

Response to Request for Search Firm Consultant Guidelines

Presented to



Submitted by



In Partnership With



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Contact: Kathy Schoenfelder, Coordinator of Leadership Acquisition

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Phone: 319-393-3115
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December 27, 2024

David Scott, Board President
Ripon Area School District
1120 Metomen Street
Ripon, WI 54971

Mr. Scott and Members of the School Board:

We are submitting this information in response to the letter and Search Firm Consultant Guidelines we received and look forward to providing you with information on how Ray & Associates can assist you in the search for a Superintendent. We have been highly successful in providing Superintendent search services for Districts that are similar to yours in terms of size, cultural diversity and geographic location and would welcome the opportunity to do the same for you.

Ray & Associates is a national search firm which has been in business over 45 years conducting searches nationwide for districts small, large, rural, urban and suburban. We provide search services in the educational field with our main focus being on Superintendent and cabinet level searches. With our extensive regional and national associate base and targeted advertising, Ray & Associates is able to engage quality candidates from around the country, as well as within the state. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position.

We are familiar with Wisconsin as our firm has conducted searches for Evansville Community School District, West Allis-West Milwaukee School District, Berlin Area School District, Stoughton Area School District, Glendale-River Hills School District, among others.

Our firm has been in business longer than any other search firm, having conducted searches for districts and state education agencies of all sizes, in various areas with multiple demographics. In addition to our foundational commitments to diversity, equity and inclusion, candidate care and legitimate community engagement, the following practice set us apart:

- Our unique all-inclusive pricing structure includes foreign language assistance for all community engagement efforts at no additional cost; a 2-part candidate screening process, as well as our two-year and five-year guarantees.
- The diversity of our associates provides different perspectives as we recruit, screen and vet candidates thereby allowing us to have recruited and placed more women and minorities than any other firm.
- Our expansive quality client reaches and our extensive district profile building process and subsequent candidate to profile pairing process enables the size and authenticity

of the presented candidate pool to be extensive and congruent with the district's educational leadership needs.

Our reputation for success is proven, long-standing, and built upon providing school districts with precisely the type of candidate that satisfies not only the Board but the community and staff as well. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

A handwritten signature in cursive script that reads "Kathy Schoenfelder".

Kathy Schoenfelder, Coordinator of Leadership Acquisitions

Phone: 319-393-3115

kathy@rayassoc.com

Website: www.rayassoc.com

1. Suggested Outline of Activities

The Ray Way: Our Process

Ray & Associates' goal is to make the selection process professional, efficient, and successful to ensure your complete satisfaction with our services. Below you will find an overview followed by a walk-through of our process.

Read on to learn more details about each step in our process.



Board Input and Preparation

- Meet with entire Board to set timeline
- Finalize procedures and services desired
- Establish Board contact person
- Discuss application process, select advertising campaign and determine salary



Profile Development

- Meet with employees and stakeholders as identified by the Board
- Provide our 31 Qualities survey to all community members - available in any language
- Conduct open forums to gather community input
- Review and make the final decision on the desired profile
- Review and approve flyer and application forms.



Recruiting and Screening

- Advertising and recruitment of candidates for the position.
- Conduct the initial screening of the candidates to present to the Board



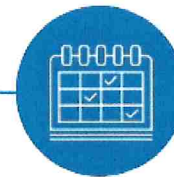
Candidate Presentation

- Bring forward 8-12 top candidates for Board consideration; review application packets and video interviews
- Complete consensus building matrix to determine candidates
- Work with search firm to establish interview format and questions..
- Schedule 1st round interviews



Selection of Finalist

- Interview 1st round candidates
- Complete consensus building matrix to determine finalists.
- Work with search firm to establish interview format and questions
- Conduct interviews of finalists.
- Complete consensus building matrix to determine final candidate
- Announce Board selected Candidate



Future Planning

- Issue Media Releases regarding the process and selection of new District leadership
- Board Assessment is offered with results shared with Board and new leadership

Stage One: Discovery – Board Input and Preparation

During the first stage, our goal is to learn more about your specifications and unique district culture in an effort to target needs with precision.

The firm will meet with each Board member individually to obtain input for the profile development. We will also meet with the entire Board to determine details like setting the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising, and determine the salary, among other details.

