final contract.
2. Continued Services
 - NHSBA/TBG agrees to continue the search process within the contracted period of service until a suitable candidate is found.
 - Should the end of the contracted period be reached without a qualified candidate in hand willing to sign a contract, NHSBA/TBG will continue the search service until a suitable candidate is found and signed to a contract with charges only being for expenses.
 - Should the candidate leave the position, for whatever reason, within a year of having signed a contract, NHSBA/TBG will conduct a second search for expenses only.
3. Use of TBG Proprietary Search Related Materials/Documents
 - TBG grants the Hudson School District the unrestricted use within the district of selected proprietary TBG materials/documents for a period of three years from the start of the search.
4. Maintenance of Applications and Confidentiality:
 - All parties who have access to candidate materials and evaluations are required to sign a confidentiality/non-disclosure agreement as soon as the project starts. The majority of candidates do not want their job search to be public until they make finalist status.
 - NHSBA/TBG maintains all applicant materials, including interview results and videos.
 - All materials are destroyed at the point the finalist is identified and agrees to a contract.



- Optional: The final evaluation of the candidate selected is preserved and used as feedback to facilitate the transition process re: establishing performance expectations and a PD plan for the new superintendent.

5. Communications

- NHSBA/TBG agrees to respond to district emails and calls within 24 hours (sooner if possible).

References:

1. Charles Dumais, Ed.D. is the Executive Director of CES (Cooperative Educational Service in CT. CES provides a variety of services for schools and districts in Southwestern CT. Of the six educational service centers in CT, CES is the only one providing superintendent search services. While CES already conducts a number of searches each year in CT, and at a high level of proficiency, Dr. Dumais recognized that TBG could significantly enhance their search process. CES recently engaged TBG to train their search staff on the unique behavioral science backed methodology TBG employs. This additional expertise will position CES as the premiere superintendent search provider in CT. See reference letter, attached at the end of this proposal.
 - Charles Dumais, Ed.D.
 - dumaisc@cestrumbull.org; 203-530-0232
2. Russ Medbery, Newport School Board, SAU 43
 - rmedbery@sau43.org
3. Deb Brooks, Epping School Board, SAU 14
 - dbrooks@eppingsd.org
4. John Falconer, Colebrook School Board, SAU 7
 - john@linjo.com
5. Michelle Heyman, Gilmanton School Board, SAU 79
 - mheyman@sau79.org

**COOPERATIVE
EDUCATIONAL
SERVICES**

Charles Dumais, Ed.D.
Executive Director

Christopher La Belle
Associate Executive Director

Esther Bobowick
*Director of Professional
Development Services*

Michael McGrath, Ph.D.
*Director of
Special Education*

Anna Nelmes-Stoughton
*Principal
Six to Six Magnet School*

Linda Page
*Director
School Readiness*

Mark Ribbens, Ed.D.
*Princial
Regional Center
for the Arts/Open
Choice Coordinator*

Margaret M. Sullivan
*Director of Finance
and Operations*

August 2020

As an educational service agency, the C.E.S. mission is to identify and provide quality educational opportunities for educators, students, families, and communities. We provide school districts with high quality, cost-effective educational and support services. To help districts best serve their students and community, we conduct executive searches to identify and secure high quality superintendents to engage in sustainable work with boards of education. Over the past decade, C.E.S. has conducted executive searches in more than forty communities in Connecticut (nearly a quarter of all school districts in the state). There is no other Connecticut educational search firm as committed to the success of schools as we are.

Our executive search services are led by a team of distinguished educational leaders. Our principal search consultants have served as Connecticut superintendents and have performed numerous successful searches in urban, suburban, and rural school districts. Our consultants are supported by an extensive team of professionals who have the resources to facilitate a smooth and effective search process.

When I took over the agency in 2018, we made a commitment to increasing our *agility*, expanding our *impact*, and improving our *relevance*. With respect to executive searches, this translated to moving beyond the traditional interview to a more research-based, data-driven, competency-based method that could effectively identify undeniable leadership traits that are scalable and transferable.

We were guided to The Bryan Group (TBG) and found that their sophisticated, competency-based interview process generates, with predictive validity, information on candidate's needs, wants, desires, competencies/knowledge, skills, talents, and *also* failure factors (so often absent in the typical search process).

Working with the search committee, TBG establishes measurable role proficiency, competency proficiency, and leadership styles that have predictive validity regarding future performance *and* incorporates the unique culture, values, and principles of the school district.

Our partnership with TBG has provided us with the opportunity to build the capacity of our executive search team, better deliver our mission to support school districts, and fundamentally improve the process by which we identify superior candidates.

Sincerely,



Dr. Charles Dumais
Executive Director



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202B Hall's Mill Road
Whitehouse Station, NJ 08889

**Commercial Umbrella Liability
Coverage Form
Declarations**

Policy Symbol: UMB		Previous Policy Symbol: UMB
Policy Number: D95325920		Previous Policy Number: New
COVERAGE IS PROVIDED IN THE COMPANY SHOWN BELOW ACE Property and Casualty Insurance Company 436 Walnut Street Philadelphia, PA 19106		
Named Insured and Address		Producer Name and Address
THE BRYAN GROUP, LLC 955 Apollo Way Incline Village, NV, 89451		TELAMON INSURANCE & FINANCIAL NETWORK LLC 30 SOUTHWEST PARK WESTWOOD, MA, 02090-0000 PRODUCER CODE 0007143-99999
Policy Period: 03-20-2020	to 03-20-2021	12:01 A.M Standard Time at the Address of the Named Insured as stated herein
Limits of Insurance		
\$ 1,000,000 Each Occurrence		
\$ 1,000,000 General Aggregate		
\$1,000,000 Products Completed-Operations Aggregate \$0 Self-Insured Retention		
Policy Period Premium		
\$ 525 Premium \$ 25 Terrorism Premium included in Annual Premium		
\$ 0.00 State Surcharge		
\$ 525.00 Premium, including all Surcharges and Assessments		
Schedule of Underlying Insurance		
Underlying Policy Type: Businessowners Company	Limits of Insurance	Limit Amount
ACE Property And Casualty Insurance Company	General Aggregate	\$2,000,000
Policy Period 03-20-2020 to 03-20-2021	Products-Completed Operations Aggregate	\$2,000,000
<input checked="" type="checkbox"/> Including Hired and Non Owned Only Auto Liability (within GL)	Each Occurrence	\$1,000,000

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**Commercial Umbrella Liability
 Coverage Form
 Declarations**

<input type="checkbox"/> Employee Benefits Liability		
Underlying Policy Type: Employers Liability	Limits of Insurance	Limit Amount
Company	Bodily Injury by Accident	
Chubb- Federal Insurance Company	Each Accident	\$500,000
Policy Number 71787038	Bodily Injury By Disease	
	Each Policy	\$500,000
Policy Period 03-20-2020 to 03-20-2020	Each Employee	\$500,000
In any jurisdiction, state, or province where the amount of Employers Liability Insurance provided by the Underlying Insurer(s) is by law "Unlimited", the underlying Employers Liability limit(s) shown in the above schedule do not apply and no coverage shall be provided for Employers Liability under this policy.		

