

# *A Proposal for the Selection of a Superintendent*

*Presented To:*



*Submitted By:*

*Ray and Associates, Inc.*

**CORPORATE OFFICE**  
**901 17<sup>TH</sup> STREET NE**  
**CEDAR RAPIDS, IOWA 52402**  
**P.O. BOX 10045**  
**CEDAR RAPIDS, IOWA 52410**  
**PHONE: 319-393-3115**  
**FAX: 319-393-4931**  
**E-mail: [glr@rayassoc.com](mailto:glr@rayassoc.com)**  
**Website: [www.rayassoc.com](http://www.rayassoc.com)**

**CALIFORNIA OFFICE**  
**1069 VIA GRANDE**  
**CATHEDRAL CITY, CALIFORNIA 92234**  
**PHONE: 319-393-3115**  
**FAX: 319-393-4931**  
**E-mail: [glr@rayassoc.com](mailto:glr@rayassoc.com)**  
**Website: [www.rayassoc.com](http://www.rayassoc.com)**

***Finding Leaders for America's Schools***

901 17th Street NE  
Cedar Rapids, IA 52402  
Mailing address:  
P.O. Box 10045  
Cedar Rapids, IA 52410

Phone: 319-393-3115  
Fax: 319-393-4931  
Email: [glr@rayassoc.com](mailto:glr@rayassoc.com)  
Website: [www.rayassoc.com](http://www.rayassoc.com)

The logo features the letters 'R' and 'A' in a large, stylized, light blue font. The word 'and' is written in a smaller, dark blue font between the 'R' and 'A'. Below this, the company name 'Ray and Associates, Inc.' is written in a dark blue, serif font. Underneath the company name, the tagline 'Leaders in Executive Searches' is written in a smaller, dark blue, italicized serif font.

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

January 18, 2019

Berkeley Unified School District  
ATTN: Evelyn Tamondong-Bradley, Assistant Superintendent of Human Resources  
2020 Bonar Street  
Berkeley, CA 94702

Dear Ms. Tamondong-Bradley and Members of the Governing 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 the Berkeley Unified School District as we conducted the search placing Superintendent Donald Evans. In California as we recently conducted the Superintendent search for Palos Verdes Peninsula Unified School District and previously assisted Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California. In the Western region we have conducted Superintendent searches for Lake Washington School District, Snoqualmie Valley School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington; Clark County School District, Nevada; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico; Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Paradise Valley Unified School District, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona; Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J, Hood River County School District and Medford School District 549C, Oregon; Blaine County School District, Idaho; Hawaii School of Deaf and Blind, Hawaii; Colorado Springs School District 11, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Jeffco Public Schools, Flagstaff Academy and Eagle County Schools, Colorado.

Nationally we have assisted Waterbury Public Schools, Greenwich Public Schools, Bridgeport Public Schools, Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut; Wyandanch Union Free School District and Amityville Union Free School District, New York; Anne Arundel County Public Schools, Howard County Public School System, Wicomico County Public Schools and Prince

George's County Public Schools, Maryland; Woodland Hills School District, Lewisburg Area School District, Wissahickon School District, Millville School District, Montgomery County Intermediate Unit and Benton Area Public School District, Pennsylvania; Teaneck Public Schools, Paterson Public Schools, Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Dover School District, New Hampshire; Tangipahoa Parish School System, Louisiana; Lynchburg City 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; Savannah-Chatham County Public School System, Georgia; Maury County Public Schools, Knox County Schools, Oak Ridge Schools and Sumner County Schools, Tennessee; Pulaski County Special School District, Rogers Public Schools, Cotter Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; The School District of Palm Beach County, Florida State University Schools, Brevard Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Beaufort County School District, Jasper County School District and Richland County School District One, South Carolina; Cincinnati Public Schools and Lorain City Schools, Ohio; Lakeville Area School District, Minnesota; Dickinson Public Schools, Williston Public School District 1 and Fargo Public Schools, North Dakota; Vermillion School District, South Dakota; Detroit Public Schools Community District, Ecorse Public Schools, Benton Harbor Area Schools and Ann Arbor Public Schools, Michigan; Geary County Schools USD 475, Shawnee Mission School District, Lawrence Public Schools and Kansas City Kansas Public Schools, Kansas; Joplin Schools and Kansas City Public Schools, Missouri; Rock Island-Milan School District 41, Hazel Crest School District 152½, Glenbrook North and Glenbrook South High Schools, Joliet School District and Township School District #113, Illinois.

