

*A Proposal for the
Selection of a Superintendent*

Presented To:



Submitted By:

Ray and Associates, Inc.

CORPORATE OFFICE
4403 1ST AVENUE SE, SUITE 407
CEDAR RAPIDS, IOWA 52402-3221
PHONE: 319-393-3115
FAX: 319-393-4931
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

MISSISSIPPI OFFICE
145 CARPENTER DRIVE
JACKSON, MISSISSIPPI 39212
PHONE: 319-393-3115
FAX: 319-393-4931
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

Finding Leaders for America's Schools

Executive Plaza Building
4403 First Avenue SE, Ste 407
Cedar Rapids, IA 52402

Phone: 319-393-3115
Fax: 319-393-4931
Email: glr@rayassoc.com
Website: www.rayassoc.com

Ray and Associates, Inc.

Leaders in Executive Searches

March 10, 2014

Columbus Municipal School District
ATTN: Mr. Jason Spears, Board President
P.O. Box 1308
Columbus, MS 39703

Dear Mr. Spears and members of the Board of Trustees:

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'm sure you are aware, the selection of superintendent will be one of the most important tasks 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 Mississippi as we recently conducted the state superintendent search for the Mississippi Department of Education and previously assisted Jackson Public Schools and Hattiesburg Public Schools with their superintendent searches. In the Southern region we have assisted Tuscaloosa City Schools and Fairfield City Schools, Alabama; Central Community School System and Monroe City Schools, Louisiana; Oak Ridge Schools, Sumner County, Williamson County, Memphis City Schools and Knox County Schools, Tennessee; Killeen ISD, Pearland ISD and Northland Christian School, Texas; Norfolk Public Schools, Bedford County Public Schools and Newport News Public Schools, Virginia; Ardmore City Schools, Oklahoma and Broward County, Collier County and Brevard Public Schools, Florida in their educational leadership searches. Nationally we have conducted superintendent searches for Sacramento City USD and Oakland USD, California; Santa Fe Public Schools, New Mexico; Seattle Public Schools, Washington; Charlotte-Mecklenburg Schools, North Carolina; Milwaukee Public Schools, Wisconsin; Indian Prairie School District 204 and Glen Ellyn School District 41, Illinois; Colorado Springs School District #11, Colorado and Montclair Public Schools and Paterson Public Schools, New Jersey. We are currently assisting Jefferson County School District, Colorado; Lake Oswego School District, Salem-Keizer School District 24J and Medford School District 549C, Oregon; Blaine County School District, Idaho; Daniel Boone Area School District and Millville School District, Pennsylvania; Port Angeles School District, Washington; Anne Arundel County Public Schools, Maryland 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 consultants do not seek out candidates for a position as we do for

our clients. With our extensive 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) and the American Association of School Administrators (AASA) for over thirty-eight years. This year the firm will exhibit and present 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 chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs 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 in 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,

Gary L. Ray
President

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INTRODUCTION

THE SEARCH

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



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 Columbus Municipal 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.



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, corporate director, six regional 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 and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty-eight (38) years. In fact, past president of the American Association of School Administrators (AASA), Dr. Don Kussmaul, is an active associate with our firm. In addition, we have exhibited at various state school board conventions, including such states as Texas, Arizona, California, Washington, Oregon, Virginia, Illinois, Nebraska, Iowa and others. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. We also have associates who are affiliated with the Council of Great City Schools, Broad Urban Superintendents Academy, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as with 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 Mississippi as we recently conducted the state superintendent search for the Mississippi Department of Education and previously assisted Jackson Public Schools and Hattiesburg Public Schools with their superintendent searches. In the Southern region we have assisted Tuscaloosa City Schools and Fairfield City Schools, Alabama; Central Community School System and Monroe City Schools, Louisiana; Oak Ridge Schools, Sumner County, Williamson County, Memphis City Schools and Knox County Schools, Tennessee; Killeen ISD, Pearland ISD and Northland Christian School, Texas; Norfolk Public Schools, Bedford County Public Schools and Newport News Public Schools, Virginia; Ardmore City Schools, Oklahoma and Broward County, Collier County and Brevard Public Schools, Florida in their educational leadership searches. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we can state, without reservation, that you will be quite pleased with our services.



THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a superintendent who meets the particular needs and qualifications of the Columbus Municipal 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 administrator compensation package or contract*

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed 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 Columbus Municipal School District. In addition, we have professional contacts throughout Mississippi, the Southern 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. Gary L. Ray, President
Principal/Project Coordinator
Cedar Rapids, IA

Gary is president of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Columbus Municipal School District and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards over the past thirty-eight years.

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. Dr. Newman has worked with Ray and Associates for over 14 years.

Mr. Ryan Ray
Corporate Director
Cedar Rapids, IA

Ryan serves our firm as a corporate 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 master's degree from Lindenwood University in St. Louis and a bachelor's degree from the University of Missouri in Columbia, Missouri. Mr. Ray has worked with Ray and Associates for over 10 years.

Dr. Earl Watkins
Regional Search Associate
Jackson, MS

Earl serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. He has an earned Ph.D. in Education Administration from Jackson State University. Dr. Watkins has over 25 years of experience in education as a teacher, curriculum coordinator, assistant principal, principal, adjunct professor, superintendent and consultant.

Dr. Carl Davis
Regional Search Director
Powder Springs, GA

Carl serves our firm as a regional search director and will monitor and direct search team efforts as well as recruit and screen candidates. He has an earned doctorate in educational leadership and administration from the University of Southern Mississippi. Dr. Davis has been both an assistant superintendent and superintendent for over 10 years.

Mr. Al Johnson
Regional Search Director
Sandy Springs, GA

Al serves our firm as a regional search director and will monitor and direct search team efforts as well as recruit and screen candidates. He has been in the field of education and corporate business for well over 30 years. Mr. Johnson is the former Human Resources Director for Hampton Public Schools in Virginia. He has been with Ray and Associates for over 7 years.

Dr. Sammy Felton
Regional Search Associate
Anniston, AL

Sammy serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. He has been a superintendent, deputy superintendent, assistant superintendent, principal and teacher for over 33 years in Alabama, Mississippi and Tennessee.

SUMMARY OF PROJECT ASSOCIATES

Dr. Roy Gregory Brooks
Little Rock, AR

Dr. James R. Oglesby
Fairfax, VA

Ms. Isreal Tyler
Columbia, SC

Mr. Ricardo Medina
Bridgeport, MI

Mr. Don Long
Hendersonville, TN

Dr. Edward Albert
Lebanon, PA

Ms. Nilsa Gonzalez
Mount Laurel, NJ

Mr. Jim Mabbott
Beaverton, OR

Dr. Jim Shoemake
Tacoma, WA

Dr. Jack Keegan
Deer Mountain, UT

Dr. Karen Stinson
Platteville, WI

Dr. Ken James
Greers Ferry, AR

Dr. James Davis
Plano, TX

Dr. Don Kussmaul
East Dubuque, IL

Mr. Ed Rastovski
Wahoo, NE

Dr. Richard Christie
Council Bluffs, IA

Dr. Mary Fasbender
St. Charles, IL

Dr. Bill Adams
Manahawkin, NJ

Mr. Allun Hamblett
Fort Myers, FL

Mr. Noel Gallo
Oakland, CA

Dr. Jon Rednak
Mt. Joy, PA

Dr. Diane Reed
Pittsford, NY

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

SECTION I

CONSULTANT SERVICES PROVIDED FOR THE COLUMBUS MUNICIPAL SCHOOL DISTRICT

THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Provide all services as outlined in Sections I, II, III and IV.
2. Customize the search process to meet the needs and expectations of the Columbus Municipal School District.
3. Conduct individual board member interviews to assess the board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the superintendent position.
4. Work with the board to establish a timeline that lists each step in the search process.
5. Discuss with the board the requirements and salary range for the superintendent position.
6. Work with the Columbus Municipal 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. The printing of the flyer will be the responsibility of the district.
7. Provide sample letters to be used by the Columbus Municipal School District in its correspondence regarding the vacancy.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

8. 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. The consultants will receive and organize all input data and then report the results to the board. **Please see page 9 for additional information.**
9. 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. **Cost Saving Expense Options are listed on page 12.**
10. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

11. 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 of trustee'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 Mississippi School Administrators and Mississippi School Boards Publications, Women In Higher Education, Hispanic Outlook, The School Administrator Publication, Executives Only Website and other publications selected by the board.