William R. Bryan, Ph.D., CEO

The Bryan Group, LLC
955 Apollo Way, Incline Village, NV 89451
Cell: 401-965-8345

Bill is the founder and CEO of The Bryan Group, LLC, which is a consulting firm that provides high-level capacity building services to organizations in the education and business sectors. Services include executive search, strategic planning, leader coaching, and organization development to include talent and performance management best practices. Bill is also the co-founder and VP for Leadership and Organization Development at the Center for Secondary School Redesign (CSSR). This is an education consulting firm that focuses on improving student performance. For the past 13 years he has provided management, leadership, and organization development services to schools and school districts across the country, to include those in 14 different states. Bill is currently reducing his role in CSSR to that of advisor, as he ramps up The Bryan Group nationally.

After graduating from Dartmouth College, Bill entered the Army, where he achieved the rank of Captain and was the commanding officer of companies in South Korea and the US. Following his Army service, Bill obtained a Ph.D. in clinical psychology from The George Washington University with a specialty in child, adolescent, and family psychotherapy. He started a group psychology practice and held a variety of positions to include university teaching. Based on his clinical and academic experience, he was hired to create and direct the student counseling services at Bryant University. His interest in communication skills training and work with businesses led to a position as project director with McBer and Company (now Hay/McBer), a Boston consulting firm specializing in motivation and competency research that was led by Dr. David McClelland, the head of the Harvard Social Relations and Psychology Departments. In this role, he conducted applied competency and motivation research aimed at improving the performance of Fortune 500 companies and military organizations.

Bill founded Bryan Associates, Inc. (BAI) and ran this consulting firm for 23 years. BAI provided management, leadership, and organization development services to a wide variety of companies in the private, non-profit, and government sectors. A sample of the clients served includes: Anheuser-Busch, AT&T, Citicorp, CKE Restaurants, Entergy Corporation, Exxon, Hewlett-Packard, IBM, Johnson & Johnson, Kidder Peabody, Major League Baseball, Mobil, New York Life, the New York Stock Exchange, Southwestern Bell, the U.S. Navy, the YMCA of the USA, and the University of Rhode Island.

To sum up Bill's capabilities, he is a highly skilled consultant, manager, leader, and entrepreneur with demonstrated competence and success in multiple sectors in the following areas:

- Leadership
- Executive coaching
- Executive search and selection
- Competency-based hiring practices
- Change leadership - implementation of major organization initiatives
- Project management
- Talent management - applied competency and talent research and applications, e.g., training, professional development, performance appraisal, succession planning, and creating staffing plans

- Performance management
- Development and implementation of performance standards at all levels
- Strategic planning
- Design, development, and delivery of interventions to create high-performing organizations
- Design and development of organizational strategies, processes, and structure
- Alignment of operational and human resource capabilities with organization objectives – creation of competency-based HR functions
- Team building, creating high-performing teams, and meeting facilitation
- Customer/stakeholder needs and satisfaction research

Bill is an experienced speaker at both the local and national level. He is a member of the Academy of Management, the American Psychological Association, and the Society for the Study of Peace, Conflict, and Violence. His involvement in academia includes positions at Providence College (psychology and counseling), Bryant University (counseling), University of Rhode Island (labor relations, organization behavior – undergraduate and MBA, and advisor to the executive MBA program), American University (NTL/MA program in HR development), and New England College (Ed.D. leadership program instructor and dissertation advisor).

Bill has authored many white papers, articles, and professional development programs. He was the lead contributor for *Breaking Ranks® II* and the *Breaking Ranks® in the Middle Implementation Guide* titled: *Breaking Ranks®: A Field Guide for Leading Change*. He led and authored a study of the characteristics of top-performing quality leaders in 13 top tier organizations, to include: Anheuser-Busch, AT&T, Harvard, Hewlett-Packard, Marriott Corporation, NYNEX, and Texas Instruments. He has three book projects in the works – one on leadership, one on enhanced hiring practices, and one on developing student agency. He is actively engaged in a study, the results of which will be published, that identifies how school-age children cope with adversity and develop the social-emotional intelligence competencies required for a successful life.



THE NH SCHOOL BOARDS ASSOCIATION



*NHSBA
SUPERINTENDENT
SEARCH SERVICES*



What leads to a Successful Superintendent Search?

Three factors determine whether any search will be successful:

1) Valid and Measurable Performance Criteria.

- The NHSBA approach is unique and generates measurable role and competency performance standards, to include those “chemistry” attributes typically hard to quantify, such as initiative, relationship building, sense of urgency, board compatibility, and so on.

2) A Rigorous Candidate Evaluation Methodology.

The evaluation methodology employed surfaces capabilities and valid behavioral data (thoughts, feelings, and behaviors) that are scored against the position performance criteria.

- The approach employed looks at multiple sources of performance data to include applications, telephone screening interviews, reference checks, and so on. Of particular note is the application of the Guided Storytelling Interview™ (GSI), which is used to evaluate and screen the final two or three candidates. The GSI is the gold-standard for measuring leader and manager capabilities and to conduct qualitative research. Only the NHSBA has the ability to use this rigorous evaluation methodology.

3) Qualified Candidates.

This is a big challenge in most superintendent searches, as there isn't enough top talent to go around, particularly in New Hampshire and neighboring states. NHSBA puts significant effort into sourcing qualified candidates with the goal of having two-to-three highly qualified candidates make it to the final screening.

What Capabilities Underpin NHSBA's Ability to Conduct an Effective Search?

As an organization that is established for the purpose of assisting school boards across the state, our superintendent search is one of our primary services. NHSBA's large network allows us to explore each candidate's background more thoroughly than otherwise might be doable, which results in a better assessment of candidate's fit with the district. We work with most superintendents across New Hampshire and are able to contact colleagues at other state school boards associations relative to out-of-state applicants.

With regard to the specifics of the search process, our ability to address all three of the search requirements described above is due to our extensive experience with NH districts and a partnership with the Center for Secondary School Redesign (CSSR) headquartered in Rhode Island. CSSR has many unique and proven methodologies and tools that enhance the search process. In addition, CSSR has partnered with with districts throughout NH in support of student personalization efforts, strategic planning, board development, and searches for both school leaders and superintendents. While NHSBA maintains the formal contractual relationship with district search clients, the work is conducted in close partnership with CSSR. Additional capabilities include:

- The NHSBA Executive Director is closely involved throughout the process with oversight responsibilities of the CSSR consultants and NHSBA staff.
- The NHSBA Administrative Assistant oversees the posting of advertisements, announcements, and other correspondence. NHSBA assists in the development of the advertisement, posting the advertisement online, and developing other pertinent documents.
- The NHSBA Staff Attorney is active with all legal matters and is available to answer questions regarding Right to Know law considerations, interview protocols, human resources matters, contract negotiations, and so forth.

What are the Primary Search Process Steps & Timeline?



The time needed to conduct an effective search is typically about four months. It will be longer if the sourcing of candidates doesn't result in an adequate number of qualified candidates. It can be done in less time if the logistics can be streamlined and a pool of qualified candidates is readily available.