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

We are currently assisting Waxahachie Independent School District, Texas; Westside Community Schools, Nebraska; Michigan Department of Education, Michigan; Greenwich Public Schools, Connecticut; Butler School District 53, Illinois; Cleveland Heights-University Heights City School District and Shaker Heights City School District, Ohio; the School District of Beloit and Berlin Area School District, Wisconsin; Colfax-Mingo Community School District, Iowa; the Colorado School for the Deaf and the Blind, Colorado; Paradise Valley Unified School District, Arizona; and many others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other 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 (40) 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 over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and faculty as well.

Ray and Associates, Inc. strives to provide the District with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network 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 "R.M. Ray". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Ryan M. Ray  
President

# TABLE OF CONTENTS

Page

- PROPOSAL REQUIREMENT – ITEM 1**
  - Profile of the Firm.....2
  
- PROPOSAL REQUIREMENT -ITEM 2**
  - Consultant Services Provided..... 3-4
  - Working with Board Through Each Stage of Search .....5
  - Suggested Timeline .....6
  - Building the Profile .....7
  - Interview Process - Community Input .....7
  - Recruitment .....8
  - Screening, Background Checks, Interviews and Final Selection.....9
  - Monitoring the Search Process - Client Checkpoints ..... 10
  - Board Self-Assessment Survey ..... 11
  - Satisfaction Guaranteed. .... 11
  
- PROPOSAL REQUIREMENT -ITEM 3**
  - Building the Profile ..... 12
  
- PROPOSAL REQUIREMENT -ITEM 4**
  - Confidentiality ..... 12
  
- PROPOSAL REQUIREMENT -ITEM 5**
  - Similar Districts ..... 13
  
- PROPOSAL REQUIREMENT -ITEM 6**
  - The Team ..... 14
  - Key Associates for the Project ..... 15
  - Resumes..... 16-22
  - Summary of Project Associates..... 23
  
- PROPOSAL REQUIREMENT -ITEM 7**
  - Search Cost — The Complete Process ..... 24
  - Cost Breakdown — Consultant Fee/District Expenses ..... 24
  - Estimated Cost Sheet..... 25
  
- PROPOSAL REQUIREMENT -ITEM 8**
  - References..... 26
  
- PROPOSAL REQUIREMENT -ITEM 9**
  - Sample Contract..... 27
  
- RAY AND ASSOCIATES, THE CLEAR DIFFERENCE ..... 31**

# INTRODUCTION

## THE SEARCH

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



*Ray and Associates, Inc.*

## BRIEF OVERVIEW

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

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

## PERFORMANCE

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

### MISSION STATEMENT

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

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

1. A description or profile of consultant, detailing the type of services they will provide, and any information or materials that they believe would be helpful to the Board in making its decision, i.e., a statement of qualifications that articulates an understanding of BUSD

## HISTORY AND OVERVIEW OF THE ORGANIZATION

### PROFILE OF THE FIRM

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

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

In addition to our corporate office located in Cedar Rapids, Iowa, we have a National Executive Director, eight (8) Regional Search Directors and over one hundred sixty (160) Associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

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

Our firm has exhibited 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 (40) 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 the Berkeley Unified School District as we conducted the search placing Superintendent Donald Evans. In California as we recently conducted the Superintendent search for Palos Verdes Peninsula Unified School District and previously assisted Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California. In the Western region we have conducted Superintendent searches for Lake Washington School District, Snoqualmie Valley School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington; Clark County School District, Nevada; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico; Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Paradise Valley Unified School District, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona; Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J, Hood River County School District and Medford School District 549C, Oregon; Blaine County School District, Idaho; Hawaii School of Deaf and Blind, Hawaii; Colorado Springs School District 11, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Jeffco Public Schools, Flagstaff Academy and Eagle County Schools, Colorado in their educational leadership searches. Our

2. A detailed summary of the services they propose to provide the District, including, but not limited to, (a) search process planning, preparation, timeline and implementation to ensure that a highly-qualified superintendent can begin work on July 1, 2019; (b) objective measurement tools; (c) candidate applications, screening, evaluations, interviews, and reference/background checks; (e) Board and community stakeholder input; (f) candidate appointment; and (g) search closing process

# CONSULTANT SERVICES PROVIDED FOR THE BERKELEY UNIFIED SCHOOL DISTRICT

## THE CONSULTANT WILL:

### STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of the Berkeley Unified School District.
2. 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.
3. Work with the Board to establish a timeline that lists each step in the search process.
4. Discuss with the Board the requirements and salary range for the Superintendent position.
5. Work with the Berkeley Unified School District staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

### STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

6. 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.
7. Provide the Board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
8. Develop all required forms for the application and screening process.

