

PROCEEDINGS OF THE BOARD OF EDUCATION

Custer County School District C-1

Special School Board Meeting:

CCSD Library – Jan 24, 2024

“For the good of the students of Custer County Schools”

Link for audio attendance is located on the district calendar on the district website

THE BOARD OF EDUCATION OF CUSTER COUNTY SCHOOL DISTRICT MET IN SPECIAL SESSION IN THE CUSTER COUNTY LIBRARY.

The meeting was called to order by Joseph McCarthy, BOE President, at 4:15 p.m. The Pledge of allegiance was recited. Roll call was taken, a Quorum established, and the following were present:

Jordan Benson
Director

Jennifer Kriegh
Secretary/Treasurer

Joe McCarthy
President

Reggie Foster
Vice President

Vacancy
Director

Agenda Approval

MOTION: Jordan Benson moved to approve the agenda.

Motion Passes unanimously.

Administration In Attendance

Jackie Crabtree,
Superintendent

Sydney Benesch, Principal

Zachary Bissell, Assistant
Principal/Athletic Director

Donna Newell, Assistant to
Administration

Charlotte Lindman, K-12
Accounting; (Remote)

Guests in Attendance

Megan Agnew

Dr. Linda Brown

Elliot Jackson

Troy Bomgardner

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Custer County School District C-1

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Correspondence to the Board

Joe McCarthy read for the record the resignation letter emailed to the BOE.
(Attached)

Public Comment

Megan Agnew, parent, asked what we are doing for the library. She is concerned about how the library is monitored. Spoke specifically about the book. **It's perfectly normal** – Joe McCarthy asked Sydney Benesch to reach out to Ms. Agnew

Consent Agenda

MOTION: Jordan Benson Moved to approve the consent agenda.

Acceptance of resignation of BOE Board Member Tracy Broll with regrets.
Motion passed unanimously

Items of Business

MOTION: Reggie Foster moved that the board approve the bid from Rightly Garage doors for the Bus Barn Garage Door Lifter Kits and Installation as stated on the bid with modification to remove tax.

Discussion - Rightly Garage Doors bid was complete. The other bid was handwritten. Questions were not addressed.
Motion carried unanimously

MOTION: Jordan Benson Moved that the BOE approve resolution 24-01 as presented with the approved dates.

Declaring Vacancy and Establishing Procedures for Filling Such Vacancies.
Motion passed unanimously

PROCEEDINGS OF THE BOARD OF EDUCATION

Custer County School District C-1

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Discussion regarding the filling of the open board position.

- Run Ad in both newspapers
- Letter of Intent & Sworn Affidavit received no later than 3pm on February 14, 2024. Original affidavit MUST BE RECEIVED IN THE OFFICE BY DEADLINE DATE.
- Interviews to be held on Feb. 19th at a time to be determined.
- BOE vote on appointment of new board member on Feb. 20, 2024
- Following the appointment of a new board member, they will be sworn in the same day, Feb. 20, 2024

Discussion on Filling the Superintendent Position

Open discussion between the board members regarding the advantages and disadvantages between the BOE handling the search for Superintendent independently; Hiring a local person to handle the search; or Hiring McPherson, Jacobson.

MOTION: Jordan Benson Moved that the BOE approve moving forward with the next steps in hiring McPherson Jacobson for the Superintendent Search

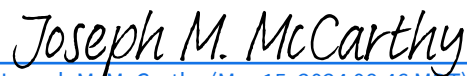
Motion passed unanimously

Adjournment

MOTION: Jordan Benson moved to adjourn the meeting.

Motion carried unanimously

Meeting adjourned at 6:04 pm.



Joseph M. McCarthy (Mar 15, 2024 08:46 MDT)

Joe McCarthy, BOE President



Jennifer Kriegh, BOE Secretary

Custer County School District C-1
Special School Board Meeting: CCSD Library
Wednesday, January 24th, 2024
4:15 - 6:15 p.m.

AGENDA

“For the good of the students of Custer County Schools”

1. Opening of the Meeting
 - a. Call to Order
 - b. Roll Call
2. Approval of Agenda
3. Introduction of Guests
4. Correspondence to the Board President: President Joseph McCarthy
5. Board President's Comments / Board Initiatives
6. Public Comments
7. Consent Agenda:
 - a. Resignation of Board Member Tracy Broll
8. Approval: Bus Barn Garage Door Lifter Kits and Installation
9. Discussion: Appointment of new board member
10. Consideration: Appointment of new board member
11. Discussion: School Board will conduct a Superintendent Search
12. Consideration: School Board will conduct a Superintendent Search
13. Adjournment –
Next Special Board Meeting: **January 31st, 2024, 4:15 p.m. – CCSD Library**



Joseph McCarthy <joseph.mccarthy@ccbobcats.net>

Broll Resignation

2 messages

Tracy Crabtree <Tracycrabtree44@hotmail.com>

Wed, Jan 17, 2024 at 7:31 AM

To: Joseph McCarthy <joseph.mccarthy@ccbobcats.net>, Reggie Foster <reggie.foster@ccbobcats.net>, Jennifer Kriegh <Jennifer.kriegh@ccbobcats.net>, Jordan Benson <bensonproductionsltd@gmail.com>, Jackie Crabtree <jacquelynn.crabtree@ccbobcats.net>, Sydney Benesch <sydney.benesch@ccbobcats.net>, Zachary Bissell <zachary.bissell@ccbobcats.net>, Donna Newell <donna.newell@ccbobcats.net>

This letter is to inform the BOE, Administration & Staff at Custer County Schools that I'm resigning from the Board of Education effective immediately.