MONTH 1

1. Engagement parameters are determined and agreed upon. A formal letter of agreement (LOA) is drawn up which details the mutual NHSBA-district client accountabilities, to include an agreed upon timeline.
 - *NHSBA employs a standard set of search activities, which are outlined here. However, NHSBA will conduct fewer than the standard activities, or more - whatever best meets the district's needs (please see Optional Search Activities).*
2. To the degree required, the creation of the search committee is completed. (Please see the Establishing the Search Committee Section below, and the Search Committee Formulation Guidelines document.)
3. A performance criteria identification meeting with the search committee is conducted to identify measurable performance standards in terms of roles, competencies, leadership styles, and derailers (failure factors). The criteria are customized to ensure fit with district short and long-term goals and needs, e.g., fit with the board, the community, academic/student college and career readiness goals, and district values, vision, mission, and guiding principles.
 - *It is recommended that community forums and/or online surveys of a mix of stakeholders are conducted to solicit input into what the public wants to see in the new superintendent. The input is utilized in the performance criteria committee meeting.*
 - *Another approach is to hold the committee meeting first, and present to the community the committee findings for review and refinement. These community forums focus on establishing performance criteria, based on empirical research, that indicates what top-performing superintendents demonstrate in terms of roles, competencies, and leadership styles.*
 - *If yours is a multi-district SAU, it is advised that surveys and forums be conducted with each town in the SAU.*
4. Application elements/requirements are established.
5. A candidate sourcing plan is finalized.
6. All sourcing strategies are initiated, e.g., job postings are created based on the performance criteria, and placed on appropriate sourcing sites.

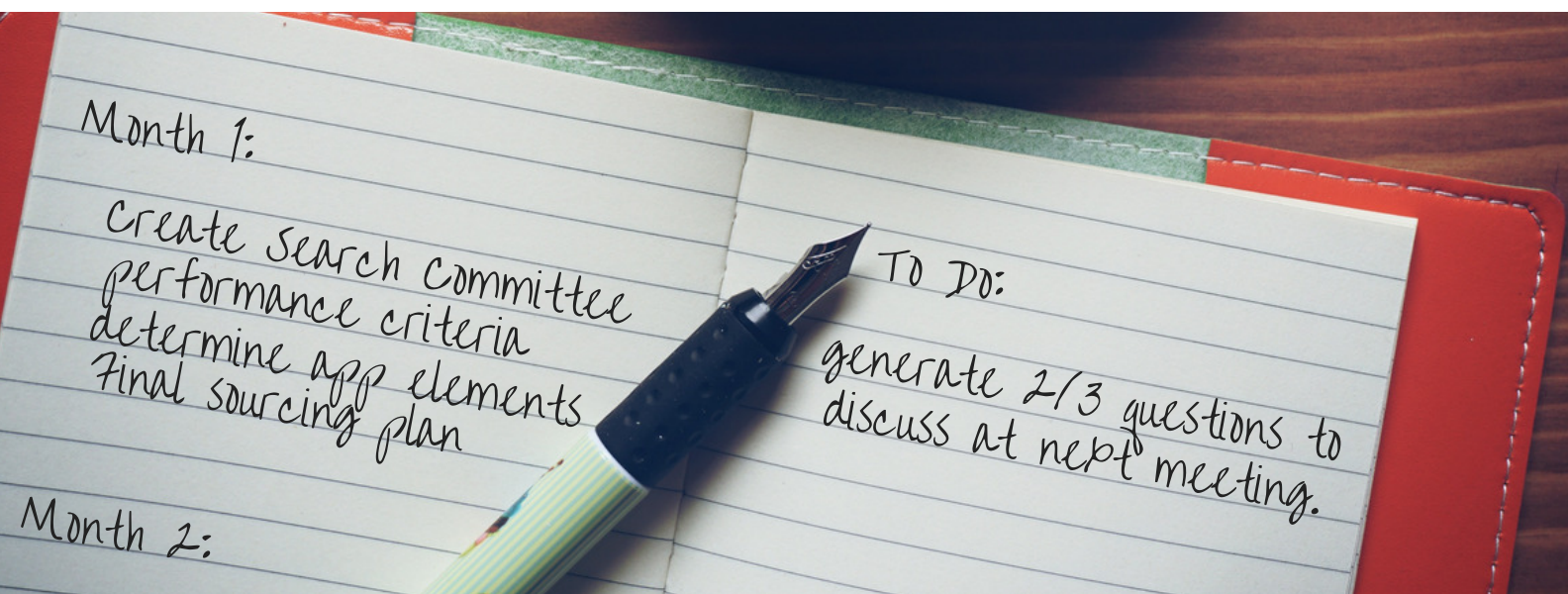
Steps & Timeline

MONTH 2

1. Applications are accepted and screened.
2. Sourcing/recruitment efforts continue.
3. Application period closes at the end of the month.
4. Initial/paper-screening is completed with the goal of identifying 6-8 qualified candidates.

MONTH 3

1. A telephone screen is conducted with the 6-8 candidates.
2. From the telephone screen, 2-3 finalists are identified.
3. The final candidates (internal & external) are screened by participation in the Guided Storytelling Interview (GSI) - conducted by teleconference (Zoom)
 - Zoom allows the interviews to be video recorded.
 - The committee reviews the recorded interviews and scores them against the performance criteria with the guidance of the NHSBA consultant.
 - If the committee is not a sub-committee of the board, it is recommended that board members join the committee to review and score the interviews.
 - Those considered a good fit are identified and invited to participate in the final screening activities.



Steps & Timeline

MONTH 4

1. Candidates participate in additional screening activities, e.g., one-on-one and constituent group “chemistry/fit” interviews, panel interview, and work samples.
 - *If the committee is not a sub-committee of the board, it is recommended that board members join the committee in the additional screening activities, or at this point, dismiss the committee and conduct all remaining activities.*
 - *Board members also may wish to visit the candidates’ home districts to conduct interviews of key stakeholders who are very familiar with the candidates.*
2. The final candidate is selected.
3. Reference and criminal background checks are conducted for the final candidate.
4. The position is offered to the final candidate.
5. The contract is negotiated and finalized.



How Much Does the Search Cost?

1. The fee for a standard search – those activities described above - is \$12,000 with the first third due at the signing of the LOA. The second third is due one month from the first, and the third is due two months from the first.
2. Should additional activities be requested of NHSBA, such activities are charged at a rate of \$1,000 per day.
3. Out of pocket expenses, e.g. travel, materials/copies, and advertising are charged back to the district at cost.
 - *Most advertising is done via websites. The cost of the advertisements is generally between \$500-\$800 per website for a 5-6 week run/posting. NHSBA recommends posting the advertisement on at least two well-known advertising sites.*



What Happens if a Qualified Candidate is not Found?

NHSBA is committed to providing high-quality service to its members, to include the search process. Given the challenge of having less qualified superintendent candidates available than needed, it is possible that the first round of sourcing will not result in a qualified candidate, or one that will accept the offer – the competition for good performers is intense! Should this occur, in keeping with our commitment to members, NHSBA will conduct a second round of sourcing and GSI screening at no charge (except for out of pocket expenses) as a service to the district. Should the second round also not generate a qualified candidate, NHSBA will conduct a third round at a reduced fee for the activities required.

WHAT MAKES FOR A GOOD SEARCH COMMITTEE?

1. NHSBA recommends that a sub-committee of the school board be established to conduct the steps of the search described above.
2. If the district chooses to create a committee that is made up of a mix of community stakeholders, e.g., board member, administrator, teacher/union rep, student, parent, business rep, town official, etc., it is recommended that it not exceed 12 members.
 - *It is made clear from the start that the committee has an advisory role only, and it is the SAU Board that will make the final decision.*
 - *It is strongly recommended that committee member substitutes not be employed when a member cannot make a meeting or conduct an assigned task. This is for the purpose of continuity and confidentiality. Committee members should be committed from the start to make themselves available for all meetings and assigned activities.*

WHAT SHOULD BE INCLUDED IN THE APPLICATION PACKET?