### STAGE 3 - RECRUITING AND SCREENING

9. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
  - Notify all associates to actively recruit potential candidates.
  - Contact individuals in our firm's database whose interests match District criteria.
  - Actively recruit applications from qualified individuals.
  - Solicit nominations from knowledgeable people in the profession.
  - Contact other professional consultants in private and public sectors.
  - Discuss with all candidates the District's characteristics and the Board'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 Association of California School Administrators and California 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

10. 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.
11. 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

12. 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.
13. 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.
14. Assist the Board in establishing the interview format and in developing interview questions.
15. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
16. Help arrange the details of interviews for leading candidates.
17. 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.
18. Coordinate with the Berkeley Unified School District Business Office the procedure for reimbursement of candidate's expenses.

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

19. Assist District legal staff in negotiating the contract with the successful candidate at no additional cost to the District.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
21. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
22. 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 Berkeley Unified School District.

## 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.

# BERKELEY UNIFIED SCHOOL DISTRICT

## 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. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)</p> <p>_____ Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).</p> <p>_____ Notify all associates and other professional contacts of vacancy.</p> <p>_____ Contact constituents and stakeholders for input meetings on _____.</p>
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. <i>(Time: TBD)</i> (option to conduct via Skype, 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. <i>(Time: TBD)</i></p> <p>_____ Interview candidates (1<sup>st</sup> round).</p> <p>_____ Meeting with consultant following the last interview. <i>(Time: TBD)</i></p>
Stage 5 Selection of Finalist & Future Planning	<p>_____ Interview finalist candidates (2<sup>nd</sup> round). <i>(Optional)</i></p> <p>_____ Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)</p> <p>_____ 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 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

## INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the Board itself are prepared for this by our consultants. 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 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between District and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Berkeley Unified School District position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



## 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.



## 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.

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

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

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

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

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

## **SATISFACTION GUARANTEED**

We provide a termination provision in our contractual agreement with the Berkeley Unified School District. If the Berkeley Unified School District or Ray and Associates, Inc. terminate this agreement, the Berkeley Unified School District 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, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

3. A summary of strategies to engage communities of color, including non-English-proficient constituents, as part of the stakeholder outreach

## 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.

4. A detailed description of how they will ensure the required confidentiality throughout the process

## 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.

5. A detailed summary of similar services that they have provided to other public school districts comparable to our district



## SIMILAR DISTRICTS

The following is a list of similar districts we have completed successful Superintendent searches for. This is not a complete list and more information can be provided upon request.

District/Location	
Gresham-Barlow School District - Gresham, Oregon	12,000
Lakeville Area Public Schools - Lakeville, Minnesota	10,800
Trenton Public Schools – Trenton, New Jersey	10,400
East Orange School District East Orange, New Jersey	10,860
Consolidated School District of New Britain – New Britain, Connecticut	10,400
Fargo Public Schools – Fargo, North Dakota	10,600
Fort Smith Public School – Fort Smith, Arkansas	14,700
Lawrence Public Schools – Lawrence, Kansas	11,840
Topeka Public Schools – Topeka, Kansas	14,000
Bellevue Public Schools – Bellevue, Nebraska	10,030
Joliet Public Schools District 86 – Joliet, Illinois	11,619
Maury County Public Schools – Columbia, Tennessee	11,900
Medford School District 549C – Medford, Oregon	12,680
East Aurora School District #131 – Aurora, Illinois	14,000
Camden City Public Schools – Camden, New Jersey	12,500
Santa Fe Public Schools – Santa Fe, New Mexico	13,600
Tuscaloosa City Schools – Tuscaloosa, Alabama	10,000
Rapid City Area Schools – Rapid City, South Dakota	13,060
Waterloo Community Schools – Waterloo, Iowa	10,500
Bismarck Public Schools – Bismarck, North Dakota	10,800
Natrona County School District – Casper Wyoming	11,800
Lorain City Schools – Lorain, Ohio	10,000



## 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 Berkeley Unified School District. We have:

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

6. Name of lead consultant and professional resumes of principals and other employees who will render services in this process

## 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 Berkeley Unified School District. In addition, we have professional contacts throughout the Western region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

### **Mr. Ryan M. Ray, President**

President/Cedar Rapids, IA

Ryan is President of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Berkeley Unified School District and any committee that may be established on all details of this search. He has an earned Master's degree from Lindenwood University in St. Louis and a Bachelor's degree from the University of Missouri in Columbia, Missouri.