For the last two years I have had the pleasure of working with Jackie Crabtree and the previous board members. Jackie's level of dedication to school and community has been outstanding, along with the previous board's ability to work together as a team had made the experience enjoyable.

I had a conversation a couple months ago with Joe McCarthy that if the new board members drove Jackie out of the superintendent position that I was not interested in going through the process of looking for her replacement. As a result of her resignation, I am no longer willing to continue with this board. The new boards lack of cooperation to work with her in a collaborative manner is completely unethical.

In addition, the new board members have proposed an abundant amount of meetings that I am unable to attend due to family matters.

It has been my pleasure to work with the previous board and I wish everyone the best moving forward.

Thank You,
Tracy Broll

Sent my iPad

Joseph McCarthy <joseph.mccarthy@ccbobcats.net>

Wed, Jan 17, 2024 at 8:25 AM

To: Tracy Crabtree <Tracycrabtree44@hotmail.com>



Rightly Garage Doors

Traci Terry
westcliffe

☎ (719) 553-6628

✉ traci.terry@ccbobcats.net

ESTIMATE	#459
ESTIMATE DATE	Dec 7, 2023
EXPIRATION DATE	Jan 6, 2024
TOTAL	\$11,717.94

CONTACT US

2477 Cty Rd 243
Westcliffe, CO 81252

☎ (719) 423-6332

✉ sales@rightlygarage.com

ESTIMATE

Services	qty	unit price	amount
----------	-----	------------	--------

PO # - PO# bus barn openers	1.0	\$0.00	\$0.00
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this is openers and installed prices i would recommend getting all the doors serviced as well so they run smooth and that will save the openers in the long run

Materials	qty	unit price	amount
-----------	-----	------------	--------

Liftmaster openers - Lift master MT5011U-12	7.0	\$1,098.00	\$7,686.00
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CDO MD 12' Trolley 1/2hp 115v

Marantec operner - VTA 14-61 Quick Release w/ Command 108	2.0	\$1,402.00	\$2,804.00
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Marantec America Corp Jack shaft opener heavy duty

Pusher Springs - 27" Pusher Springs	2.0	\$185.00	\$370.00
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Sold as a pair

12 gauge bracket for 3/8" bolts

Approximate compression: 10 lb./in.

2" diameter rubber bumper

Zinc plated steel

15 Travel

Materials subtotal: \$10,860.00

Subtotal	\$10,860.00
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Tax (SILVER CLIFF- CUSTER - 7.9 7.9%)	\$857.94
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Total	\$11,717.94
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THANK YOU

Job Traci Couster's COITY School

Quote

Date 1-9-2024

order	DISCRIPTION	Price	Amount
12	Model LJ8900 Liftmaster Trackstar side mount opress top.oo		\$,496.00

TOTAL INSTALLED (\$,496.00)

A RESOLUTION OF THE BOARD OF EDUCATION OF THE CUSTER COUNTY SCHOOL DISTRICT C-1 DECLARING A VACANCY AND ESTABLISHING PROCEDURES FOR FILLING SUCH VACANCY

WHEREAS, Director Tracy Broll submitted her letter of resignation from the Custer County School District C-1's (District) Board of Education (Board) on January 17, 2024;

WHEREAS, as such, a vacancy in the office of school Board director is created, and,

WHEREAS, § 22-31-129(2), C.R.S. provides that this Board shall adopt a resolution declaring a vacancy in the office of school Board director, and

WHEREAS, the Board desires to fill such vacancy within the statutory 60-day time period after the vacancy has been created.

NOW THEREFORE BE IT RESOLVED, that this Board hereby accepts the letter of resignation and declares that a vacancy exists in the office of school board director; and,

BE IT FURTHER RESOLVED, that this Board hereby adopts the following procedure, effective immediately, which this Board will use in appointing a person to fill such vacancy, until the next regular school director election in November 2025, within 60 calendar days (by March 24, 2024):

1. Notice of the vacancy shall be advertised in the local newspapers, on the District's website, and will also be posted in the widow of the District school and administrative buildings.
2. The notice shall contain the legal qualifications for a school board director as fixed by law.
3. The deadline for submitting letters of interest, including a biographical statement, and sworn affidavit attesting to the qualifications for office will be by 5:00 PM on _____.
4. Interviews of candidates for the vacancy will be conducted by this Board in a public session or sessions of any regular or special meeting of this Board, but no later than _____, such date and time of the interviews to be determined.
5. The Board anticipates that it will appoint a person to fill the vacancy at the _____ Regular Board meeting.
6. District staff is hereby directed to take the necessary action to implement the established procedures.

Dated: January 24, 2024

CUSTER COUNTY SCHOOL DISTRICT C-1

Joseph M. McCarthy
School Board President

Notice of appointment to Board of Education

Pursuant to Colorado Revised Statutes § 22-31-129 (2), the Custer County School District C-1 Board of Education must declare a vacancy in the school director office and appoint a person to fill the vacancy within sixty days after the vacancy occurs. In accordance with state law, the Board declared a vacancy at a Special Board Meeting on January 24, 2024 due to a resignation of one at-large director seat on the District's Board of Education.

Beginning January 25, 2024, any person who meets the qualifications and who desires to be considered for the appointment is invited to submit a letter of interest, including a biographical statement, to the secretary of the Board of Education, Jennifer Kriegh, at the Custer County Administration Building, 709 Main Street, Westcliffe, Colorado 81252. Upon submission of the letter of interest, applicants will be asked to fill out a sworn affidavit attesting to the qualifications for office. All documentation must be submitted by 5:00 PM on _____.

To be eligible for appointment, an applicant must reside in Custer County School District and must have been a registered elector of the Custer County School District for at least twelve consecutive months prior to the date of appointment. The applicant must be 18 years or older and have never been convicted of a sexual offense against a minor.