Action Items during Stage 1:

- Customize the search process to meet the needs and expectations of the district.
- 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.
- Work with the Board to establish a timeline that lists each step in the search process as well as selection of advertising venues.
- Discuss with the Board the requirements and salary range for the Superintendent position.
- Work with the District staff and those selected by the Board in the development of accurate informational slides and online application form.
- If desired, create the district's promotional slides.

[Canva: Slideshow of Rochester Community Schools, MI](#)

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Stage Two: Profile Development

Once we have collected information from the Board during the Discovery stage, the Profile Development process will begin.

How We Engage



Individual and Group Interviews

We are eager to interview each Board member individually as well as visit with designated stakeholder groups as identified by the Board. From Administrators to Support Staff, the designated group bring unique perspectives to help us develop a comprehensive profile for leadership.



Open Community Forums

In addition to interviews, we host community forums and invite all community members, staff and parents to participate. With forums in both the morning and evening, we maximize attendance of constituents. These forums help us 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 stakeholders about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.



31 Desirable Characteristics Survey

In addition to scheduled meetings and forums, we offer an online profile survey option, our exclusive 31 Desirable Characteristics Survey. This survey has space for written comments and recommendations. The survey is available in various languages to be placed on the District website.

Results of our dialogue

The results of the stakeholder input is summarized in a report **shared with the Board and community** regarding **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.

Our dialogue with constituents and interviews with individual Board members, coupled with survey results and comments, 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.

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

**- Ms. Victoria Powers
Bexley City Schools Board VP**

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. **We recommend virtual stakeholder sessions as well. We want to make sure everyone has an opportunity to participate whether in person or virtual. These services are available in various languages at no additional fee.** 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, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at no additional fee. We will provide you with a link for placement on the district website and for the district to distribute to district stakeholders. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 31 Desirable Characteristics Survey. This culminates 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.

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Examples of Community Engagement



USA School District REVISED 31 Qualities Survey 7-29-21

QUALITIES DESIRED IN THE NEW SUPERINTENDENT

* 1. Which group do you represent? (Please select only one) 0

- Teacher
- Administrator
- Support Staff
- Parent
- Student
- Non-Parent Community Member

INDIVIDUAL CONSTITUENT GROUP QUESTIONS

DATE: → → → →

TIME: → → →

LOCATION: ..

1. → What do you consider as the significant strengths of the school district?
2. → What do you feel are the positives of the community/communities?
3. → What are qualities/management styles you would like to see in the new Superintendent?
4. → What are the critical issues the new Superintendent will face in this position?

Our firm provides all clients the option to involve the community in the search process; from building the profile to the interview. Please see below for a sample schedule for community input sessions.

SUPERINTENDENT SEARCH - COMMUNITY INPUT SESSIONS

Location: _____

Date: _____

TIME	GROUP
7:15 to 8:15 AM	Board of Education Employees
8:45 to 9:45 AM	Businesses, Gov't Officials & Community Organizations
10:15 to 11:15 AM	Parents, Community Members & Mentors
11:45 AM to 12:45 PM	Government Officials, Former Board of Education Members & Higher Education Partners
Lunch Break	
1:30 to 2:30 PM	School Administrators & Education Associations
2:45 to 3:45 PM	Community Organizations & Faith Leaders/Members
4:00 to 5:00 PM	Board of Education Employees
Dinner Break	
6:00 to 7:00 PM	Open Meeting
7:30 to 8:30 PM	Open Meeting

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Sample of Survey Results Provided to Board