### **Dr. Bill Newman**

National Executive Director/Mountain Home, AR

Bill serves our firm as the National Executive Director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned Ph.D., is a former Superintendent of schools and is a retired military veteran.

### **Mr. Bob Mata (Co-Lead)**

Regional Search Associate/Cathedral City, CA

Bob serves our firm as a Regional Search Associate and background investigator and performs recruiting and screening of candidates. He earned his Ed.S., M.A. and B.S. from University of Colorado at Denver and has over 40 years of experience in the education field.

### **Dr. James Hager (Co-Lead)**

Regional Search Associate/Renton, WA

Jim serves our firm as a Regional Search Associate and will monitor and direct search team efforts as well as recruiting and screening candidates. Dr. Hager received his Bachelor of Science Degree in Science from St. Benedict's College in Atchison, Kansas; a Master of Science Degree in Educational Administration from Kansas State University, Manhattan, Kansas; and a Doctor of Philosophy Degree in Educational Administration and Curriculum from the University of Iowa, Iowa City, Iowa. Jim has served in the education for over 30+ years.

# Ryan M. Ray

6920 Pershing Avenue, St. Louis, MO 63130

Tel: 314-495-8114 [ryanray20@me.com](mailto:ryanray20@me.com)

## EDUCATION

Master's Degree in Human Resources Management with emphasis in Business **2005**  
Lindenwood University, Saint Charles, Missouri

Bachelor's Degree in Business and Communications **2001**  
University of Missouri at Columbia, Columbia, Missouri

## EXPERIENCE

**President, Ray & Associates Inc., Cedar Rapids, Iowa** **2005-Present**

- Integral leader of teams whose mission is to recruit superintendents and top executive administrative positions for school boards across the United States
- Leader of website production and all media related projects for Ray and Associates including a new website launched in the fall of 2015
- Direct engagement teams, and supervise up to twenty-three search associates per engagement
- Prepare confidential materials of search candidates to present to boards of education
- Train and mentor 170 associates in recruitment of candidates and policies
- Work with diverse social /economic backgrounds within school districts and boards of education
- Develop company brochures for promotion as well as for schools seeking superintendent hires
- Participation as an exhibitor and presenter in national conventions, (AASA-American Association of School Administrators, NSBA-National School Boards Association)

## KEY ACCOMPLISHMENTS

- Representation at mediation, fact-finding and impasse arbitration
- Team successfully placed 7 superintendents in recent years, for urban districts having large budgets
- List of recent placements:
  - Superintendent, DeKalb County School System, GA  
District Budget: \$1.45 Billion
  - Superintendent, Brevard County Public Schools, FL.  
District Budget: \$910.75 Million
  - Chief Executive Officer, Prince George's County Public Schools, MD  
District Budget: \$1,376,818,700
  - Superintendent/CEO, Charlotte Mecklenburg Schools, NC  
District Budget: \$1.2 Billion
  - Chief Financial Officer, Pittsburgh Public School District, PA  
District Budget: \$531.4 Million
  - Superintendent, Ladue School District, MO  
District Budget: \$43.5 Million
  - Superintendent, Lee's Summit R-7 School District, MO  
District Budget: \$181 Million

**Human Resources Manager of Three Stores, Target Corporation, St. Louis, Missouri 2002-2005**

- Attended Target Business School
- Oversaw opening, remodeling and closing of three stores
- Responsible for over 100 employees

**Human Resources Associate, Ray and Associates, Cedar Rapids, Iowa 1997-2001**

- Telephonic interviewing of potential candidates for Superintendent/C.E.O. positions
- Recruited potential candidates nationally
- Referral follow-up and interviews
- Attended national conventions

**Recruiter (Internship), McLeod USA, Cedar Rapids, Iowa 1998**

- Scheduled and conducted interviews
- Hired employees in Sales/ Technology/ Management
- Referral follow-up
- Planned and scheduled job fairs on college campuses
- Organized meetings with potential clients

## **SKILLS**

- Outstanding presenter and trainer
- Computer skills include: MS Windows and Apple Macintosh platforms. Proficient skills in MS Word, MS Excel, Word Perfect, MS Publisher, MS Excel, MS Power Point, People Soft Training, Adobe Acrobat, Adobe Image Maker, Adobe Photoshop, Final Cut Pro, Motion, Logic, Soundtrack Pro, DVD Studio, Shake, Xsan, Keynote, Pages, Garage-band, File-maker, iwork, ilife, Bento.
- Skilled with internet navigation, research, data collection and e-mail applications
- Behavioral Based Interviewing
- Languages spoken: English first language and advanced knowledge of Spanish, oral and written.