Please see page 10 for additional information.



STAGE 3 - RECRUITING AND SCREENING -- CONTINUED

12. 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.
13. Check references provided and conduct additional background investigation of leading candidates. Our firm interviews each viable candidate that meets board criteria and verifies their qualifications, experience and eligibility of certification. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and various national leadership organizations. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Bing, Facebook, Twitter and other social media sources as well as checking for blogs through candidate's local newspaper.

STAGE 4 - CANDIDATE PRESENTATION

14. Provide the board with an opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the Columbus Municipal School District superintendent 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. Ray and Associates is the only search firm that provides this video technology screening of candidates. By offering this opportunity, this will save the board members on expenses and their time.
15. 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.
16. Assist the board in establishing the interview format and in developing interview questions.
17. Determine and coordinate constituent and staff involvement in the interview process, if desired by the board. **Please see page 9 for additional information.**
18. Help arrange the details of interviews for leading candidates.
19. Coordinate with the Columbus Municipal School District Business Office the procedure for reimbursement of candidates' expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

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

The superintendent search services and process provided above can be adjusted to meet the specific needs of the Columbus Municipal School District.

COLUMBUS MUNICIPAL SCHOOL DISTRICT SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

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

DATE

<p>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)
		Begin preparing information for the district promotional flyer and online application form with the district liaison representative(s).
		Notify all associates and other professional contacts of vacancy.
		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 _____.
		Meetings with constituent and stakeholder group representatives.
		8 a.m. deadline for survey/input from constituents, stakeholders and board members, including online survey.
		Promotional flyer draft due.
		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.
		E-mail promotional flyer and online application instructions to interested candidates.
		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. Semi-finalists 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>
		Interview semi-finalist candidates (1 st round).
		Meeting with consultant following the last interview. <i>(Time: TBD)</i>
		Interview finalist candidates (2 nd round).
<p>Stage 5 Selection of Finalist & Future Planning</p>		Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)
		Optional on-site visit of leading candidate(s) current district by board members.
		Consultant will discuss contract terms with the finalist.
		Offer the contract.
		Press release of new superintendent.
		Board Self-Assessment Survey Results presented to the board.

***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 of Trustees.)

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 offer's an online survey option with space for written comments/recommendations which is available in various languages. 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. Likewise, we meet with any groups, who are to have direct contact with the candidate, to explain their roles and to ensure that they operate as ambassadors for the district. We explain in detail the limits of their roles – that they should not rank the candidates, nor should they ask any questions of personal/illegal nature. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each board member's review.

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:

- 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 Columbus Municipal 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



Ray and Associates, Inc. is a very diverse firm; 40% of our associates are women and/or minorities. Our firm has placed more women and minorities in the country in the last ten years than any other firm.

Ray and Associates has developed the most comprehensive pool of candidates of any executive search firm in the country. Our firm has a national reputation for the recruitment of outstanding candidates that match the expectations of the board and community. We have also been extremely successful in recruiting women, minorities and non-traditional candidates for our clients. It is only a matter of reality that outstanding administrators already have good jobs and will need to be recruited. However, even more important, is the investigative process and background checks we perform on all viable candidates to ensure you are looking at quality school leaders in all aspects. It will be our shared goal with the board to make the selection process inclusive, professional, efficient and successful so we can state without reservation you will be quite pleased with our services.

Ray and Associates, Inc. complies with all equal opportunity laws in the firm's search for the best and brightest candidates for our placement services and within our organization.

SECTION II

MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

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

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

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

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

SECTION III

SEARCH COST – THE COMPLETE PROCESS

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

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the superintendent search by the consultant as provided in this proposal will be fifteen thousand five hundred dollars (\$15,500.00). 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) equal installments; first installment is due following board approval of the search timeline, the second installment is due at the mid-point of the search and the final payment is due the month that the superintendent is officially hired by the district. Printing of the informational flyer and application form, advertisements, and mailing costs will be at the expense of the Columbus Municipal School District.

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, postage, fax, photocopying, shipping, color printing, long distance telephone charges, 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 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 1st 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.