The Board will interview prospective candidates on _____, in a public session of a Special Meeting of the Board. The Board of Education plans to appoint the person to fill this vacancy at its Regular Meeting scheduled on _____.

22-31-129. Vacancies.

(1) A school director office shall be deemed to be vacant upon the occurrence of any one of the following events prior to the expiration of the term of office:

(a) If for any reason a school director is not elected to a school director office by the eligible electors as may be required at a regular biennial school election;

(b) If the person who was duly elected or appointed fails, neglects, or refuses to subscribe to an oath of office as provided in section 22-31-125;

(c) If the person who was duly elected or appointed submits a written resignation to the board of education and such resignation has been duly accepted by the board of education;

(d) If the person who was duly elected or appointed is or becomes during the term of office a nonresident of the school district in which the person was elected or, in the event the district has a director district plan of representation or a combined director district and at-large plan of representation, if the director is or becomes during the term of office a nonresident of the director district which the director represents unless the director has been elected at the time of or prior to the adoption of a director district plan of representation or a combined director district and at-large plan of representation by the electors or prior to a revision and redesignation of director district boundaries;

(e) If the person who was duly elected or appointed is found guilty of a felony;

(f) If a court of competent jurisdiction voids the officer's election or appointment or removes the person duly elected or appointed for any cause whatsoever, but only after his right to appeal has been waived or otherwise exhausted;

(g) If a court of competent jurisdiction determines that the person duly elected or appointed is insane or otherwise mentally incompetent, but only after the right to appeal has been waived or otherwise exhausted, and a court enters, pursuant to part 3 or part 4 of article 14 of title 15 or section 27-65-109 (4) or 27-65-127, C.R.S., an order specifically finding that the insanity or mental incompetency is of such a degree that the person is incapable of serving as a school director;

(h) If the person who was duly elected or appointed does not attend three consecutive regular meetings of the board of education, unless the board by resolution shall approve any additional absences or unless the absences are due to a temporary mental or physical disability or illness;

(i) If the person who was duly elected or appointed dies during the term of office.

(2) At the next board of education meeting immediately following the occurrence of any condition specified in subsection (1) of this section, the board of education of the district shall adopt a resolution declaring a vacancy in the school director office, and the board of education of the school district in which the vacancy occurs shall appoint a person to fill the vacancy within sixty days after the vacancy has occurred. If the appointment is not made by the board within the sixty-day period, the president of the board shall forthwith appoint a person to fill the vacancy. The appointment shall be evidenced by an appropriate entry in the minutes of the meeting and the board shall cause a certificate of appointment to be delivered to the person so appointed. A duplicate of each certificate of appointment shall be forwarded to the department of education.

(3) If the vacancy occurs more than ninety days prior to the next regular biennial school election and the unexpired term is for more than two years, an appointee to the office of school director shall serve until the next regular biennial school election when the successor for the remainder of the term is elected and has qualified. If the vacancy occurs within the ninety-day period prior to a regular biennial school election and the unexpired term is for more than two years, an appointee to the office of school director shall serve until the next succeeding regular biennial school election when a successor for the remainder of the term is elected and has qualified. Except as otherwise provided in this subsection (3), an appointee to the office of school director shall serve for the remainder of the unexpired term.

(4) Whenever the filling of a vacancy, as provided in subsection (3) of this section, causes terms of different duration to be open at the time of the regular election in a school district which has an at-large plan of representation or a combined director district and at-large plan of representation, candidates running at large shall designate the term for which they are running in accordance with section 1-4-803 (3), C.R.S.

Source: L. 64: p. 611, 29. C.R.S. 1963: 123-31-29. L. 71: p. 1167, 1. L. 73: p. 1285, 3. L. 75: (1)(g) amended, p. 928, 35, effective July 1; (1)(h) amended, p. 692, 15, effective July 1. L. 77: (3) amended, p. 1048, 1, effective July 1. L. 92: Entire article amended, p. 834, 31, effective January 1, 1993. L. 93: (4) amended, p. 1782, 47, effective June 6. L. 95: (1)(g) amended, p. 1100, 26, effective May 31. L. 96: (3) amended, p. 1766, 57, effective July 1. L. 99: (1)(d) and (4) amended, p. 474, 7, effective April 30. L. 2006: (1)(b) amended, p. 1023, 4, effective May 25. L. 2010: (1)(g) amended, (SB 10-175), ch. 188, p. 793, 47, effective April 29.

ANNOTATION

School board member who pleads guilty to a felony under a deferred sentencing agreement has been found guilty of a felony within the meaning of this section. Defendant's plea resulted in his judgment and sentence being deferred for a period of twelve months. Trial court did not err in denying a motion for preliminary injunction against school board action declaring defendant's school-director seat vacant after the plea. *Esquibel v. Bd. of Educ. Centennial Sch.*, 2016 COA 9, 369 P.3d 794.

Vacancy under subsection (1)(f). Since district court properly voided candidate's election because the candidate was not qualified to take office, and since no other person was legally elected, the election must be set aside and a vacancy declared. *Figueroa v. Speers*, 2015 CO 12, 343 P.3d 967.

A Proposal Prepared for

Custer County School District C-1

Westcliffe, Colorado

for

*The Search and Selection of a
Superintendent of Schools*

submitted in collaboration with



Colorado Association
of School Boards

and



by

MCPHERSON *MJ* JACOBSON, LLC
EXECUTIVE RECRUITMENT & DEVELOPMENT



*11725 Arbor Street, Suite 220
Omaha, Nebraska 68144*

Phone: 888-375-4814/402-991-7031

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Website: www.macnjake.com



MCPHERSON & JACOBSON, L.L.C.