The following are typical components of the application packet, which are determined by the client:

- *Letter of application/cover letter*
- *Current resume*
- *Statement of educational and leadership philosophy*
- *Verification of educational degrees and certifications*
- *Three current references*

It should be made clear in the packet that all information will be held in confidence. Typically, the name of a candidate is not released until the candidate has been identified as a finalist and agrees to his/her references being called or visited. At this point, the district may wish to make an announcement of the names of the finalist and invite the public to watch their video and/or to participate in events scheduled that provide stakeholders with the opportunity to meet with the finalists.

Is There Anything Else that Should be Kept in Mind?

1. From the beginning of the process, the board should have in hand general parameters regarding salary and benefits.
2. Given the needs of the district, it is important to have a clear picture of how long a commitment the district is willing to make to the new superintendent. It is essential to realize that making major changes in a district takes time, and that having a competent superintendent in place for 5-7 years is critical to ensure that goals can be met and made sustainable.
3. NHSBA has templates and examples of documents for many of the activities that it will share freely, e.g., contracts, candidate evaluation protocols, community surveys, etc.
4. NHSBA is flexible, and can customize the search process to fit district needs, which may mean reducing or expanding the search activities, and/or utilizing unique activities or tools in place of those considered standard.

TBG CORE SEARCH PROCESSES

Overview

- A. **CLIENT DRIVEN:** The search committee (SC) is a mix of stakeholders or a subcommittee of Board. The SC conducts most of the activities with TBG guidance and/or training. (2nd most expensive.)
 - B. **TBG DRIVEN:** The SC is often relatively small, e.g., subcommittee of the Board. TBG conducts most of the activities with check-ins with the SC and provides reports to the SC. (Most expensive.)
 - C. **ABBREVIATED:** Less rigor and less time spent on criteria development, application screening and the short interviews. No in-depth exercises to identify role and competency requirements – they are presented with 8-10 core leader roles and 15-17 core leader competencies. They are guided to select a max of 6 roles and 12 competencies and TBG adds the indicators. No short interview training – and may eliminate short interviews altogether. (Least expensive.)
- X = Lead and most time. • (X) = Support or input for the activity, e.g., guidance, training, and/or documentation

STEPS (typical sequence)	A. CLIENT DRIVEN			B. TBG DRIVEN			C. ABBREVIATED		
	TBG	Client	Other	TBG	Client	Other	TBG	Client	Other
1. Form the SC	(X)	X		(X)	X		(X)	X	
2. Process Overview*	X			X			X		
3. Build High-Perf SC	X								
4. Project Communication		X		X	(X)			X	
5. Community Input	(X)	X		X			?	?	
6. 18-Box Exercise	(X)	X		X	(X)		(X)	X	
7. Desired Experience		X			X			X	
8. Desired Credentials		X			X			X	
9. Role-Comp Ident (full)	(X)	X		X					
10. Role-Comp Id (part)							X	(X)	
11. Job Posting Descript		X		X	(X)			X	
12. Posting Placement	X			X			X		
13. Cand Research (opt)	X		X	X		X	X		X
14. Ldr Style Priorities		X		X			X		
15. Derailers (no indic)				X				X	
16. Derailers (with indic)	X	(X)							
17. Refined Role-Comp	X			X			X		
18. Cand Eval Form	X			X			X		
19. Application Screening	(X)	X		X			(X)	X	
20. Short Interview	(X)	X		X			?	(Opt)	
21. Long GSI-Scoring	X	(X)		X			X		
22. Composite Eval Form	X			X			X		
23. Meet and Greet	(X)	X		X	(X)		(X)	X	
24. Reference Checks	(X)	X		X	(X)		(X)	X	
25. Site Visits	(X)	X		X					
26. Final Eval Form	(X)	X		X				X	
27. Background Check		X		(X)	X			X	
28. Attend Board Mtg	(X)	X		X				X	
OPTIONS									
• Supt. Onboarding	X			X			X		

* Who does what is made crystal clear with regard to each step!

SAMPLE SELECTION PERFORMANCE CRITERIA

Overview

-criteria are created for the specific position and include: roles, competencies, leadership styles, and derailers/failure factors.

1. **Roles (typically 5-7)** are mini-position descriptions that describe the different hats the position incumbent must wear well at different times to be successful.
2. **Competencies (typically 12-15)** are the knowledge, skills, or talents required to execute the roles at a high level.
3. **Leadership Styles (8)** are constellations of competencies and skills that must be applied when the leader is faced with different job demands – the right style at the right time facilitates role execution. Flexibility in the use of styles is essential. There are eight styles, with the four functional styles being *Influencer, Convener, Captain, and Coach*, and the four dysfunctional styles being *Hammer, Cowboy, Loner, and Friend*.
4. **Derailers/Failure Factors (typically 3-6)** are attributes of a person, that in the context of the position being filled, almost always ensure failure, even if the person possesses many of the competencies required. They are not just the flip side of one of the competencies, as they reflect unique negative characteristics.

ROLE SAMPLE

C7. COMMUNITY BUILDER: *Proactive developer of relationships with community members who have a stake in the success of the organization and who can contribute to its success.*

Major Tasks:

- a. Identify who the external stakeholders are that can impact the attainment of organization goals.
- b. Build understanding for and support of organization goals with targeted groups of stakeholders.
- c. Empower community members for the purpose of building support for the organization and for improving the quality of life of community members.
- d. Develop and apply communication and buy-in strategies tailored to the unique needs of the different stakeholder groups.
- e. Establish a communication process that keeps key stakeholders in the

COMPETENCY SAMPLE

B24. POLITICAL SAVVY: *Understands how to use positive influence skills and strategies to get the job done at a high level; is street smart. (H)*

Behavioral Indicators:

- a. Understands the formal and informal power/authority structure within groups and organizations and uses that understanding to create effective influence goals, plans, and strategies aimed at meeting objectives.
- b. Is street smart; knows when to back off to fight another day.
- c. Has a finely tuned sense of timing re: when individuals or groups will be most open to being influenced.
- d. Understands the need for and employs coalitions and strategic political relationships to assist in meeting university goals.
- e. Uses his/her high level interpersonal diagnostic skills to ensure he/she understands what makes others tick, and uses that knowledge to good

<p>loop.</p> <p>f. Provide community members with a clear vision of what the organization goals, objectives, and learning and instructional strategies are that lead to goal attainment.</p>	<p>effect when attempting to influence others to accept a point of view or course of action, or to gain compliance when necessary.</p> <p>f. Always find the silver lining in any situation, to include finding something positive to say about an individual or group.</p> <p>g. Finds ways to connect with all stakeholder groups, regardless of differences.</p> <p>h. Does his/her homework before meeting with individuals or groups re: their needs and history.</p> <p>i. Displays effective negotiation and mediation skills.</p>
--	---

LEADERSHIP STYLE SAMPLE (functional)

<p>I. <u>CAPTAIN</u>: Leads through the setting of clear and concise goals and performance expectations.</p> <ul style="list-style-type: none"> • Provides very clear goals and direction • Possesses short, medium and long-term goals • Is fair and firm in dealing with others • Maintains a consistent approach to managing others • Does not shy away from tough decisions • Disciplines and rewards in a thoughtful, appropriate, and timely manner • Solicits input, but makes the final decision • Delegates appropriately - provides the what and why, and allows others to determine the how • Understands what it takes to implement and sustain change over time • Stands up for own employees • Employs processes and systems to stabilize the organization and to optimize the use of resources

DERAILER Sample

<p>1. <u>CAREERISM</u>: Puts personal gain before the good of the organization.</p> <p>Behavioral Indicators:</p> <ul style="list-style-type: none"> a. Changes jobs frequently to enhance career opportunities and compensation. b. By actions, evidences an agenda of moving self ahead as fast as possible without regard to the impact on individuals or the organization. c. Will not commit to staying in a position for a specified amount of time, or does not honor commitments when other opportunities arise. d. Is not forthcoming when explaining reasons for job changes. e. Changes jobs when demands/stress make it less than desirable.