SECTION IV

GENERAL PROVISIONS

CONFIDENTIALITY

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

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

FOLLOW-UP AFTER THE SEARCH:

BOARD SELF-ASSESSMENT SURVEY

FOCUS ON FUTURE PLANNING

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

ROUND 1: At the conclusion of the search, we will provide the board with a link to an online survey concerning current district governance practices as well as key district challenges and opportunities for improvement. Assessment results are then analyzed and shared with the board and the new superintendent. The results can be emailed, presented in-person or via 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 Columbus Municipal School District. If the Columbus Municipal School District or Ray and Associates, Inc. terminate this agreement, the Columbus Municipal 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 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.

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 offer's an online survey 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 delivering outstanding candidates in all of our searches.
- ✓ We are the only search firm to provide an in-depth candidate video interview and written report to the board.
- ✓ 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.

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
Jackson Public Schools	Jackson, MS	Kisiah Nolan	Former Board President	Cell: 601-842- 0185 Hm: 601-366-3854 kisiah27@comcast.net
Tuscaloosa City Schools	Tuscaloosa, AL	Dan Meissner	Board Chair	Cell: 205-246-6747 danmeissner@gmail.com
Knox County Schools	Knoxville, TN	Karen Carson	Board Member	Cell: 865-300-6443 Hm: 865-675-0236 carsonk@tds.net
Williamson County Schools	Franklin, TN (Nashville)	Terry Leve	Board Member	Cell: 615-476-3001 Hm: 615-373-4485 terry.leve@gmail.com
Collier County Public Schools	Naples, FL	Allun Hamblett	Former Deputy Chief Administrative Officer	Cell: 239-398-0761 ARHAssociates@comcast.net
Brevard Public Schools	Viera, FL	Robert Jordan	Board Chairman	Cell: 321-698-7110 Hm: 321-267-8990 Robert.Jordan@genesissvil.com
Sumner County Schools	Gallatin, TN	Don Long	Board President	Cell: 615-349-6768 Hm: 615-826-6173 donlong.hville@gmail.com
Beaufort County School District Beaufort	Beaufort, SC	Bill Evans	Board Chair	Cell: 843-301-6858 bill.evans@beaufort.k12.sc.us
Socorro Independent School District	El Paso, TX	Craig Patton	Former Board Member	Cell: 915-355-1165 Wk: 915-562-0222 craigpatton@elp.rr.com
Montgomery County Public Schools	Christiansburg, VA	Joseph Ivers, Jr.	Board Member	Hm: 540-961-1413 jfivers1@comcast.net
Rochester City School District	Rochester, NY	Shanai Lee	Board Secretary	Cell: 585-820-8517 Wk: 585-262-8308 Shanai.Lee@RCSDK12.ORG
Norfolk Public Schools	Norfolk, VA	Suzan Kaufman	Board VP	Cell: 757-284-4867 Wk: 757-321-5272 Hm: 757-965-6293 skaufman@dollartree.com
Howard County Public School System	Ellicott City, MD	Brian Meshkin	Board Member	Cell: 951-719-4242 Hm: 301-725-4675 brian@brianmeshkin.com
East Side Union High School District	San Jose, CA	Frank Biehl	Board President	Hm: 408-223-2330 biehl@comcast.net biehlf@esuhsd.org
Wyoming Department of Education	Cheyenne, WY	Paige Fenton-Hughes	State Board of Education Coordinator	Cell: 307-349-4506 Paige.fentonhughes@gmail.com