Executive Recruitment & Development
in collaboration with the Colorado Association of School Boards



11725 Arbor Street, Suite 220 ♦ Omaha, Nebraska 68144
888-375-4814 ♦ Email: mail@macnjake.com ♦ Website: www.macnjake.com

January 22, 2024

Board of Education
Custer County School District C-1
709 Main St.
PO Box 730
Westcliffe, Colorado 81252

Thank you for your request for information. The enclosed proposal describes the professional services the Colorado Association of School Boards representative, McPherson & Jacobson, L.L.C. will provide Custer County School District C-1 in ensuring your superintendent search secures quality leadership for the district.

McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's five-phase protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents, to school board members, to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the state and nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve.

McPherson & Jacobson has been conducting searches for boards of education since 1991. Our Colorado consultants will ensure your search results in quality leadership for your district.

Our contact information:

McPherson & Jacobson, L.L.C.
11725 Arbor St., Suite 220
Omaha, Nebraska 68144
Telephone: 402-991-7031/888-375-4814
Fax: 402-991-7168
Email: mail@macnjake.com

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

Dr. Norm Ridder

Owner, McPherson & Jacobson L.L.C.

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Executive Summary

McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- We continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.
- The fee for Phases I-V is \$6,500. The not to exceed amount is \$ 8,950 (see page 20 for additional information)

Our mission is to ensure your search results in quality leadership for education excellence.

About McPherson & Jacobson

The McPherson & Jacobson Difference

“It’s About the Kids”

- WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.
- OUR MISSION is to ensure your search results in quality leadership for education excellence.

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process.

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

Colorado Association of School Boards Search Service

The **Colorado Association of School Boards** has selected McPherson & Jacobson, L.L.C. to represent them in conducting superintendent searches in Colorado. McPherson & Jacobson is a leading national search firm that has Colorado-based consultants. Our Colorado consultants understand Colorado and its unique requirements and laws.

Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 1,000 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

Nationwide Network of Experienced Consultants

McPherson & Jacobson has **over 130 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors,

and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

Waters and Marzano review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **almost eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

McPherson & Jacobson, L.L.C. Non-Discrimination Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity

As an organization, we are committed to equitable practices that will ensure the equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;
3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

McPherson & Jacobson has **over 130 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

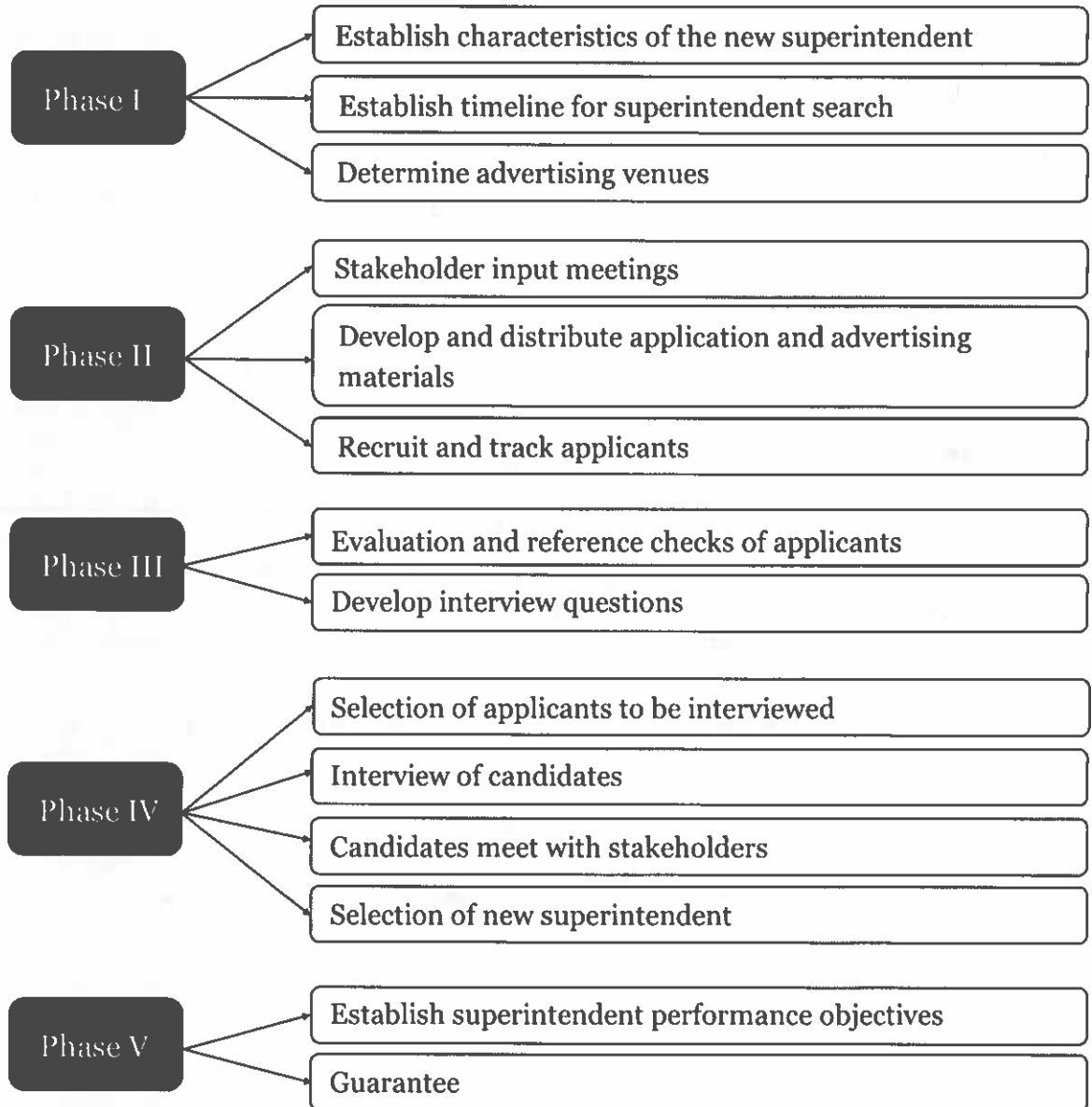
We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

Search Process

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

- ✓ **Using a group process with the board, identify the most important characteristics of the future superintendent.**

The consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

- ✓ **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

- ✓ **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

- ✓ **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson's consultants to meet with to solicit input into the process.