A Proposal for the Selection of a Superintendent

Presented To:



Submitted By:

Ray and Associates, Inc.

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Ray and Associates, Inc.
Leaders in Executive Searches

October 26, 2021

Hudson School District SAU 81
ATTN: Mr. Gary Gasdia, Chair
20 Library Street
Hudson, New Hampshire 03051

Dear Mr. Gasdia and Members of the School Board:

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

As I am sure you are aware, the selection of Superintendent will be one of the most important activities your Board will perform. The Board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the District.

We are familiar with New Hampshire having previously placed the Principal at ConVal School District and the Superintendent at Dover School District. We are also familiar with the Northeastern region as we have previously assisted Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut; Wyandanch Union Free School District, Amityville Union Free School District, New Heights Academy Charter School and Rochester City School District, New York; Anne Arundel County Public Schools, Baltimore City Public Schools and Howard County Public School System, Maryland; Wissahickon School District, Millville School District and Benton Area Public School District, Spring-Ford Area School District, and School District of Cheltenham Township, Pennsylvania; Camden City Public Schools and Marlboro Township Public Schools, New Jersey; and Wareham Public Schools and Boston City Schools, Massachusetts in their educational leadership searches.

Nationally we have conducted searches for Neuse Charter School, Charlotte-Mecklenburg Schools, Durham Public Schools and Guilford County Schools, North Carolina; Norfolk Public Schools, Montgomery County Public Schools, Mecklenburg County Schools, Bedford County Schools, Newport News Public Schools, Hampton City Schools, Prince William County Public Schools and Williamsburg-James City Schools, Virginia; Maury County Public Schools, Knox County Schools, Oak Ridge Schools, Sumner County Schools and Memphis City Schools, Tennessee; Jackson Public Schools, Mississippi; Mountain Home Public Schools, Bentonville Public Schools, Fort Smith Public Schools, Rogers Public Schools and Fayetteville Public Schools, Arkansas; the School District of Palm Beach County, Lake County Schools, Florida State University Schools, Brevard Public Schools, Broward County Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Santa Fe Public Schools, New Mexico; Beaufort County School District, Jasper County School District and Richland County School District One, South Carolina; Lorain City Schools, Ohio; Benton Harbor Area Schools and Ann Arbor Public Schools, Michigan; San Ysidro School District, Albany USD, Berkeley USD, Pasadena USD and Emery USD, California; Northshore School District, Kent School District, Federal Way Public Schools and Seattle Public Schools, Washington; Juneau School District and

Anchorage School District, Alaska; Hawaii School for the Deaf and Blind, Hawaii; Jefferson County School District, Flagstaff Academy and Eagle County Schools, Colorado; and Glenbrook North and Glenbrook South High Schools, Joliet School District, Township High School District and West Northfield School District, Illinois.

We have also assisted the Colorado Department of Education, West Virginia Department of Education, Ohio Department of Education, Florida Department of Education, Rhode Island Department of Education, Michigan State Board of Education and Wyoming Department of Education with their state superintendent searches.

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

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "M. Collins", written in a cursive style.

Michael Collins
President

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INTRODUCTION

THE SEARCH

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



RA
Ray and Associates, Inc.

BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Hudson School District SAU 81 in a performance contract regarding our professional services for your Superintendent search.

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

PERFORMANCE

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

MISSION STATEMENT

RA
Ray and Associates, Inc.
Leaders in Executive Searches

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

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

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

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

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

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

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

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

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with New Hampshire having previously placed the Principals at ConVal School District and the Superintendent at Dover School District. We are also familiar with the Northeastern region as we have previously assisted Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut; Wyandanch Union Free School District, Amityville Union Free School District, New Heights Academy Charter School and Rochester City School District, New York; Anne Arundel County Public Schools, Baltimore City Public Schools and Howard County Public School System, Maryland; Wissahickon School District, Millville School District and Benton Area Public School District, Spring-Ford Area School District, and School District of Cheltenham Township, Pennsylvania; Camden City Public Schools and Marlboro Township Public Schools, New Jersey; and Wareham Public Schools and Boston City Schools, Massachusetts in their educational leadership searches. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.



THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of the Hudson School District SAU 81. We have:

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

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Hudson School District SAU 81. In addition, we have professional contacts throughout New Hampshire, the northeastern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Michael Collins, President

President/Columbus, OH

Mike is President of Ray and Associates, Inc. He oversees all searches conducted by the firm and will directly interact with Hudson School District SAU 81 and any committee that may be established on all details of this search. He has a Bachelor's degree in Secondary Education from Miami University and a Master's degree in Education from Ball State University. Mike has been a business owner for 37 years including a statewide education consulting firm. He is also a former two term city school district Board of Education member and a former two term elected State Board of Education member.

Dr. Christopher Clouet

Regional Search Associate/New London, CT

Chris serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He received his M.A. in Portuguese and Brazilian Studies from Brown University and received a Doctorate of Education in Educational Leadership and Administration from the Teachers College of Columbia University. He has over 35 years of experience in the education field having served as as Teacher, Principal, Superintendent, Adjunct Professor and Special Advisor to the Commissioner of the Connecticut State Department of Education.

Dr. John Ramos, Sr.

Regional Search Associate/Trumbull, CT

John serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He has a bachelor's degree in English and American Literature from Brown University, a master's in Public Administration from the University of Rhode Island and a doctorate in Education Administration from Teachers College, Columbia University. He has extensive experience in the education field having served as a Principal, Assistant Superintendent for Curriculum and Instruction, Superintendent and Deputy Commissioner for Educational Programs and Services for the Connecticut State Department of Education.

Ms. Jamie Glasser

Regional Search Associate/Pittsburgh, PA

Jamie serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. She received her Bachelor's degree in Pre-Professional Studies from the University of Notre Dame and her J.D. degree from the University of Pittsburgh School of Law. Jamie's background consists of serving as a Legislative Assistant, Legislative Counsel, District Chief of Staff for State Senator Jay Costa, Jr., Senior Director of Government Affairs and she is currently a partner with Commonwealth Consulting Partners. Additionally, she has over 7 years of Board member experience with the Woodland Hills School District.

