



EXECUTIVE RECRUITMENT AND DEVELOPMENT

Superintendent

Search Services Proposal for

Ripon Area School District Ripon, Wisconsin

December 2024



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EXECUTIVE RECRUITMENT & DEVELOPMENT

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December 30, 2024

Board of Education
Ripon Area School District
1120 Metomen Street
P.O. Box 991
Ripon, Wisconsin 54971-0991

Thank you for (the opportunity to respond to your RFP. The enclosed proposal describes the professional services McPherson & Jacobson, L.L.C. will provide **Ripon Area School District** in ensuring your superintendent search secures quality leadership for the district.

As a nationally recognized leader in superintendent searches, McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps.

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

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

Sincerely,

Dr. Norm Ridder

Owner, McPherson & Jacobson L.L.C.

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Executive Summary

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

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process. We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who cannot attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- The consultants will read all of the completed files submitted by applicants and evaluate them against the selection criteria.
- The consultants will conduct reference checks until they have complete knowledge of the applicant's strengths and weaknesses. The consultants will pre-interview applicants to be submitted on the shortlist. In-depth background checks (criminal, financial, and educational degree verification) are conducted on the candidates selected by the board to be interviewed.
- We will continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We will help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit, and screen applicants against those criteria, and assist during the transition period, that we guarantee our service.

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

About McPherson & Jacobson

The McPherson & Jacobson Difference

“Your students, staff, and community deserve the best.”

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

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

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

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

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

- **Leading National Search Firm**

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

States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

- **Nationwide Network of Experienced Consultants**

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

- **Sustainability in Leadership**

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

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

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

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

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

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

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;

3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

Applicant Diversity

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

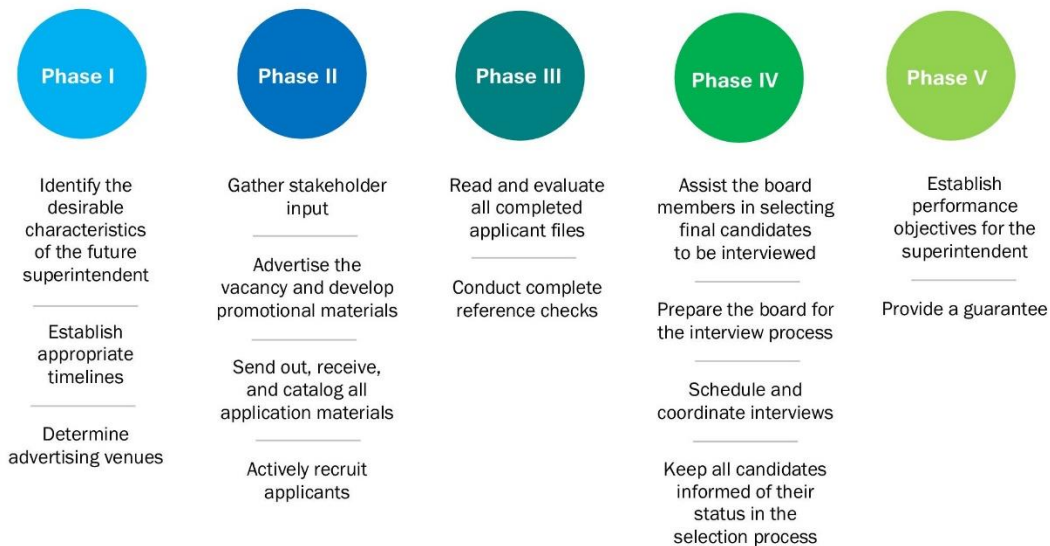
We use our nationwide consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

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

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

Search Process

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

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

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

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

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

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

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

- **Identify appropriate stakeholder groups.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Confidentiality of Applicants**

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

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

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

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

- **Communicate with all Board Members in a timely manner.**

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

Phase III—Applicant Screening

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

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

- **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualifications. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

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

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

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

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

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

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

Phase IV—Reviewing Candidates with the Board, Interviews

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

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

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

- **Conduct background checks.**

Included in the expenses are a criminal/financial/degree verification background checks for the candidates selected to be interviewed.