Qualities Desired in a New District Administrator	Teachers (75)		Administrators (12 Eng. + 1 Sp.) = 13		Support Staff (33)		Parents (235 Eng. + 2 Sp.) = 237		Students (15)		Non-Parent Community Members (25)		Board of Education (8)		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	47	3	8	3	23	2	109	7	11	2	11	6	1	21	1. Willing to listen to input, and is a decision maker
2	35	9	6	7	14	10	121	5	7	8	18	1	7	1	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	4	30	0	27	2	30	24	31	4	15	2	29	0	29	3. Able to work with legislators and lead organization through legislative process
4	9	28	0	27	1	31	25	30	2	24	4	27	1	21	4. Ed.D. or Ph.D.
5	41	4	8	3	22	3	123	4	11	2	15	3	6	2	5. Strong moral compass rooted in justice and equality
6	36	7	8	3	15	8	133	3	8	5	12	5	3	9	6. Strong communicator in speaking, listening and writing
7	19	17	5	11	9	16	57	21	4	15	7	18	3	9	7. Commitment to visibility and actively engaged in a broad range of community groups
8	38	6	3	19	16	5	145	1	3	17	9	8	2	14	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	12	24	5	11	10	15	51	24	3	17	8	12	2	14	9. Ability to build consensus and commitment among individuals & groups
10	26	12	0	27	8	17	26	29	1	27	6	21	0	29	10. Has experience working effectively with employee representative groups/unions
11	17	19	6	7	15	8	73	15	6	10	6	21	4	7	11. Ability to delegate and oversee work of staff and maintain accountability
12	22	15	5	11	11	13	77	13	3	17	8	12	2	14	12. Experience with effective management that will benefit the long-term financial health of district
13	23	14	5	11	16	5	62	19	6	10	8	12	2	14	13. Possesses excellent interpersonal skills and can present a positive image of district
14	3	31	0	27	5	26	30	28	3	17	1	31	0	29	14. Non-traditional or "hybrid" with background in business and/or education
15	36	7	10	1	13	11	103	8	12	1	7	18	4	7	15. Strongly committed to "student centered" philosophy in all decisions
16	14	22	7	6	6	23	70	17	1	27	6	21	1	21	16. Ability to develop both short and long range goals
17	14	22	4	18	5	26	61	20	2	24	9	8	1	21	17. Ability to develop and communicate a vision of quality education
18	16	21	2	21	7	20	57	21	1	27	7	18	2	14	18. Experience in selection and implementation of educational priorities
19	22	15	2	21	4	29	80	12	7	8	6	21	1	21	19. Commitment to both academic and extracurricular programs

Quality Desired in a New Superintendent	Teachers	Administrators	Support Staff	Parents	Students	Non-Parent Community Members	Board of Education	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	3	3	2	7	2	6	21	44	6	Consider	1. Willing to listen to input, but is a decision maker
2	9	7	10	5	8	1	1	41	4	Recommend	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	30	27	30	31	15	29	29	191	31		3. Able to work with legislators and lead organization through legislative process
4	28	27	31	30	24	27	21	188	29		4. Ed.D. or Ph.D.
5	4	3	3	4	2	3	2	21	1	Recommend	5. Strong moral compass rooted in justice and equality
6	7	3	8	3	5	5	9	40	3	Recommend	6. Strong communicator in speaking, listening and writing
7	17	11	16	21	15	18	9	107	17		7. Commitment to visibility and actively engaged in a broad range of community groups
8	6	19	5	1	17	8	14	70	11	Consider	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	24	11	15	24	17	12	14	117	18		9. Ability to build consensus and commitment among individuals & groups
10	12	27	17	29	27	21	29	162	27		10. Has experience working effectively with employee representative groups/unions
11	19	7	8	15	10	21	7	87	13	Recommend	11. Ability to delegate and oversee work of staff and maintain accountability
12	15	11	13	13	17	12	14	95	14	Consider	12. Experience with effective management that will benefit the long-term financial health of district
13	14	11	5	19	10	12	14	85	12		13. Possesses excellent interpersonal skills and can present a positive image of district
14	31	27	26	28	17	31	29	189	30		14. Non-traditional or "hybrid" with background in business and/or education
15	7	1	11	8	1	18	7	53	7	Recommend	15. Strongly committed to "student centered" philosophy in all decisions
16	22	6	23	17	27	21	21	137	21		16. Ability to develop both short and long range goals
17	22	16	26	20	24	8	21	139	22		17. Ability to develop and communicate a vision of quality education
18	21	21	20	21	27	18	14	142	24		18. Experience in selection and implementation of educational priorities
19	15	21	29	12	8	21	21	127	19		19. Commitment to both academic and extra-curricular programs

Stage Three: Recruitment and Screening

Using the newly created Profile as our guide, Ray & Associates will begin searching our extensive network of professionals to find the perfect match.

Recruitment

We believe the best candidates need to be recruited. Ray & Associates will conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:

- Contact individuals in our firm's database of nearly 3,000 school administrators whose interests match District criteria.
- Utilize our network to solicit nominations from groups including:
 - Our Associate Team from across the nation
 - Ray & Associates' National Advisory Committee
 - Contacts from various Professional education organizations
 - Other Professional Consultants in the private and public sectors

This network paired with our database and 28,000 unique monthly visits to our website allows us to recruit applications from qualified individuals.