## **AFFILIATIONS**

- SHRM, Society for Human Resources Management
- American Association of School Administrators
- National School Boards Association
- National Alliance of Black School Educators
- Association of Latino Administrators and Superintendents
- ArtLink Board Member and Technology Advisor, Saint Louis – 2007-2010
- University of Missouri Football Team, Player -1998-2001
- Big XII Football Conference University of Missouri, Two Time All Academic Team
- Boy Scouts of America, Eagle Scout

**Résumé**  
**WILLIAM L. NEWMAN**

Office Address

Ray and Associates, Inc.  
4403 First Avenue SE, Suite 407

Home Address

947 Windancer Circle  
Mountain Home, AR 72653

Cedar Rapids, Iowa 52402

**Educational Preparation**

---

Iowa State University Ames, Iowa	1994-97	Graduate	Iowa School Business Management Academy
The University of Iowa Iowa City, Iowa	1984-85, 1992	Post Doctoral Studies	Science Curriculum
The University of Iowa Iowa City, Iowa	1977	Ph.D.	Counselor Education/ School Administration
Dissertation: Factors that Affect the Decision to Refer: Conceptual Level of Teachers and Sex and Race of the Child.			
Northern Illinois University DeKalb, Illinois	1969	M.S. in Education	Counseling/Guidance
Olivet Nazarene College Bourbonnais, Illinois	1967	B.A.	English/Psychology

**Educational/Professional Experience**

---

1999 - Present	<b>National Executive Director</b> , Ray and Associates, Inc.
1993 - 1999	<b>Superintendent of Schools</b> , Mediapolis Community School District, Mediapolis, Iowa.
1986 - 1993	<b>Superintendent of Schools</b> , Central City Community Schools, Central City, Iowa
1987	<b>Principal</b> , Central City Elementary and Middle Schools, Central City, Iowa
1986	<b>Curriculum Project Leader</b> , Cedar Rapids Community Schools, Cedar Rapids, Iowa
1983	<b>Principal</b> , Summer Programs, Cedar Rapids Community Schools, Cedar Rapids, Iowa
1969 - 1985	<b>Elementary Counselor</b> , Cedar Rapids Community Schools, Cedar Rapids, Iowa
1967 - 1968	<b>Teacher of Language Arts</b> , Momence Junior High School, Momence, Illinois;

---

## Military Experience

---

- 1983 – 2003     **United States Army Reserve**; Served in 73<sup>rd</sup> Combat Support Hospital; 474<sup>th</sup> and 450<sup>th</sup> Military Intelligence Detachments; Joint Reserve Intelligence Support Element, Joint Analysis Center, Molesworth, England, UK. (Retired November 2003)
- 1961 – 1964     **United States Navy**; Served during Vietnam Era aboard U.S.S. Lowe (DER-325).

---

## Professional Memberships

---

Distinguished Faculty Member, Broad Urban Superintendents Academy  
American Association of School Administrators  
School Administrators of Iowa  
Association for Supervision and Curriculum Development  
Iowa Association for Supervision and Curriculum Development  
Parent Teacher Organization

---

## Professional Service

---

Panel member/moderator at American Association of School Administrator's National Convention  
President Cedar Rapids, Iowa Chapter of Phi Delta Kappa  
Vice-President for Membership of Cedar Rapids, Iowa Chapter of Phi Delta Kappa  
Member of Grant Wood Area Education Association Strategic Planning Team  
Speaker at National Learning Disabilities Convention; La Crosse, Wisconsin  
Speaker at American Personnel and Guidance Convention; Chicago, Illinois

---

## Honors and Distinctions

---

Nominee for Superintendent of the Year, SE Iowa 1994 and 1999 (declined)  
Phi Delta Kappa  
Who's Who in American Education by National Reference Institute of Washington, D.C.  
Who's Who in American Educational Leadership by American Association of School Administrators of Arlington, Virginia  
Administrator of the Year for Elementary Art Programs in Iowa, 1987-88  
Dean's List for Semester GPA's of 4.0

# Robert L. Mata, Ed.S.

1069 Via Grande, Cathedral City, CA 92234 - 563.570.1079 Mobile

## Relevant Employment Experiences (1993-2016)

- Search Associate—Ray & Associates, Cedar Rapids, IA
- Educational Consultant, Implementation Training Specialist—The Ware Group
- RLM Consulting Services, Owner
- Chief Talent Management Officer—Alliance College Ready Public Schools, Los Angeles, CA 90017
- Director of Personnel at Lennox Schools - Lennox, CA 90304
- Region XI Director—(RSDSS) - Los Angeles County Office of Education - Downey, CA 90242
- Superintendent of Schools at West Liberty Community School District - West Liberty, IA 52776
- Director of Assessment, Equity, and Records Services at Davenport Community School District - Davenport, IA
- Elementary Principal at Marshalltown Community School District - Marshalltown, IA 50158