SECTION I

CONSULTANT SERVICES PROVIDED FOR HUDSON SCHOOL DISTRICT SAU 81 THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Provide all services as outlined in Sections I, II, III and IV.
2. Customize the search process to meet the needs and expectations of Hudson School District SAU 81.
3. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
4. Work with the Board to establish a timeline that lists each step in the search process.
5. Discuss with the Board the requirements and salary range for the Superintendent position.
6. Work with Hudson School District SAU 81 staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

7. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option in many languages at no additional fee. We will provide a link to the survey to post on the District's website. The consultants will receive and organize all input data and then report the results to the Board.
8. Provide the Board with cost saving options to minimize expenses by utilizing Zoom, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
9. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the School Board's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the New Hampshire Administrators and New Hampshire Association of School Boards Publications, The School Administrator Publication, Executives Only Website, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE) and other publications selected by the Board.

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

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

STAGE 4 - CANDIDATE PRESENTATION

13. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. By offering this opportunity, this will save the Board members on expenses and their time.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. We have been extremely effective working with Boards who are divided on issues and candidates.
15. Assist the Board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
17. Help arrange the details of interviews for leading candidates.
18. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
19. Coordinate with the Hudson School District SAU 81 Business Office the procedure for reimbursement of candidate's expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

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

The Superintendent search services and process provided above can be adjusted to meet the specific needs of the Hudson School District SAU 81.

WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

Stage One is Board Input and Preparation. The firm will meet with each Board member individually to obtain input for the profile development and meet with the entire Board to set the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising and determine the salary.

Stage Two is the Profile Development and Process. Our firm takes the development of the profile very seriously. We will meet with employees and stakeholders as identified by the Board. We also will hold morning and evening open forums to collect input from the community. The purpose of the interviews and meetings are to gather and organize information that will contribute to the development of an accurate profile for the position. The Board will have the opportunity to review our recommendations and make the final decision on the desired profile.

Stage Three of the process is Recruiting and Screening. The firm's dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and screening of applicants.

Stage Four is Candidate Presentation. Ray and Associates will bring before the Board 8-12 top candidates for their consideration. Board members will have the opportunity to not only review the application packet submitted by each top candidate but they will also have the opportunity to observe each top candidate interviewed with questions specifically designed to the search through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. In addition to the top candidate packets provided to the Board, we will have available to the Board each and every completed file for their perusal if they so choose.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process. Ray and Associates will assist the Board in establishing the interview format and in developing interview questions.

Stage Five is the Selection of the Finalist and Future Planning. At the conclusion of the last interview, the representative from Ray and Associates will once again be onsite to lead the Board through a similar consensus building activity which has proven to be very successful in assisting Board members to reach a final determination of their finalist(s). It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

We believe strongly that this process allows the final selection of candidates to be in the control of the Board. When Boards are provided with a limited number of candidates from whom to consider, the Board has only limited involvement in the search process. Through the outstanding discussions fostered by the consensus building instrument provided by Ray and Associates, Board members have overwhelmingly been appreciative of their strong involvement.

POINTS OF EXPERIENCE IN TIME OF COVID-19

During this unprecedented time of COVID-19, we, along with other firms, have had to adapt our way of thinking and practices in order to accomplish the task at hand – finding your next Superintendent.

We had searches in various stages when the outbreak of COVID-19 hit forcing school districts to close and states to issue shelter in place orders. Some of the ways we have adapted our search experiences are as follows:

1. First meetings with the Board and Board one-on-one interviews can be conducted electronically or by phone.
2. In addition to our current electronic 31 qualities survey, and in lieu of in person stakeholder meetings, we have conducted stakeholder meetings via Zoom with groups and members chosen by the Board/district.
3. Another option used to gather stakeholder/constituent group input is to place the stakeholder questions into Survey Monkey and providing the district with links for each group which they then distribute to the selected members of each respective group. Upon closure of the survey, we review and compile responses to the stakeholder questions. This information is used internally to assist in finding common themes, names of suggested candidates and possible interview questions.
4. If presenting the candidate packets to the Board in person is not an option, we can conduct a meeting via Zoom or other electronic means where we would provide the Board with links to the candidate packets as well as the one-way candidate Spark Hire videos.
5. If needed, candidate interviews can also be conducted electronically. We know this is not ideal, but it can be utilized to keep the process moving.
6. We realize an important part of the process is to have stakeholders meet the candidates. If that is not possible due to current conditions, we suggest an electronic forum for each candidate whereby the community can submit questions, a moderator would then compile the questions into a select number (given the time allotment) of various topics, and then ask those questions to the candidates (i.e. 30 minute time limit, 2 minutes per question, going alphabetically by candidate with one candidate completing their 30 minutes followed by the next candidate). If district technology allows, these forums would then be shown on the district meeting site or YouTube site.
7. This is YOUR search. We will work with you to devise a plan that works for you!

INCLUSION, EQUITY AND ELIMINATION OF INSTITUTIONAL RACISM

During these challenging times we articulate our organizational commitment to identifying and acting upon the changes that are needed to bring about inclusion, recognize the need for equity, and eliminate institutional racism.

We recognize social injustice, systemic racism, socio-economic limitations and the disparities associated with the identification and placement of school district leadership personnel. Furthermore, this recognition has not only guided our recruitment and placement of school district leaders, it directly impacts our recruitment and selection of our search Associates and national office personnel.

Therefore, we will:

- **Declare inclusion as an organizational core value;**
- **Engage in intentional conversation and behavior around diversity and equity;**
- **Identify social justice as a behavior model impacting our school search practices;**
- **Recognize systemic racism as an equity problem for children's access to a fair, thorough and effective public education;**
- **Place equity, inclusion and diversity as major tenant of practice; and**
- **Use our voices and practices as instruments for change.**

As a broad-based representative, nationwide organization that focuses on the delivery of leadership search and selection services to school districts, we commit ourselves to the statements above.

Additionally, we will continue to ask ourselves the appropriate questions that help us focus on the delivery of our respective services through the lenses of integrity, equity, social justice and inclusion.

Finally, we will continue to bring forward the organization's forces of institutional leadership, advocacy, scope of representation, levels of expertise and spheres of influence in these areas from this day forward.

Join us as we: WORK together, ASK questions, LISTEN fully, and ACT meaningfully!

HUDSON SCHOOL DISTRICT SAU 81

SUPERINTENDENT SEARCH **SUGGESTED** PROCESS AND TIMELINE

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

DATE

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

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

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

BUILDING THE PROFILE

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

In addition, for those stakeholders unable to attend scheduled meetings, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at no additional fee. We will provide you with a link to place on the District website. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 31 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the Board itself are prepared for this by our consultants. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each Board member's review and are requested not to rank the candidates.

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

RECRUITMENT

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

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

- Largest recruiting network in the country
- Inform the firm's associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between District and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Hudson School District SAU 81 position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

Once recruited, all applicants are screened from the perspective of a viable match with Board criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Board expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive background investigations and internet checks on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Board members will have the opportunity to observe each top candidate interviewed with questions specifically designed to the Superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each top candidate.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees on the top 2-3 candidate(s) through an outside service at no additional cost.



SECTION II

MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

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

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

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

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

SECTION III

SEARCH COST – THE COMPLETE PROCESS

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

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be sixteen thousand dollars (\$16,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

We will provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.