Advertising

We're here to share your message by utilizing the robust Ray & Associates website paired with productive educational advertising venues and social media channels

- Advertise nationally in the following external platforms as selected by the Board:
 - The School Superintendent's Association (AASA)
 - Education Week Newspaper and Website
 - National Association of School Superintendents (NASS)
 - State Administrators and State Association of School Boards Publications
 - The School Administrator Publication, Executives Only Website
 - Association of Latino Administrators and Superintendents (ALAS)
 - National Alliance of Black School Educators (NABSE)
 - American Association of School Personnel Administrators (AASPA)
- Advertise nationally in the following internal platforms:
 - Ray & Associates Website
 - Ray & Associates Candidate Database
 - Ray & Associates Social Media Channels
 - Facebook, Twitter, LinkedIn
 - Associate Networks and Word of Mouth

Screening

Once viable candidates have been identified, Ray & Associates contacts provided references as well those not listed on the applications. Our background research team then conducts extensive investigations of top candidates through our comprehensive system.

These investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations. A complete check of a candidate's work history is also completed utilizing online search engines as well as social media. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

Finally, our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience to ensure only the best matches are presented to the Board.

Stage Four: Candidate Presentation

Candidate Review

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Our team will review the application information for these 8-12 candidates, making sure they meet the desired qualities selected by the Board (i.e. teaching experience, etc.) Additionally, these candidates will be screened by our team which consists of the following:

- Checking the internet, social media, etc. to see what, if any, articles are found.
- Asking if they are still interested in the position.
- If nothing negative is found on the internet, the candidate is contacted and asked a series of questions including "Have you applied for any other position?", "What is the status of your contract?", "Have you ever been released, fired or resigned from a position?". The candidates are also asked some district specific questions.
- We then contact references and non-references asking them a series of questions.

The 8-12 candidates are also asked to complete a one-way video through the Spark Hire program. If the candidates are deemed viable their application packet and video will be presented to the Board for review. Our team will discuss information found during the screening and assistance will be given to the Board to assist in making the decision about who to advance for 1st round interviews.

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

Consensus Building

Upon the completion of the candidate review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against one another. We will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates advance to the interview stage.

The Interviews

Ray & Associates will coordinate all logistics of the interview process with candidates, as well as assist the Board in establishing the interview format, developing interview questions, moderating finalist forums, and evaluating post-interview.

Stage Five: Candidate Selection

First Round Interviews

If desired by the Board, first round interviews with 6-8 candidates can be virtual (in-person is also an option) to maximize cost savings for the district. Following all interviews, the same matrix from the candidate presentation will be conducted to narrow the candidate pool down to typically two to three finalists.

Final Interviews

Final interviews are conducted on-site at the district, in-person with the finalists. Should the Board elect to do so, finalists can meet with small constituent groups as identified by the Board. Additionally, forums with Administrators, Teachers and Support Staff, and the Community at large can be held with our firm moderating the sessions. A survey link for participants to provide feedback will be provided.

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

Once a final candidate is selected, we work with you to lay the foundation for a winning offer. Our team will work with the district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.

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Stage Six: Future Planning

Empower leaders to deliver greater impact.

Choose solutions to support successful placements.

Finding the best candidate is critical, but it is only the first step. Leaders are most effective and inspired when they receive real-time support, meaningful tools, and actionable feedback in collaboration with a trusted partner.

Set your candidate up for success by investing in solutions designed for both experienced and new leaders alike. These customizable options from our partner CESO address the opportunities and challenges unique to K-12 executive roles to deliver true impact for the larger community.

Learn More Here! <https://theceso.com/services/>

Strategic Planning

Drive true impact and increase community involvement, trust, and confidence in your district with guidance for strategic plan development and implementation based on your vision, goals, and values.

Thought & Strategy Partnership

Leverage a coach to help focus on the important, not just the urgent. Tackle complex issues and achieve your goals as you alternate between thought and strategy work with a trusted partner.

Operational Assessments

Gain a comprehensive understanding of your current operations and get a prioritized action plan for improvements. Available for transportation, communications, human resources, nutrition, technology, facilities, and finance.