## Professional Profile

30+ years of visionary and results-oriented performance in senior leadership roles; 40+ years experience as an educator in K-12 and postsecondary education in both rural and urban settings. Proven record leading organizational systems change and driving key strategic reform. Strong, diplomatic, collaborative and forward thinking. Reform design, development, and implementation skills. Experienced and effective working successfully in diverse landscapes/environments.

## Education

- Ed.S., Curriculum, Administration, and Supervision - University of Colorado at Denver, Denver, Colorado
- M.A., Education Administration - University of Colorado - Boulder, Colorado
- B.S., Education/Social Sciences - University of Colorado - Boulder, Colorado

## Certification/Training

- Reading Plus University—Trainer/Presenter
- Center for Teacher Effectiveness—Trainer/Presenter
- PK-12 Administrative Credential—California and Iowa
- AASA National Academy for School Executives—Certification Program for Strategic Planning—Internal Facilitator
- Institute for Educational Leadership—Educational Policy Fellowship Program—George Washington Univ.— D.C.

- I/D/E/A Fellows Program—School Improvement Facilitator Training
- International Values Institute—Marion College—Fon du Lac, WI—Documenting Educational Effectiveness/TQM
- Investment in Excellence—Internal Facilitator for Organization/Corporate Training—Seattle, WA
- National Multicultural Institute—Multicultural Facilitator Training—Levels I/II—Washington, D.C.
- McGrath Systems, Inc.—Sexual Harassment Investigation Training—Levels I/II—Santa Barbara, CA
- Section 504/ADA Trainer-Facilitator—LULAC/ILRU National Hispanic Outreach Training Project

### **Other Employment Highlights**

- Director/Dean—Hamilton College—Cedar Rapids, IA 52402—1989-1993
- Principal—Horace Mann Elementary—Iowa City Community Schools, IA City, IA—1988-1989
- Principal—Northridge Elementary—St. Vrain School District, Longmont, CO—1985-1988
- Assistant Principal—Aurora Public Schools, Aurora, CO—1983-1985
- Staff Development Consultant—NCEBOCS, Longmont, CO—1979-1983
- Director of Federal Programs—SPVBOCES, Ft. Morgan, CO—1976-1979
- Instructor—Summer Migrant Program, Burlington, CO—1975 and 1976
- Instructor—Dulce Independent Schools, Dulce, NM—1975-1976

### **Skills**

Multiple technologies/applications user and Bilingual (English and Spanish)

## James L. Hager, Ph.D.

1202 N 10<sup>th</sup> Pl, # 1106

Renton, Washington 98057

[jimhager72@gmail.com](mailto:jimhager72@gmail.com)

702.280.1006

Dr. Hager began his teaching career in 1964 as a science teacher in an all-girls boarding school. He quickly progressed through the administrative chairs as principal, Director of Secondary Education, Deputy Superintendent, and twenty years as a Superintendent of Schools. Following his tenure as a school superintendent he spent seven years as a Professor-in-Residence at the University of Nevada, Las Vegas (UNLV) in the College of Education's Department of Educational Leadership. Jim Co-Directed the Center for Education Policy Studies and the Superintendents' Institutes. He also coordinated the Executive Leadership Doctoral Program. His areas of expertise included policy, politics, and governance, organizational development, school improvement, the principalship, and the superintendency. Jim also holds a Graduate Faculty Position at the University of Washington/Tacoma. For the past eight years he has held the positions of Advisor, Chief Operating Officer, and President of two privately held companies – Atlantic Research Partners and National Training Network.

Jim was honored in 2004 by receiving a number of prestigious awards for his leadership as Superintendent. He was named State Superintendent of the Year by both the Nevada State Superintendent's and the Nevada School Board's Associations. He was one of four finalists for AASA's National Superintendent of the Year and was named Plato Learning Corporation's Educator of the Year. He also received various local leadership awards including Educator of the Year by the Reno Chapter of the NAACP. Jim has been named to many boards and committees. Two of note is an appointment by former Nevada Governor Kenny Guinn to the Juvenile Justice Commission and the second by the U.S. Secretary of Education to serve on a Western Regional Advisory Committee on technology. In 2007 he was inducted into the Nevada Education Hall of Fame for his state leadership in education.