- ✓ **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board's consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

- ✓ **Identify the point of contact for the district**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure and coordinating details for stakeholder input and other meetings within the district.

Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants

- ✓ **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district's point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

- ✓ **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess.

The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

The results of the stakeholder meetings and online stakeholder input are summarized by the consultants and presented to the board.

- ✓ **Develop promotional literature and brochures announcing the vacancy (*optional—there is an additional fee for a full-color brochure*).**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board's selection criteria, the board members, and the application procedures and timelines.

- ✓ **Prepare and place announcement of vacancy.**

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 225,000 hits per month.

- ✓ **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson's staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

- ✓ **Post application information and notify interested applicants.**

McPherson & Jacobson's staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

✓ **Actively recruit applicants who meet the district's needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women's Leadership Conference.

✓ **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe the public business should be done in public with transparency. We also understand the need for applicants' confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time the names of the finalists are made public.

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search and we will adapt our process to fit your unique needs.

✓ **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson's staff monitors applicants and notifies them of what is still needed to complete the process.

✓ **Communicate with all Board Members in a timely manner**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

Phase III—Applicant Screening

✓ **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional material in each file and begin reviewing against the selection criteria.

✓ **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualifications. We go a minimum

of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

✓ **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants can share with the board.

✓ **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

Phase IV—Reviewing Candidates with the Board, Interviews

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

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

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

✓ **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of these candidates will be made public upon confirming the interviews (if the board chooses to release the names). During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

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

✓ **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district

staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

- ✓ **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

- ✓ **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouse/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

- ✓ **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouse/significant others. To ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

- ✓ **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

- ✓ **Conduct background checks.**

Included in the expenses is a criminal/financial/degree verification background checks for the candidates selected for an interview.

- ✓ **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

- ✓ **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

Phase V—Transition with Success

✓ **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives.

✓ **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, *FOR WHATEVER REASON*, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Timeline

The timeline for the search process is established when we meet with the board, so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

Search sequence:

- At the beginning of the search
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - A brochure is created to advertise the district and the vacancy

- At the time designated by the board
 - Stakeholder group meetings are held
 - A summary of stakeholder input is presented to the board

- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials

- After the closing date
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process

- Approximately two to four weeks after the closing date
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles and video interviews of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - Criminal/financial/educational degree verification background checks are conducted on the selected finalists
 - McPherson & Jacobson notifies each applicant not selected for an interview

- Soon after the board selects their candidates
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates
 - The board selects their new superintendent
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

*Responsibilities of Custer County School District C-1 and
McPherson & Jacobson, L.L.C.*

Event	McPherson & Jacobson's Tasks	School District's Tasks
1 st board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> o Characteristics for the new superintendent o The search calendar o Compensation parameters o Identify the appropriate constituent groups for stakeholder input o Advertising venues <input type="checkbox"/> The consultant works with the Point of Contact to compile: <ul style="list-style-type: none"> o Information to create the brochure announcing the vacancy (optional) o The list of names to be invited to the community input meetings 	<ul style="list-style-type: none"> <input type="checkbox"/> Provides consultant with the necessary information to create the brochure (optional); the name of the Point of Contact; and the Board Contact List <input type="checkbox"/> Reviews and approves the brochure
After 1 st meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Application link is posted online <input type="checkbox"/> Brochure announcing the vacancy is created (add-on item) <input type="checkbox"/> Advertising is started <input type="checkbox"/> Vacancy announcements are sent out <input type="checkbox"/> E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening <input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position <input type="checkbox"/> Opening is posted on social media and additional venues 	<ul style="list-style-type: none"> <input type="checkbox"/> Edit the brochure (if district chooses to have a brochure created)
During application period	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants recruit candidates that fit the position <input type="checkbox"/> Monitors applicants and where they are in the application process <input type="checkbox"/> Notifies applicants of the closing date for submitting their materials <input type="checkbox"/> Lead consultant keeps the board up to date on the search 	<ul style="list-style-type: none"> <input type="checkbox"/> Posts a link to the McPherson & Jacobson website <input type="checkbox"/> Posts the brochure (announcement of vacancy) on their website (if chosen) <input type="checkbox"/> Advertises the opening on the district's social media platforms

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	<ul style="list-style-type: none"> <input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district 	<ul style="list-style-type: none"> <input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule <input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations <input type="checkbox"/> Posts meeting dates, times, and locations as open public forum <input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder meetings	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input <input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post 	<ul style="list-style-type: none"> <input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website
Stakeholder meetings completed	<ul style="list-style-type: none"> <input type="checkbox"/> Consultant summarizes key themes and gives the results to the district <input type="checkbox"/> Copy of summary is sent to Home Office <input type="checkbox"/> The stakeholder input summary report is created 	<ul style="list-style-type: none"> <input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website
2 nd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Review stakeholder input summary report and provide copies to the district <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> o Interview questions o Length of contract, moving and interview expenses o Spouse/significant other's involvement in interview process o District Interview Schedule o Candidate Daily Interview Schedule <input type="checkbox"/> Interview questions are sent to Home Office to be formatted 	
Prior to 3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed <input type="checkbox"/> Contact candidates on short list and verify their interest in the position <input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures, and screen questions 	