Strategic Communications

Build stakeholder support for the work you do for students and strengthen your community's awareness and understanding of your district through comprehensive, proactive communications strategies.

District Office Studies

Increase organizational partnership and deliver better results with an in-depth study to better identify if your district office's roles and structures are aligned to support your strategic plan and overall operations.

Executive Onboarding

Receive a fully customized onboarding experience to support daily tasks, board and community relations management, public speaking, team management, budgeting, time management, and more.



2. Explanation of Degree of Involvement for Board, Staff and Consultant

Working with Board Through the Search

At our first meeting with the Board, we will ask for a Board contact person and a district contact person. We can also discuss the frequency of desired contact regarding the search.

	Ray and Associates, Inc.	Board
Stage One: Board Input and Preparation	<ul style="list-style-type: none"> Meet with the Board members individually to obtain input for profile development. Meet with entire Board to set timeline, finalize procedures and services desired, establish Board contact person, discuss application process, set advertising and determine salary. 	<ul style="list-style-type: none"> Provide individual input for profile development. Set the timeline, finalize procedures and services desired, provide Board contact person, set advertising and salary. District staff/board to prepare identify stakeholder groups/locations and prepare meeting schedule.
Stage Two: Profile Development and Process	<ul style="list-style-type: none"> Meet with employees and stakeholders as identified by the Board. Hold morning and evening open forums to collect community input. 	<ul style="list-style-type: none"> Review and make the final decision on the desired profile. Review and approve flyer and application forms.
Stage Three: Recruiting and Screening	<ul style="list-style-type: none"> Advertising and recruitment of candidates for the position. Screening of the candidates to bring forward the candidates that match the Board's criteria. 	
Stage Four: Candidate Presentation	<ul style="list-style-type: none"> Bring forward 8-12 top candidates for Board consideration. Provide a matrix to assess the top candidates. Provide a summary of the individual Board responses. Assist in establishing interview format and interview questions. Schedule 1st round interviews. 	<ul style="list-style-type: none"> Review application packets. View video interviews. Complete consensus building matrix to determine candidates to interview in 1st round. Work with search firm to establish interview format and questions.
Stage Five: Selection of Finalist and Future Planning	<ul style="list-style-type: none"> Following 1st round interviews, lead Board through consensus building activity to reach determination of finalists. Assist in establishing interview format and questions. Schedule interviews of finalists If the Board desires forums with the finalists, we moderate those forums. Lead Board through a consensus building activity to determine final candidate. 	<ul style="list-style-type: none"> Interview 1st round candidates Complete consensus building matrix to determine finalists. Work with search firm to establish interview format and questions. Conduct interviews of finalists. Complete consensus building matrix to determine final candidate. Announce board selected candidate.

3. Recommended Degree/Kind of Community Participation

Community Engagement

Community engagement is a very important part of the process. Please see a detailed explanation of our suggested community engagement process previously set forth on pages 5 through 8.

Additionally, if desired by the board, community/stakeholder members can also take part in feedback sessions with finalist candidates. Participation can be in the form of group meetings with finalists or a community forum open to anyone. Ray & Associates would moderate those sessions by asking questions to the candidates. Feedback would be provided in the form of responses to a survey (through a link or QR code). Feedback information received would be provided to the board for review and consideration in helping reach a final consensus.

4. Consultant's Experience in Providing Search Services

We are a national search firm having been in business since 1975. We have conducted searches for rural, urban and suburban districts, both large and small with our average tenure being approximately 4 years.

The Team

The individuals who make up the Ray & Associates team bring *years of experience* and a depth of expertise unmatched in our industry. Our collaborative group of entrepreneurs, advisors and recruiters all have *significant experience in the school executive search field and extensive backgrounds in school administration, business, and law*. Our professional staff emphasizes confidentiality, ethical business practices, and professional standards for both the client and the candidates

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. The corporate office also maintains a full-time administrative staff to assist in the executive search business.



We are familiar with Wisconsin as our firm has conducted searches for Evansville Community School District, West Allis-West Milwaukee School District, Berlin Area School District, Stoughton Area School District, Glendale-River Hills School District, among others.

Key Associates

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to

recruit the best candidates for Ripon Area School District. In addition, we have professional contacts throughout Wisconsin, the Midwest region and nationally.