He has wide experience in conducting seminars and providing consulting services at the national and international level in such areas as board-superintendent relations, executive searches, organizational and/or personnel evaluations, conflict resolution and/or mediation, strategic planning, building a winning team, time-stress and self-management, strategic planning, school improvement planning & implementation, facilitation, conducting focus groups, serving as "interface" among contractors, architects, and owners, executive coaching and mentoring, and other organizational development activities. In addition, Jim has held leadership positions in various state and national associations and has served as a consultant to the Nevada State Department of Education as well as with school districts throughout the United States. Jim is a trained Curriculum Management Auditor and Nevada State External Facilitator for low performing schools. He has been involved in a number of district curriculum management audits throughout the United States and has been a SAGE external facilitator for designated low performing schools in the State of Nevada. He has served in university and college capacities as an outside committee member, in liaison roles, and as a university professor.

Dr. Hager received his Bachelor of Science Degree in Science from St. Benedict's College in Atchison, Kansas; a Master of Science Degree in Educational Administration from Kansas State University, Manhattan, Kansas; and a Doctor of Philosophy Degree in Educational Administration and Curriculum from the University of Iowa, Iowa City, Iowa.

# SUMMARY OF PROJECT ASSOCIATES

**Dr. Roy Brooks**  
Little Rock, AR

**Mr. Dale Caldwell**  
New Brunswick, NJ

**Mr. Rick Mills**  
Chicago, IL

**Dr. Gloria Davis**  
Chicago, IL

**Mr. Ricardo Medina**  
Bridgeport, MI

**Dr. James Davis**  
Plano, TX

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

**Dr. Brenda Dietrich**  
Topeka, KS

**Mr. Don Long**  
Hendersonville, TN

**Mr. Dale Monroe**  
Marion, IA

**Dr. Paige Fenton-Hughes**  
Douglas, WY

**Dr. Tony Apostle**  
Fox Island, WA

**Dr. Carl Davis**  
Powder Springs, GA

**Ms. Sandi Gero**  
Rock Hill, SC

**Dr. Ann Schultz**  
Westminster, CO

**Mr. Robert Alfaro**  
Hutto, TX

**Mr. Alvin Johnson**  
Sandy Springs, GA

**Dr. Bob Hammon**  
Sycamore, IL

**Dr. Karen Stinson**  
Platteville, WI

**Dr. Michael Rush**  
Lakewood, NJ

**Dr. Lane Plugge**  
Council Bluffs, IA

**Dr. Tom Williams**  
Scottsdale, AZ

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

**Ms. Linda Brock**  
Packwood, IA

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

7. A detailed description and line-item breakdown of any and all fees and expenses for any optional services

## 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 seventeen thousand five hundred dollars (\$17,500.00). 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 Skype, conference call or gotomeetings, which could potentially save thousands of dollars in travel expenses; 2) Utilize our materials electronically (either via e-mail or a flash drive); and 3) Boards may conduct 1<sup>st</sup> round candidate interviews via Skype to reduce candidate travel expenses. Once the Board narrows the candidates down to two or three finalists, the finalists will interview in-person with the Board.

### PERFORMANCE CONTRACT

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

# **ESTIMATED COST SHEET – PREPARED FOR: BERKELEY UNIFIED SCHOOL DISTRICT**

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Berkeley Unified School District. 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 .....	5,000.00
Ground transportation (billed at \$0.545 per mile).....	200.00
Hotel (if needed for stakeholder meetings) .....	400.00
Meals .....	150.00
** Travel Subtotal.....	5,750.00

**\*\*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: .....6,250.00  
Ray and Associates, Inc. Base Fee ..... 17,500.00

**\*ESTIMATED SEARCH COST** ..... \$23,750.00

**\*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. Berkeley Unified School District 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 Berkeley Unified School District 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.**

8. A list of references, including names, addresses, telephone numbers, email addresses for contacts for five (5) recently completed superintendent searches