Event	McPherson & Jacobson's Tasks	School District's Tasks
3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant facilitates the board's <ul style="list-style-type: none"> <input type="checkbox"/> Review of the list of all applicants <input type="checkbox"/> Overview of candidates on short list <input type="checkbox"/> Selection of finalists <input type="checkbox"/> Finalizing of interview dates & schedule <input type="checkbox"/> Review of interview questions & procedures <input type="checkbox"/> Finalizing candidate & spouse/significant other arrangements <input type="checkbox"/> Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues <input type="checkbox"/> Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) <input type="checkbox"/> Send Candidate Daily Interview Schedule to each finalist <input type="checkbox"/> Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed <input type="checkbox"/> Notify the applicants who were not selected to be interviewed 	<ul style="list-style-type: none"> <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> Call Point of Contact after 1st interview to learn how it went <input type="checkbox"/> Call 1st candidate to learn their perspective and how the interview went <input type="checkbox"/> Suggest any possible improvements <input type="checkbox"/> Be available for questions <input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service) 	<ul style="list-style-type: none"> <input type="checkbox"/> One candidate per day <input type="checkbox"/> Board member greets each candidate upon arrival to district <input type="checkbox"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated
Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Verify acceptance <input type="checkbox"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen 	<ul style="list-style-type: none"> <input type="checkbox"/> Board meets and discusses each candidate individually <input type="checkbox"/> Read input forms submitted by stakeholder input groups <input type="checkbox"/> Have each board member rank order candidates <input type="checkbox"/> Select minimum of #1 and #2 candidate <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board evaluates our services
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept <input type="checkbox"/> Consultant reviews superintendent's plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Plan is sent to consultant to be reviewed <input type="checkbox"/> Board adopts plan

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

Initial stakeholder input sessions

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

Meeting the candidates

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

Process for Obtaining Staff Input

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

Process for Obtaining Parent and Community Input

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

McPherson & Jacobson will also allow stakeholders to submit their input online.

Process for Including Ethnically Diverse Communities

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

Process for Obtaining Online Stakeholder Input

McPherson & Jacobson will create an online input survey to allow stakeholders to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

Cost Proposal for Custer County School District C-1

Investment for the Search

The fee for conducting the superintendent search is \$6,500 for Phases I-V.

Estimated Expenses \$2,450

- **Advertising**
 - Thirty (30) days on AASA (American Association of School Administrators)
 - Posted on CO-ALAS
 - Posted on the Colorado Association of School Boards' website
 - Posted on the Colorado Association of School Executives' website
 - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
- **Stakeholder Meetings**
 - One (1) day of in-person stakeholder meetings
 - Online stakeholder input surveys
 - Final report delivered to the board by email and one hard copy per board member, if requested
 - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
 - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
- **Candidate Reviews/Information**
 - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
 - Criminal/financial/credential verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
 - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
- **Consultant Travel**
 - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
 - *Consultant travel expenses can be reduced if the district requests online meetings.*
- **Office Expenses**

The total not to exceed amount including expenses is \$8,950.

Interview expenses for the candidates are not included in this amount

Additional Services Available

- **Attending Candidate Interviews**

If the board requests, McPherson & Jacobson's consultants will attend the candidate interview sessions for an additional fee (negotiated between the district and the consultant) plus expenses.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$250 for a two-page brochure and \$500 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates. Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate.

- **Assistance in Hiring the Selected Candidate**

The fee will be based on an hourly negotiated rate.

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.

McPherson & Jacobson Guarantees

Client Satisfaction

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses; there is not an additional fee.

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of a majority of the members who hired the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Price Match

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

Recruiting the Selected Candidate

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **over eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

Additional Information

Colorado Consultants

Dr. Walter Cooper, Retired Superintendent, Colorado Springs

Dr. Kenneth Haptonstall, Colorado River BOCES Executive Director, Grand Junction

Mr. Paul Reich, Former school board member, Telluride

Dr. Norman Ridder, Retired Superintendent, Arvada

Dr. Henry Roman, Retired Superintendent, Pueblo

Dr. Christy Sinner, Retired Superintendent, Durango

Dr. Randall Zila, Centennial BOCES Executive Director, Loveland

*Colorado Searches Conducted by
McPherson & Jacobson, L.L.C.*

Year	District	City	Enrollment
2022/23	Academy School District 20	Colorado Springs	26,000
1999/00	Academy School District 20	Colorado Springs	16,581
2020/21	Alamosa School District, No. RE-11J	Alamosa	2,500
2021/22	Archuleta School District	Pagosa Springs	1,655
2019/20	Archuleta School District 50JT	Pagosa Springs	1,700
2022/23	Arickaree School District R-2	Anton	98
2020/21	Arickaree School District R-2	Anton	98
2020/21	Arriba-Flagler CSD #20	Flagler	159
2023/24	Brush School District RE-2J	Brush	1,440
2022/23	Chavez Huerta K12 Preparatory Academy—President/CEO	Pueblo	993
2020/21	Cheyenne Mountain School District 12	Colorado Springs	5,000
2022/23	Clear Creek School District RE-1	Idaho Springs	682
2018/19	Clear Creek School District RE-1	Idaho Springs	765
2022/23	Colorado Association of School Boards (CASB)—Executive Director	Denver	
2019/20	Colorado Association of School Executives (CASE)—Executive Director	Denver	
2022/23	Colorado Department of Education—Commissioner of Education	Denver	
2021/22	Colorado Springs School District 11	Colorado Springs	22,000
2023/24	Cotopaxi Consolidated Schools	Cotopaxi	190
2021/22	East Grand School District	Granby	1,354
2006/07	East Grand School District	Granby	1,300
2021/22	Edison School District 54JT	Yoder	243
2020/21	Elbert County School District C-2	Kiowa	270
2023/24	Fremont School District RE-2	Florence	1,400
2021/22	Garfield County School District 16	Parachute	1,350
2021/22	Genoa-Hugo School	Hugo	220
2021/22	Georgetown Community School (Director search)	Georgetown	134
2020/21	Haxtun RE-2J School District	Haxtun	350
1999/00	Hinsdale County School District RE-1 (Lake City Comm. School Dist.)	Lake City	70
2020/21	Ignacio School District 11-JT	Ignacio	720
2020/21	Lamar School District RE-2	Lamar	1,614
2022/23	Manitou Springs School District 14	Manitou Springs	1,500
2021/22	Moffat Consolidated School District #2	Moffat	217
2021/22	Moffat County School District RE-1	Craig	2,068
2020/21	Montezuma-Cortez School District RE-1	Cortez	2,800
2021/22	Morgan County School District	Fort Morgan	3,500