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

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

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

- **Coordinate interview and visitation procedures.**

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

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

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

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

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

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

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

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

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

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

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

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

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

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

Phase V—Transition with Success

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

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

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

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

- **Provide a guarantee.**

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

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

Recruiting, Identifying, and Screening Applicants

Advertising the Position

The consultants will discuss with the board the advertising options available and the pricing for them. The minimum advertising we recommend are the following online venues: AASA, *TopSchoolJobs.org*, ALAS (Association of Latino Administrators & Superintendents), and NABSE (National Alliance of Black School Educators).

McPherson & Jacobson will not place any media advertising without approval from the board.

Additional advertising/recruiting tools provided at no additional cost to the district:

- The opening and application materials will be posted on the McPherson & Jacobson website which averages 225,000 hits per month
- Information regarding the position will be sent to the over 130 McPherson & Jacobson consultants located nationwide asking for names of potential applicants
- The over 2,000 potential applicants registered with McPherson & Jacobson will receive an email giving them the opportunity to apply
- Posted on McPherson & Jacobson's social media accounts: Facebook, LinkedIn, and X (Twitter)
- Vacancy announcements sent to school board and school administrator associations

Identifying and Recruiting Applicants

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

Over one-fourth of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

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

& Jacobson consultants are members of the National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

Once the board has identified its selection criteria, the consultants of McPherson & Jacobson will immediately begin to identify potential applicants both locally and nationally. McPherson & Jacobson has over 130 consultants across the United States; we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. Those candidates will be invited to apply. Some of our best candidates may not be actively seeking another position and will need to be recruited.

We do not maintain a stable of candidates, but we do follow the careers of successful administrators. Individuals who are currently looking to take a new position are encouraged to register with us so they can receive notification of the vacancies we are representing. We have over 2,000 potential applicants currently registered with McPherson & Jacobson who will receive notification of the superintendent opening. Additionally, we will vigorously pursue current or emerging leaders through personal contact.

We have maintained an ongoing presence at the American Association of School Administrators' Job Central at their annual conference where we have an opportunity to meet and interact with potential applicants.

Our searches draw applicants from across the United States. Most searches have applicants from 10 to up to 25 states apply. Some of our searches also have applicants from outside the United States.

Applicant Diversity

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

McPherson & Jacobson has **over 130 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence. In addition, McPherson & Jacobson consultants are members of the National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

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

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

In the past ten years, **one-third** of our placements have been women or ethnically diverse candidates.

Screening, Reference Checks, Interviews of Final Applicants

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

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who could speak of the applicant's qualification. We repeat the process until we have complete knowledge of the applicant's strengths and weaknesses. If we find any biases or controversial issues during this comprehensive vetting process, we will provide this information to the board.

The consultants will present a complete list of applicants to the board for its review. We do not eliminate any applicants. We will submit a short list of those applicants who we feel most closely meet the district's criteria and will present a written analysis for each.

Upon reviewing the applicants, the consultants will assist the board in determining which applicants it wishes to consider as candidates for interviews.

The consultants will assist the board in establishing the interview schedule. Working with the board, the consultants will set up an interview schedule that will give the candidate a tour of the district and community. The consultants will also help the board identify groups for each candidate to meet. Typically, the same groups the consultants met with to receive input into the selection process will also spend time with each candidate. Finally, the consultants will help coordinate the formal and informal interview process with the board.

The consultants will contact each final candidate; notifying them they are a finalist for the position and scheduling their interview date. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

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

Timeline

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

Proposed timeline: *can be adjusted to meet the needs of the board and district*

- At the beginning of the search (**mid-January 2025**)
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - Promotional materials are created to advertise the district and the vacancy
- At the time designated by the board (**early February 2025**)
 - Stakeholder group meetings are held, and online stakeholder input is gathered
 - A summary of stakeholder input is presented to the board
- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials
- After the closing date (**early March 2025**)
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process
- Approximately two to four weeks after the closing date (**mid/late March 2025**)
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles and video interviews of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - Criminal/financial/degree verification background checks are conducted on the candidates selected to be interviewed
 - McPherson & Jacobson notifies each applicant not selected for an interview
- Soon after the board selects their candidates (**early April 2025**)
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates
 - The board selects their new superintendent
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

Responsibilities of Ripon Area School District and McPherson & Jacobson, L.L.C.