Dr. Daniel Bittman, Regional Search Associate, Brainerd, Minnesota

Dan serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. He received his bachelor's degree in Secondary Education from the University of Minnesota, and his M.A. and Ed.D. in Educational Leadership from the University of Nevada-Las Vegas. Dan has an extensive career in education having served as a Teacher, Dean of Students, Administrator, Director of Licensed Personnel, Assistant Commissioner with the Minnesota Department of Education, Director of Elementary and Secondary Schools and will be retiring in December 2024 from his current role as Superintendent with Elk River Area Schools in Minnesota.



Dr. Ann Schultz, Regional Search Associate, Westminster, Colorado

Ann serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. She has a Doctor of Philosophy in Educational Leadership from Marian University in WI, a Specialist Degree and Superintendent Licensure from the University Wisconsin Milwaukee, a Master of Science in Educational Leadership from the University of Wisconsin Superior, and a Bachelor of Science Degree in Communications and English from the University of Wisconsin Stevens Point. **Ann has over 25 years of experience in the education field in Wisconsin having served as a Teacher, Principal and Superintendent.** Most recently she was the Executive Director of Cherry Creek Academy in Colorado.



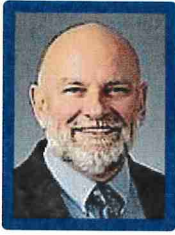
Dr. Klint Willert, Regional Search Associate, Aurora, South Dakota

Klint serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. He received a bachelor's degree in Elementary Education from Dakota State University, a master's degree in educational leadership from the University of Montana and an Educational Doctorate degree from the University of St. Thomas in Minnesota. He has over 20 years of experience in the education field having served as a teacher, Principal, School Counselor and Superintendent in Montana, South Dakota, Iowa and Minnesota.



Ms. Kathy Schoenfelder, Coordinator of Leadership Acquisitions and Corporate Office search contact, Cedar Rapids, Iowa

Kathy is the Coordinator of Leadership Acquisitions for Ray and Associates. She is involved in searches conducted by the firm and will directly interact with the Ripon Area School District and any committee that may be established on all details of this search. She joined Ray and Associates 9 years ago after working 30+ years in the legal field.



Dr. David Faltys, Director of Leadership Acquisitions, Dallas, Texas

David serves our firm as a Director of Leadership Acquisitions, team member and background investigator and as such performs recruiting and screening of candidates having joined the firm 4 years ago. He is a graduate of Texas A&M University where he earned his doctorate degree. He is a former classroom teacher, coach, high school principal and assistant superintendent and superintendent in Navasota ISD. David retired as the Superintendent of Carroll ISD in December 2020 having served since January of 2006. Considered one of the premier districts in the state of Texas, Carroll ISD is a suburban public school district that serves 8,300 students and more than 1,000 employees. David is the second most tenured Superintendent in CISD history. In 2010, he was named Region XI Superintendent of the Year. He was nominated for this honor by the seven members of the Board of Education. He spent 33 years in public education, the last 18 years of which he served as a Superintendent.

Contact information for the team will be provided upon award of the search.

5. Current List of References

References

We have chosen several clients from our recent search list.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Rochester Community Schools	Rochester Hills, MI	Michelle Bueltel	Board President	Cell: 248-568-5131 mbueltel@rochester.k12.mi.us
Berlin Area School District	Berlin, WI	Catherine Kujawa	Board President	Cell: 920-279-4657 ckujawa@berlin.k12.wi.us
Wichita Public Schools	Wichita, KS	Sean Hudspeth	Chief of Human Resources	Cell: 316-708-2555 shudspeth@usd259.org
Roosevelt Union Free School District	Roosevelt, NY	Rose Gietschier	Board member (former Board President)	Cell: 347-672-0766 rgietschier@rufsd.org
Brentwood School District	Brentwood, MO	Lindsay Spencer	Board President	Cell: 206-919-6045 lspencer@brentwoodmoschools.org

6. Suggested Timeline

RIPON AREA SCHOOL DISTRICT SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