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

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, shipping, and other search related expenses will be kept to a minimum and are to be reimbursed by the District. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

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

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

PERFORMANCE CONTRACT

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

ESTIMATED COST SHEET – PREPARED FOR: HUDSON SCHOOL DISTRICT SAU 81

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Hudson School District SAU 81. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this Proposal and would be at the following rates:

Consultant \$100.00/hr
Administrative Asst. \$25.00/hr

Travel

Flight	1,000.00
Ground transportation (billed at \$0.575 per mile).....	1,100.00
Hotel (if needed for stakeholder meetings)	400.00
Meals	200.00
** Travel Subtotal.....	2,700.00

****Expenses may be less if district utilizes local consultant or cost saving meetings.**

Shipping: (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process)..... 500.00

Ray and Associates, Inc. Estimated Expense Total:3,200.00
Ray and Associates, Inc. Base Fee 16,000.00

***ESTIMATED SEARCH COST** \$19,200.00

***Does not include estimated advertising or candidate expenses for interviews.**

**The actual number of candidates interviewed is the Board’s decision. The estimate per candidate for interview expenses is \$2,000; however, it is dependent on the candidate’s geographic location. Candidate travel expense reimbursement is the responsibility of the District.

All expenses are estimates, based on past experiences. The Hudson School District SAU 81 will be billed for only the actual expenses incurred.

Board Approved Advertising

We exhibit advertising as a separate entity because the cost is based on the Hudson School District SAU 81 decisions on how extensive the need. Our associates make recommendations and the Board has the final authority on frequency and dollars spent. **(Estimated Advertising is \$5,000.00)**

Ray and Associates, Inc. does not collect a commission for placing the ads.

SECTION IV

CONFIDENTIALITY

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

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

FOLLOW-UP AFTER THE SEARCH:

BOARD SELF-ASSESSMENT SURVEY

FOCUS ON FUTURE PLANNING

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

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

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

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

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Hudson School District SAU 81. If the Hudson School District SAU 81 or Ray and Associates, Inc. terminate this agreement, the Hudson School District SAU 81 will be charged only for the work performed and expenses incurred up to the date of termination.

If the Board is dissatisfied with the new Superintendent within two years from the date of employment of the Superintendent and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, with the exception of: acts of God, health issues, or the awarding of severance payment to the departing Superintendent, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

Furthermore, we do not recruit candidates we have placed for a minimum of 5 years.

REFERENCES

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

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Evansville Community School District	Evansville, WI	Kathi Swanson	Board President	Cell: 608-728-1045 swansonk@evansville.k12.wi.us
Round Rock ISD	Round Rock, TX	Amy Weir	Board President	Cell: 512-295-5016 amy_weir@roundrockisd.org
Alhambra Elementary School District	Phoenix, AZ	Cathleen O'Neil Frantz	Board President	Cell: 602-579-0368 cathleenoneilfrantz@alhambraesd.org
Salt Lake City School District	Salt Lake City, UT	Nate Salazar	Board Member	Cell: 801-367-6392 nate.salazar@slcschools.org
Bexley City Schools	Bexley, OH	Victoria Powers	Board Vice President	Cell: 614-214-2485 vepowers@icloud.com
Clintondale Community Schools	Clintondale, MI	Beverly Lewis-Moss	Board President	Cell: 586-808-1970 mossb@clintondaleschools.net
Everett Public Schools	Everett, WA	Caroline Mason	Board President	Cell: 425-238-7308 caroline.mason@everettsd.org
Westside Community Schools	Omaha, NE	Adam Yale	Board Member	Cell: 402-672-2294 yale.adam@westside66.net
Waxahachie Independent School District	Waxahachie, TX	Dusty Autrey	Board President	Cell: 972-670-7121 dautrey@wisd.org
Berlin Area School District	Berlin, WI	Catherine Kujawa	Board President	Cell: 920-279-4657 ckujawa@berlin.k12.wi.us
Woodland Hills School District	North Braddock, PA	Jamie Glasser	Board President	Cell: 412-874-0161 glasja@whsd.net
Tangipahoa Parish School System	Amite, LA	Therese Domiano	Former Board President	Cell: 985-974-2955
Lawrence Public Schools	Lawrence, KS	Shannon Kimball	Former Board President	Cell: 785-840-7722 skimball@usd497.org
Pittsburg Community Schools USD 250	Pittsburg, KS	Marlene Willis	Former Board President	Cell: 602-404-8835 mwillis@usd250.org
Savannah-Chatham County Public Schools	Savannah, GA	Mary Davis-Brown	Board Secretary	Work: 912-395-1014 Mary.Davis-Brown@sccpps.com
Gresham Barlow School District	Gresham, OR	John Hartsock	Former Board Member	Cell: 503-780-4806

Mercer Island School District	Mercer Island, WA	David D'Souza	Former Board Chair	Cell: 206-202-0894 david.dsouza@mercerislandschools.org
Durham Public Schools	Durham, NC	Minnie Forte-Brown	Board Member	Cell: 919-452-2177 fortebrown.minnie@gmail.com
Council Bluffs Community School District	Council Bluffs, IA	Troy Arthur	Former Board President	Cell: 402-651-0956 Troyarthur4cb@gmail.com
Flagstaff Academy	Longmont, CO	Wayne Granger	Executive Director	Cell: 720-864-9094 wgranger@flagstaffacademy.org
Poway Unified School District	San Diego, CA	Michelle O'Connor-Ratcliff	Former Board President	District: 858-521-2704 moconnorratcliff@powayusd.com
Howard-Winneshiek Community School District	Cresco, IA	Clint Farlinger	Business Manager/Board Secretary	Wk: 563-547-2762 cfarlinger@howard-winn.k12.ia.us
Olathe Public Schools	Olathe, KS	Rick Schier	Former Board President	Home: 913-530-3644 rickschierboe@gmail.com
Joplin Schools	Joplin, MO	Jeff Koch	Former Board President	Work: 417-529-1236 jeffrykoch@hotmail.com
Austin Independent School District	Austin, TX	Vince Torres	Former Board President	Cell: 512-784-0620
Northshore School District	Bothell, WA	Amy Cast	Former Board President	Cell: 206-601-7909 Sbdistrict5@nsd.org
Des Moines Public Schools	Des Moines, IA	Dick Murphy	Former Board President	Cell: 515-250-5567 Hm: 515-278-6048 rmurphyia@earthlink.net
Maury County Public Schools	Columbia, TN	Jim Morrison	Former Board President	Wk: 615-350-7637 Cell: 931-446-2438 jcment@cpws.net
Brevard Public Schools	Viera, FL	Robert Jordan	Former Board Chairman	Cell: 321-698-7110 Work: 321-383-4813 Robert.Jordan@genesisvii.com
Collier County Public Schools	Naples, FL	Allun Hamblett	Former Deputy Chief Administrative Officer	Cell: 239-398-0761 ARHAssociates@comcast.net
Howard County Public School System	Ellicott City, MD	Brian Meshkin	Former Board Member	Cell: 949-812-0081 brian@brianmeshkin.com
Fargo Public Schools	Fargo, ND	Jim Johnson	Former Board President	Cell: 701-200-4794 Work: 701-232-7481 johnsji@fargo.k12.nd.us
Glen Ellyn School District 41	Glen Ellyn, IL	Erica Nelson	Former Board President	Work: 630-452-4349 npdnelson1@gmail.com
Paradise Valley Unified School District	Phoenix, AZ	Anne Greenberg	Board Member	Cell: 602-751-6642 Hm: 602-493-6642 asgpusdBoard@cox.net

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

Ray and Associates, Inc.
Leaders in Executive Searches

"What school boards say about Ray and Associates"

"In a somewhat constricted timetable, they lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups. The entire team at Ray and Associates lead and supported every aspect of our search process."