Year	District	City	Enrollment
2017/18	Morgan County School District	Fort Morgan	3,300
2022/23	Mountain Valley School District RE-1	Saguache	173
2020/21	Norwood School District	Norwood	206
2020/21	Otis School District R3	Otis	250
2023/24	Park County School District RE-2	Fairplay	500
2020/21	Platte Valley School District Weld RE-7	Kersey	,1200
2021/22	Prairie School District RE-11J	New Raymer	220
2021/22	RE-1 Valley School District	Sterling	2,258
2022/23	School District 49 (D49)	Peyton	24,000
2020/21	Sangre de Cristo School District	Mosca	250
2020/21	South Central BOCES—Executive Director	Pueblo West	
2022/23	South Conejos School District	Antonito	176
2021/22	Springfield School District	Springfield	280
2021/22	Steamboat Springs School District	Steamboat Springs	2,651
2019/20	Summit School District RE-1	Frisco	3,450
2021/22	Swink School District	Swink	350
2017/18	Thompson School District R2-J	Loveland	16,000
2022/23	The Vanguard School—Executive Director	Colorado Springs	1,500
2021/22	Walsh School District RE 1	Walsh	160
2020/21	Weld County RE-5J School District	Milliken	3,800
2021/22	Weld RE-4 School District	Windsor	8,000
2021/22	Woodlin School District R-104	Woodrow	85

What Board Members Say About McPherson & Jacobson's Search Services



Morgan County School District Re-3
District Support Center
715 West Platte Avenue
Fort Morgan, Colorado 80701

February 1, 2023

To Whom It May Concern:

I have been a school board member for seven years and have been president for one year. I have been involved in three superintendent searches with two interim superintendents as well. We first contracted with McPherson and Jacobson in 2018 with Dr. Norm Ridder as our consultant. The search was successful and performed with professionalism, efficiency and with consideration of our district and our needs. Dr. Ridder guided us through the process competently. The superintendent we hired through that search quit suddenly in June of 2020 for various reasons, so we reached out to McPherson and Jacobson again. The superintendent was with us for just under two years, so McPherson and Jacobson honored their guarantee to perform another search at no cost. The second search brought us numerous qualified and desirable candidates but, for unknown reasons, we were unable to finalize a contract with any candidates, so we decided to go with an interim superintendent.

This brings us to our most recent (and final) search starting in late 2021. Since McPherson and Jacobson were partnering with CASB, they were a natural choice for us. I was the contact person and became president early in the search process. Dr. Randy Zila was our consultant.

When deciding to partner with a consulting firm, many factors go into the decision. The process of vetting applications and references, taking care of focus groups, surveys, forming interview committees, and organizing meet and greets along with the interviews themselves, is a daunting task. The fact that there are regulations regarding interviews and executive sessions complicates things as well. Dr. Zila managed all of this with ease, a sense of what our district wanted and needed, and a sense of humor. He worked diligently to discover our character as a board and district, what had worked in the past, what had not worked, and what we needed in a leader to succeed. He offered guidance and opinion, when asked, and steered us procedurally in the proper direction. He worked well with all stakeholder groups and even with the board and superintendent administrative assistant.

Without McPherson and Jacobson, and specifically Dr. Zila, this would have been a very difficult procedure. Not only did we make an excellent selection in the proper manner, but McPherson and Jacobson are diligent about following the hire with training for the board and superintendent relationships. This is an important piece of the contract that helps cement a lasting board-superintendent relationship and speaks to the knowledge and expertise that McPherson and Jacobson bring to the search. We were thankful for the guidance through all our searches and would highly recommend what this group brings to your search as simply part of what they do. While I sincerely hope we do not require their services in the near future, I would not hesitate to call upon this firm again to conduct another search.

Sincerely,

Melissa Smits, DVM

(970) 867-5633 • Fax (970) 867-0262 www.morgan.k12.co.us



EAST GRAND SCHOOL
DISTRICT
EXCELLENCE IN EDUCATION

Dear Walt,

Thanks so much for helping East Grand School District with our Superintendent Search, and the help transitioning our new superintendent into that role.

The depth of knowledge you and McPherson Jacobson had of all the candidates in Colorado and what pay expectations were proved invaluable to us.

You immediately had a grasp of EGSD, our needs, and who a good fit would be.

We as a board felt all the meetings were thoughtful and helped us think about what we really wanted. The communication was quick and very helpful.

The Board felt your process of involving the community and staff was engaging and an important part of the process, so all stakeholders were heard and valued.

Communication was always timely.