## REFERENCES

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

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
<b>Woodland Hills School District</b>	North Braddock, PA	Jamie Glasser	Board President	Cell: 412-874-0161 <a href="mailto:glasja@whsd.net">glasja@whsd.net</a>
<b>Gresham Barlow School District</b>	Gresham, OR	John Hartsock	Board Member	Cell: 503-780-4806 <a href="mailto:hartsock7@gresham.k12.or.us">hartsock7@gresham.k12.or.us</a>
<b>Durham Public Schools</b>	Durham, NC	Minnie Forte-Brown	Board Member	Cell: 919-452-2177 <a href="mailto:minnie.forte-brown@dpsnc.net">minnie.forte-brown@dpsnc.net</a>
<b>Fort Worth Independent School District</b>	Fort Worth, TX	Jacinto Ramos Jr.	Former Board President	Work: 817-814-1920 <a href="mailto:Jacinto.Ramos@fwisd.org">Jacinto.Ramos@fwisd.org</a>
<b>Northshore School District</b>	Bothell, WA	Amy Cast	Former Board President	Cell: 206-601-7909 <a href="mailto:Sbdistrict5@nsd.org">Sbdistrict5@nsd.org</a>

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



## **TERMS OF AGREEMENT FOR SUPERINTENDENT SEARCH SERVICES**

### **FOR THE**

# **BERKELEY UNIFIED SCHOOL DISTRICT**

---

---

### **SECTION I**

WHEREAS, the BERKELEY UNIFIED SCHOOL DISTRICT is desirous of obtaining professional services and Ray and Associates, Inc., a consulting firm, is desirous of providing such services, and it is agreed between the parties that the following terms and conditions shall be in effect:

#### **RAY AND ASSOCIATES WILL:**

23. Comply with all BERKELEY UNIFIED SCHOOL DISTRICT and State legal requirements.
24. Customize the search process in accordance with the needs and expectations of the BERKELEY UNIFIED SCHOOL DISTRICT.
25. 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.
26. Work with the Board to establish a timeline that lists each step in the search process.
27. Discuss with the Board the requirements and salary range for the Superintendent position.
28. Work with the BERKELEY UNIFIED SCHOOL DISTRICT staff and those selected by the Board in the development of an accurate informational flyer and approval of the online application form.

29. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option. We will provide a link to the survey to post on the District's website.
30. Provide the Board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
31. Develop all required forms for the application and screening process.
32. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
  - Notify all associates to actively recruit potential candidates.
  - Contact individuals in our firm's database whose interests match District criteria.
  - Actively recruit applications from qualified individuals.
  - Solicit nominations from knowledgeable people in the profession.
  - Contact other professional consultants in private and public sectors.
  - Discuss with all candidates the District's characteristics and the Board'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 California School Administrators and California School Administrators Publications, The School Administrator Publication, Executives Only Website and other publications selected by the Board.
33. 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 selection committee thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.
34. Check references provided and conduct additional background investigation of leading candidates. The firm will interview each viable candidate that meets Board criteria and verifies their qualifications and experience. A 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.
35. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology.
36. 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.
37. Assist the Board in establishing the interview format and in developing interview questions.
38. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
39. Help arrange the details of interviews for leading candidates.

40. 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.
41. Coordinate with the BERKELEY UNIFIED SCHOOL DISTRICT Business Office the procedure for reimbursement of candidates' expenses.
42. Assist District in negotiating the contract with the successful candidate at no additional cost to the District.
43. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
44. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
45. Provide the Board with a report on the Board Self-Assessment Survey Results at no additional cost.

## **SECTION II**

### **GENERAL PROVISIONS**

#### **CONFIDENTIALITY**

Ray and Associates, Inc. will reserve the confidential nature of any information that becomes available to the firm resulting from the services rendered to the Board.

#### **SATISFACTION GUARANTEE**

If the BERKELEY UNIFIED SCHOOL DISTRICT or Ray and Associates, Inc. terminate this agreement, the BERKELEY UNIFIED SCHOOL DISTRICT will be charged for only the work performed and expenses incurred up to the date of termination.

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

#### **CONSULTANT FEE**

The base fee for the performance of the BERKELEY UNIFIED SCHOOL DISTRICT Superintendent search by the consultant as provided in the proposal will be seventeen thousand five hundred dollars (\$17,500.00).

Any services requested by the district after the new Superintendent is hired and the search is closed, will be billed as an additional fee. This fee will be determined based upon the services requested and agreed to prior to the services being rendered.

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 start of the search; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

### **CONSULTANT REIMBURSED EXPENSES**

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

### **CANDIDATE EXPENSES**

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

### **SECTION III**

WHEREAS, the parties have agreed upon the above terms and conditions, they have this date set their signatures as evidence of said agreement.

\_\_\_\_\_  
Judy Appel, President  
BERKELEY UNIFIED SCHOOL DISTRICT

\_\_\_\_\_  
Date

\_\_\_\_\_  
Ryan M. Ray, President

\_\_\_\_\_  
Date

# 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 provide a service to our clients after the Superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.