July 7, 2021
Ms. Victoria Powers, Board Vice President
Bexley City Schools, OH
Enrollment: 2,400

"In late March 2021 we asked the team to assist us with an accelerated timeline to expedite their traditional search schedule. Within 8 weeks we interviewed multiple highly-qualified finalists and identified our next Superintendent. This unprecedented search could not have been possible without Ray and Associates' willingness to modify their approach, their willingness to collaborate, the assistance of the Ray and Associates team, and the amazing administrative team at your corporate office."

June 24, 2021
Ms. Cathleen O'Neil Frantz, Board President
Alhambra Elementary School District, AZ
Enrollment: 12,000

"From the very beginning, they delivered professional, comprehensive services. The firm developed a rigorous timeline and met all its commitments. Ray and Associates, Inc. provided professional services in a consumer-friendly manner that allowed us to select a superintendent that will serve our community well."

May 20, 2020
Mr. Michael Raczak, Board President
Indian Prairie School District 204, IL
Enrollment: 27,400

"The quality of services provided by Ray and Associates cannot be understated and their ability to bring consensus among board members was phenomenal. While they provided support, they also respected our role as a board taking the lead in many aspects of the process. They were professional and knowledgeable throughout the entire process. I would highly recommend Ray and Associates to any School Board who wants to conduct a national search."

Search completed January 2020
Mr. Steve Cona III, Board Vice Chairman
Hillsborough County Public Schools, FL
Enrollment: 220,000

"We chose Ray and Associates for our search based on their long successful track record and the individuals with whom we worked closely. Their in-depth knowledge of conducting a national search, large number of consultants through out the country, and strong recommendations from other boards put them at the top of the list after our search firm interviews. I am confident Ray and Associates and their team of consultants would do the same outstanding job for other school boards needing consultation in the hiring of a new superintendent."

August 7, 2019
Ms. Caroline Mason, Board Vice President
Everett Public Schools, WA
Enrollment: 21,000

ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

- ✓ We customize every search to meet the specific needs of our clients.
- ✓ We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- ✓ We aggressively recruit candidates who closely match the District profile.
- ✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual Board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the Board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offers an online survey in various languages and will provide a link to the survey to post on the District's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for Boards who may be split on candidates or other issues.
- ✓ We have been highly successful in providing a large diverse pool of candidates in all of our searches.
- ✓ We provide an in-depth candidate video interview to the Board.
- ✓ We provide criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
- ✓ We provide a two-year guarantee clause in our contract with our clients.
- ✓ We do not recruit candidates we have placed for a minimum of 5 years.
- ✓ We provide a service to our clients after the Superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.



New England School Development Council

28 Lord Road, Marlborough, MA 01752 ➤ Tel: 508-481-9444 ➤ www.nesdec.org

October 26, 2021

Gary Gasdia, Chairman, School Board
SAU #81 - Hudson
4 MacCann Road
Hudson, NH 03051

Dear Mr. Gasdia and Members of the Hudson School Board

I am pleased to respond to your request for information relative to NESDEC's Executive Search Services.

The enclosed brochure outlines our search options. I hope this information will give you an idea of the scope and breadth of a **NESDEC Search**. In deciding who might best provide assistance to your district, we hope you would consider that NESDEC is a comprehensive educational organization. We do much more than **Executive Searches**. NESDEC's **Professional Development** offerings attract many educators annually, our **Planning** work includes enrollment projections for nearly 300 school districts as well as many other facility, staffing and specialized studies across New England, and our **Research and Development** efforts have resulted in several national publications on the topic of improving student achievement.

NESDEC distinguishes itself in another important way. Headquartered in New England since 1946, NESDEC has gained a deep understanding of the advantages, challenges, and cultural demands associated with being an educational leader in the region. In addition, as a result of NESDEC's longtime association with the National School Development Council (NSDC), the firm has a well-developed capacity to network, recruit and attract talented applicants on a nationwide basis.

As you might expect, the actual cost of a NESDEC search depends upon the services requested by the client.

Search Outreach includes publicizing the executive vacancy through NESDEC's exclusive regional and national networks. These services are designed to enhance the district's own search activities. The cost of Search Outreach ranges from approximately \$3,500 to \$5,500.

A **Guided Search** includes telephone and electronic access to an assigned search consultant as well as the Search Outreach services described above. The cost of a Guided Search ranges from approximately \$6,500 to \$8,500.

A **Comprehensive Search** includes the broader scope of services typically requested by most of our clients. The cost of a Comprehensive Search ranges from approximately \$12,000 to \$20,000.

The **Strategic Leadership Search** is a custom designed search which incorporates a strategic planning component. The cost of a Strategic Leadership Search would be in the range of \$30,000 to \$40,000.

We hope that this information is helpful in the initial stages of planning. If you would like us to submit a formal proposal for your consideration, or if we can be of assistance in some other way as your district plans for its superintendent search, please feel free to contact NESDEC at your convenience. Either I or one of our knowledgeable consultants would be happy to help you.

Very truly yours,

Arthur L. Bettencourt, Ed.D.
Executive Director

Executive Search

Assistance in Recruiting and Selecting High-Performing Leaders for Schools and Districts



New England School Development Council

NESDEC's Executive Search Program was started in 1982. Today NESDEC is nationally recognized as one of New England's leading executive search firms for district and school leaders.

Our Focus

NESDEC searches for a variety of educational leaders, including:

- Superintendents
- Central Office Administrators
- Building-Level Administrators
- Executive Directors

Our Experience

NESDEC has successfully completed hundreds of executive searches throughout New England. Each search can be custom-tailored to meet the specific needs of our clients.

Our Staff

NESDEC's experienced search staff includes a search consultant supported by regional search staff, which allows us to target our recruitment and screening capabilities, complementing our national reach.

The NESDEC Difference

- Comprehensive, full-service organization providing a range of related services to school systems
- Knowledgeable and experienced search staff and dedicated, full-time support staff
- Leadership role in enhancing search services for school districts
- National, regional, and in-state contacts

Our Scope

NESDEC offers **four** levels of search assistance:

Comprehensive Search: Covers the broad scope of search services requested by most of our clients; typically includes advertising development, active regional and national recruitment, community needs assessment, development of a candidate profile, interview training, and follow-up services such as entry planning and governance training.

Guided Search: Includes access to an experienced search consultant and a choice of district-selected search components to complement your district's own search activities.

Search Outreach: Enhances the district's search activities by publicizing the executive vacancy through NESDEC's exclusive regional and national networks; a good option for small districts and for building-level administrative openings.

Strategic Leadership Search: A custom-designed search that includes all of the elements in a Comprehensive Search, plus:

- an expanded, national team of executive search consultants
- extensive nationwide recruitment in collaboration with NESDEC's strategic partner, the National School Development Council (NSDC)
- development of strategic targets in conjunction with the new district leader for use in subsequent superintendent/school board planning

Executive Coaching

In addition to assisting school districts with executive searches, NESDEC also offers Executive Coaching Services to assist districts in cultivating the skills and talents of their leaders and leadership teams. NESDEC's Executive Coaching Service is a high-quality program designed to enable school districts to provide ongoing professional development tailored to the needs of emerging and experienced leaders alike.