We felt like we got a tremendous value, and the money was well spent, especially in the negotiating phases.

Not only would East Grand engage McPherson Jacobson again, I would advise any board conducting a search to use your services as well. I think in today's market it would be foolish to conduct a search without your representation and the time it took some districts to fill their superintendents position proves that.

If any prospective clients would like to speak to me directly, I am available at their convenience.

Edward F. Raegner
President East Grand School District
ed.raegner@egsd.org
970-575-1066

Sept 25, 2022

Vision:
Create a Culture of
Learning Excellence
at ASD

Mission:
Empowering
students and staff to
achieve personal
and academic
success in a safe
and appropriate
learning
environment while
providing them with
the tools to
effectively navigate
the 21st century.

To whom it may concern:

In the spring of 2022 the Board of Archuleta School District was faced with an unexpected resignation of our Superintendent. The board had been through a search only 18 months prior to the resignation and because of the time of year we were concerned about our ability to conduct an effective search. We explored options which included an initial interview with Walt Cooper of McPherson & Jacobson. During that interview, Walt was quickly able to think through how we could leverage our previous search efforts and work on an expedited timeline. Because of the good connection we established with Walt, and his ability to think through options in real-time, we chose to go forward with McPherson & Jacobson.

The entire process was a pleasure for the board. Walt facilitated very productive work sessions with our board to clearly define our desired future leader and quickly worked to attract an excellent pool of candidates. We couldn't be more pleased with the entire process, the candidate we selected and the work relationship with Walt. The combination of excellent communication, flexibility with the approach, and the behind the scenes work he does in attracting and screening candidates makes it easy to highly recommend Walt Cooper and McPherson & Jacobson for any executive search.

Sincerely,

A handwritten signature in cursive script that reads "Bob Lynch".

Bob Lynch,
Archuleta School District
Board President



BOARD OF EDUCATION
Ms. Kate Hudnut, President
Ms. Consuelo Redhorse, Vice President
Ms. Lisa Webster, Treasurer
Ms. Johanna Kugler, Secretary
Mr. Chris Alleman, Director
Mr. Chris Guarino, Director
Ms. Julie Shapiro, Director

Dr. Tony Byrd, Superintendent

October 5, 2022

To Whom It May Concern,

It is my pleasure to recommend McPherson Jacobson's Superintendent Search Services.

Our Board of Education (BOE) at Summit School District worked with Dr. Walt Cooper, Ed. D. during our search for a Superintendent in the winter/spring of 2022.

Walt's process from our first conversation was thorough and thoughtful. He brings a deep understanding of the role of the superintendent and the nuances of public education in Colorado. He listened carefully to gain an understanding of our District's needs and reviewed stakeholder feedback to guide the BOE in crafting the job posting. He walked us through the process and timeline and provided clear updates for our BOE. Walt facilitated stakeholder interviews and synthesized the survey data/comments for our board to review.

As Board Chair, I appreciated Walt's ability to guide us through the entire process from posting the job listing to contract negotiations with our finalist. In addition to his deep understanding of education leadership, Walt's outgoing personality enthusiasm, and steady demeanor made him a pleasure to work with on this Superintendent Search.

Please don't hesitate to contact me if you have any questions. My contact info is below.

Sincerely,

Kate Hudnut
Summit School District, RE1
Board of Education, President
kate.hudnut@summitk12.org

Summit School District | 150 School Road | P.O. Box 7 | Frisco, CO 80443 | 970.368.1000 | www.summitk12.org

Arickaree School District R-2

Washington County R-2
12155 CO RD NN
ANTON, CO 80801-9601
970-383-2202
FAX # 970-383-2205

August 10, 2021

McPherson & Jacobson, L.L.C. Testimonial

The consultants for McPherson & Jacobson did a wonderful job on our superintendent search. They listened to us and our community members and really kept us in mind when they were screening candidates. They brought not only the best applicants, but the best applicants for our unique district to our attention. I was impressed with the research that was done by your team to find the right fit for our school. We were also able to attract more applicants with the help of McPherson and Jacobson than we would have been able to get on our own.

They made the search process go so smoothly and at a good pace. The consultants kept us informed during the whole process. They were always willing to talk us through each step in the process and answer all of our questions. In the end, we now have a wonderful superintendent, and we are all on the same page and ready to move forward and make our district even better for our students.

Sincerely,



Harold Jefferson

Arickaree School Board President

Subject: Thank you!
Date: Wed, 30 Jun 2021 10:26:23 -0600
From: Beth Wells <@otisr3.com>
To: Randy Zila <>

Randy,
I just wanted to let you know that Diane Jones, our District Bookkeeper and myself met in person with Tracey yesterday morning to negotiate her contract. We were successful in coming to an agreement with the terms of her employment. All parties are very excited to begin our partnership!

Thank you very much for your diligent work, again, to help us find a viable teammate to lead our district. I am so eager to see what Tracey can do to influence our school community and I'm looking forward to great things!

I hope you have a wonderful Independence Day weekend celebration!

Beth

--
Beth Wells
Board Member
Otis R-3 School District
518 Dungan St.
Otis, CO 80743
(970)246-3486

“

School board president Mike Morlang said he is also pleased.

‘Overall, the process has been outstanding. During the search, we had great support from the administration, staff and the Norwood community. Paul Reich and Norman Ridder with McPherson, Jacobson have really made this process efficient and transparent,’ he said. ‘From start to finish, they have led the way and done an excellent job. Everyone at Norwood Schools, parents and the community worked together to make this search successful. Thank you all for helping in the process, and be sure to congratulate Todd Bittner when you see him.’”

Tuttle, Regan. “Norwood hires new superintendent.” *The Norwood Post*, 3 March 2021, p. 2.