Fargo Public Schools	Fargo, ND	Jim Johnson	Board President	Cell: 701-200-4794 Hm: 701-241-9872 johnsjl@fargo.k12.nd.us
Glen Ellyn School District 41	Glen Ellyn, IL	Erica Nelson	Board President	Cell: 630-452-4349 Hm: 630-221-0822 nelsondevelopment@sbcglobal.net
Pasadena USD	Pasadena, CA	Renatta Cooper	Board President	Cell: 626-720-2425 RCooper@pusd.us
Hazelwood School District	Florissant, MO	Mark Behlman	Board President	Wk: 314-837-7337, ext. 4 Cell: 314-795-3338 mjbcinc@aol.com
Derry Township School District	Hershey, PA	Dr. William Parish	Board President	Hm: 717-533-7229 wmp158@aol.com
Plymouth-Canton Community Schools	Plymouth, MI	John Barrett	Board President	Cell: 248-761-8104 Hm: 734-459-1024 jbfalcon2000@yahoo.com
Ardmore City Schools	Ardmore, OK	Lucinda Hull	Board President	Cell: 580-490-1079 Hm: 580-226-2547 lucindahull66@gmail.com
Eugene School District	Eugene, OR	Celia Feres-Johnson	Director of HR	Cell: 541-514-5276 Hm: 541-514-5276 feres-johnson_c@4j.lane.edu
Lander County School District	Battle Mountain, NV	Becky Sabbagh	Board Secretary	Wk: 775-635-2886 rsabbagh@lander.k12.nv.us
Des Moines Public Schools	Des Moines, IA	Dick Murphy	Board President	Cell: 515-250-5567 Hm: 515-278-6048 rmurphyia@earthlink.net
Willingboro Township Public Schools	Willingboro, NJ	Dennis Tunstall	Board President	Cell: 609-405-0242 Hm: 609-877-7056 dennis.tunstall@comcast.net
Papillion-La Vista Public Schools	Papillion, NE	Mike Jones	Board Vice President	Dtunstall@wboe.net Cell: 402-659-7337 mjones@paplv.org
Milwaukee Public Schools	Milwaukee, WI	Lynne Sobczak	Board Secretary	Cell: 414-217-0234 Wk: 414-475-8282 Hm: 414-545-6234 sobczala@milwaukee.k12.wi.us
Sublette County School District #1	Pinedale, WY	Sharron Ziegler	Board Secretary	Cell: 307-231-1120 Hm: 307-367-4765 sziegler@sub1.org
Green Bay Area Public Schools	Green Bay, WI	Jean Marsch	Former Board President	Cell: 920 883-9394 Hm: 920 336-6835 jean.marsch@gmail.com
Shawnee Mission School District	Shawnee Mission, KS	Patty Mach	Former Board President	Hm: 913-268-6224 Cell: 913-269-8366 pattymach@smsd.org
Sacramento City Unified School District	Sacramento, CA	Roy Grimes	Former Board President	Cell: 916-752-3684 Hm: 916-427-4238 roy@roygrimes.com
Paterson Public Schools	Paterson, NJ	Willa Spicer	State Deputy Commissioner	Cell: 609-357-4960 Wk: 609-777-4485 willa.spicer@doe.state.nj.us

Paradise Valley Unified School District	Phoenix, AZ	Anne Greenberg	Board Member	Cell: 602-751-6642 Hm: 602-493-6642 asgpyusdboard@cox.net
Ferndale School District	Ferndale, WA	Stuart McKay	Former Board President	Wk: 360-371-1080 Hm: 360-384-5372 stuart.mckay@ferndalesd.org
School District of Springfield Township	Springfield, PA	Mal Gran	Board President	Cell: 215-206-1004 Hm: 215-836-5993 malcolm.gran@comcast.net
Manheim Township School District	Lancaster, PA	Hannah Bartges	Board President	Hm: 717-569-4484 jonbartges428@comcast.net
Albuquerque Public Schools	Albuquerque, NM	Brenda Yager	Board Liaison	Cell: 505-250-1066 Wk: 505-880-3731 yager@aps.edu
Topeka Public Schools (2008 and 2003)	Topeka, KS	Joe Zima	Former Board Attorney	Cell: 785-231-4226 Hm: 785-272-4973 joezima47@cox.net
Roosevelt Union Free School District	Roosevelt, NY	Dr. Gerald Lauber	Financial Rep to NY State Commissioner	Cell: 516-817-5131 drgerry@me.com
Waterloo Community Schools	Waterloo, IA	Mike Young	Board President	Wk: 319-234-4471 youngm@wloolaw.com
Camden City Public Schools (State Search)	Camden, NJ	Justin Barra	NJ DOE Chief Policy and External Affairs Officer	Wk: 609-575-7563 justin.barra@doe.state.nj.us
Tacoma Public Schools	Tacoma, WA	Connie Rickman	Former Board President	Cell: 253-279-1509 Hm: 253-756-0108 connie.rickman@nventure.com
Berkeley Unified School District	Berkeley, CA	Karen Hemphill	Board President	Phone: 510-502-6137 karenhemphill@comcast.net
Council Bluffs Comm. School District	Council Bluffs, IA	Gina Primmer	Former Board President	Wk: 712-323-9001 Hm: 712-322-6812 gina@gkmalloy.com

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