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

DATE

DATE	
Stage 1 Board Input & Preparation	<p><u>1/13/2025</u> Consultant planning meeting with the Board and discussion regarding individual Board member interviews. (Time: TBD) (option to conduct virtually)</p> <p><u>1/14/2025</u> Begin preparing information for the district promotional slideshow and online application form with the district liaison representative(s).</p> <p><u>1/14/2025</u> Notify all associates and other professional contacts of vacancy.</p> <p><u>1/14/2025</u> Contact constituents and stakeholders for input meetings on <u>1/29-30/2025</u>.</p>
Stage 2 Profile Development & Process	<p><u>1/15/2025</u> Online survey link, for input on developing the profile, available on district website from <u>1/15/2025</u> to <u>2/01/2025</u>.</p> <p><u>1/29-30/2025</u> Meetings with constituent and stakeholder group representatives. (in person, virtual or both)</p> <p><u>2/01/2025</u> 8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.</p> <p><u>2/03/2025</u> Promotional slideshow draft due.</p> <p><u>2/03/2025</u> Board to finalize Superintendent profile for the promotional slide show and online application form. (Time: TBD) (option to conduct virtually)</p>
Stage 3 Recruiting & Screening	<p><u>2/04/2025</u> E-mail promotional flyer and online application instructions to interested candidates.</p> <p><u>3/09/2025</u> Deadline for all application materials. (*See note below.)</p>
Stage 4 Candidate Presentation	<p><u>3/24/2025</u> Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: TBD) (In person)</p> <p><u>Wk 3/31/2025</u> Interview candidates (1st round) (virtual or in person?)</p> <p><u>Wk 3/31/2025</u> Meeting with consultant following the last interview. (Time: TBD) (option to conduct virtually)</p>
Stage 5 Selection of Finalist & Future Planning	<p><u>Wk 4/07/2025</u> Interview finalist candidates (2nd round). (In person) Stakeholder involvement?</p> <p><u>Wk 4/07/2025</u> Final meeting with consultant following the last interview. (Time: TBD) (option to conduct virtually)</p> <p><u>TBD</u> Consultant will discuss contract terms with the finalist.</p> <p><u>TBD</u> Offer the contract.</p> <p><u>TBD</u> Press release of new Superintendent.</p> <p><u>TBD</u> Board Self-Assessment Survey Results presented to the Board.</p>

***All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the Board.)**

Search Cost: The Complete Process

The cost of our Proposal is for a complete search and is not broken down by services or hours spent.

The Board will be guided and assisted by Ray & Associates 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 base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be seventeen thousand five hundred dollars (\$17,500.00) with a not to exceed price of twenty-four thousand dollars (\$24,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. Ray & Associates will discuss any modifications relating to the search fee regarding our services at the formal presentation.

The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when candidates are presented to the Board.

We will provide the Board with criminal, civil litigation, social security, motor vehicle and sex offender registry and verification of educational degrees for the top (2-3) candidates at no additional fee. There is no charge by Ray & Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Price Match

Ray and Associates will agree to match the price of any competitive bid if the bid is for a comparable level of services and support (both time and process).

Consultant Reimbursed Expenses: Search expenses, including travel, lodging, meals, shipping, and other related items 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.

Candidate Expenses: Many Districts reimburse candidates for interview expenses, such as travel, lodging and meals for the candidate and spouse. In this case, Candidates will submit all receipts and expense documentation to a designated individual at the district. Said expenses will be paid by the district as they occur.

Cost Saving Expense Options: Ray & Associates. is aware of budget concerns and offers several cost saving options including:

- Conduct meetings with our consultants virtually to minimize Associate travel expenses
- Review and utilize meeting materials electronically via email, shared drive, etc.
- Conduct First Round Candidate Interviews virtually to reduce candidate travel expenses

ESTIMATED COST SHEET – RIPON AREA SCHOOL DISTRICT

Ray & Associates will spend as much time as needed conducting a successful search for Ripon Area School District. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this Proposal; these rates run from \$50/hour for Administrative work and \$200/hour for Associate work.

Base Fee:

Ray & Associates Contracted Base Fee \$17,500.00

Travel:

Airfare (if needed) \$1,000.00

Ground Transportation (mileage billed at IRS rate per mile) 2,000.00

Hotel 700.00

Meals 300.00

*Travel Subtotal \$4,000.00

*Expenses will be less if some of the meetings are conducted virtually to eliminate associate travel.

Board Approved Advertising:

Advertising expenses are stated separately as they are dependent upon each District and their unique needs. Our Associates make recommendations, and the Board has the final authority on frequency and dollars spent. Ray & Associates *does not collect a commission* for placing the ads. The average spent on advertising by a District is \$1,200 to \$1,500.

Advertising Expenses \$1,200.00

**ESTIMATED TOTAL SEARCH COST \$22,700.00

**Does not include estimated candidate expenses for interviews.

**NOT TO EXCEED COST \$24,000.00

**Does not include estimated candidate expenses for interviews.

Candidate Expenses:

The actual number of candidates interviewed is at the discretion of the Board. The estimated cost to interview a candidate is approximately \$2,000. This estimate is dependent on the candidate's geographic location and the Board's reimbursement policy. Candidate travel expense reimbursement is the responsibility of the district.

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

Commitment to Diversity, Equity, and Inclusion

Ray & Associates 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.

Ray & Associates is committed to identifying the best candidates that ensure each student will have the resources and support needed for their educational journey each and every day. We understand that students, staff, families and the community are the foundation and as our goal, we commit to finding the best candidates that will do the following:

- Provide quality instruction for each student.
- Include all students, families, staff, and community members.
- Transform systems that contribute to inequities.
- Develop relationships that are intentional and reciprocal.
- Collaborate with families, students, staff, and community.
- Communicate in an honest, open, and courageous manner.

Join us as we **WORK together. ASK questions. LISTEN fully. ACT meaningfully!**

Satisfaction Guaranteed

Ray and Associates, Inc. or Ripon Area School District may terminate this contract at any time for any reason by giving at least fourteen (14) days' notice in writing. If the contract is terminated by the Ripon Area School District as provided herein, Ray and Associates, Inc. shall be paid a mutually agreed upon payment as negotiated between Ray and Associates, Inc. and Ripon Area School District for the work completed as of the date of notification of termination. Ray and Associates, Inc. shall incur no additional fees and expenses payable by Ripon Area School District after notice of termination without written authorization from Ripon Area School District.

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not health related matters, personal or familial reasons, Ray and Associates, Inc. will recruit new candidates for the Board at no additional cost barring travel, advertising, and due diligence expenses.

In addition to this, we do not recruit candidates we have placed for a minimum of 5 years.

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. Ray & Associates will preserve the confidential nature of any information which becomes available to us resulting from the services rendered to the Board.

At Ray & Associates, it's our job to take the pressure off your team. The details and the process are our specialty, and you'll see this in every step of the search. Our priority is to guide your focus toward the big picture, allowing you to focus on learning more about the potential leader of your District, asking critical questions, and shaping the future for your students.

Should you have any questions about this Proposal, please do not hesitate to contact us at kathy@rayassoc.com or via phone at 319-393-3115.

Thank you for your time as you make this decision to shape the future of your District. We are extremely pleased to be considered as your partner in the process to identify and engage your next visionary leader.

ORIGIN ID: CIDA (319) 393-3115
RAY & ASSOCIATES
RAY & ASSOCIATES
901 17TH STREET NE

SHIP DATE: 30DEC24
ACTWGT: 1.00 LB
CAD: 5167889/NET4760

CEDAR RAPIDS, IA 52402
UNITED STATES US

BILL SENDER

TO MR. DAVID SCOTT, BOARD PRESIDENT
RIPON AREA SCHOOL DISTRICT
1120 METOMEN STREET

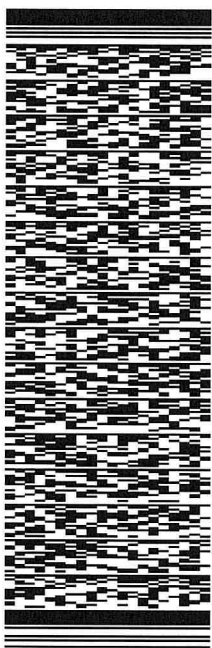
RIPON WI 54971

(920) 748-4600

REF: RIPON, WI - RFP

INV:

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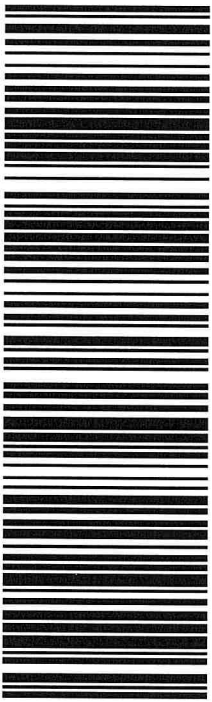
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THU - 02 JAN 5:00P
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