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

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

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

Stakeholder Involvement

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

Initial stakeholder input sessions

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

Meeting the candidates

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

Process for Obtaining Staff Input

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the

characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

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

Process for Obtaining Parent and Community Input

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

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

Process for Including Ethnically Diverse Communities

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

At the request of the district, online surveys for multiple languages can be developed and posted.

Process for Obtaining Online Stakeholder Input

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

Consultants for Search

Dr. Vance Dalzin

Shorewood, Wisconsin 53211
Email: v_dalzin@macnjake.com
Phone: 262-497-2661

Educational Background

Ed. D.	2005	Edgewood College	Educational Leadership
M.S.	1992	University of Wisconsin - Milwaukee	Administrative Leadership and Supervision in Education
B.S.E.	1987	University of Wisconsin - Whitewater	History/Political Science

Professional Experience

		Dates	Title	District	Location
2022	to	Present	Assistant Professor of Education	Carthage College	Kenosha, WI
2021	to	Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE
2021	to	2022	Interim Superintendent	Wilmot Union High School District	Wilmot, WI
2016	to	2021	Superintendent	School District of Oakfield	Oakfield, WI
2013	to	2016	Superintendent	Fox Point J2 School District	Fox Point, WI
2011	to	2013	Superintendent	Williams Bay School District	Williams Bay, WI
2005	to	2013	Adjunct Professor	Aurora University, Williams Bay Campus	
1999	to	2011	High School Principal	Whitewater High School	Whitewater, WI
1994	to	1999	High School Principal	Wilmot Union High School District	Wilmot, WI
1991	to	1994	Assistant Principal	Wilmot Union High School District	Wilmot, WI

1989	to	1991	Teacher & Coach	Kenosha Unified School District	Kenosha, WI
1987	to	1989	Teacher & Coach	Waterloo Public Schools	Waterloo, WI

Professional Organization Memberships

Name of Organization	Dates			Offices Held
American Association of School District Administrators Journal of Scholarship and Practice	2019	to	Present	Editorial Review Board Member
National Superintendent Roundtable	2018	to	Present	
Moraine Park Technical College	2018	to	2021	K-12 Advisory Council
Cardinal Stritch University	2017	to	Present	Doctoral Dissertation Committee Member
George Williams College of Aurora University	2010	to	2013	Doctoral Dissertation Committee Member
Association of Wisconsin School Administrators	2009	to	2011	Board of Directors
National Association of Secondary School Principals	2008	to	2010	Publications Advisory Council
Association of Wisconsin School Administrators	2003	to	2008	Senior H.S. Advisory Council

Brian Hanes
Oostburg, WI 53070
Email: b_hanes@macnjake.com
Phone: 920-946-4320

Educational Background

Ph.D.	1993	University of Wisconsin at	Educational Administration
M.S.	1986	University of Wisconsin at	Educational Administration
B.M.E.	1981	University of Wisconsin at	Instrumental Music

Professional Experience

Dates		Title	District	Location	Enrollment
2017	to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE	
2011	to 2018	Superintendent	Ashwaubenon School District	Ashwaubenon, WI	3,200
1997	to 2011	Superintendent	Oostburg School District	Oostburg, WI	1,100
1995	to 1997	High School Principal	Oostburg School District	Oostburg, WI	1,100
1988	to 1995	Middle School Principal	Sheboygan Falls School District	Sheboygan, WI	2,000
1986	to 1988	Middle School Assistant Principal	Sheboygan School District	Sheboygan, WI	10,500
1985	to 1986	Director of Music	Sparta Area School District	Sparta, WI	770 (School)
1982	to 1985	Director of Music	Roncalli High School	Manitowoc, WI	350 (School)

Professional Organization Memberships

Name of Organization	Dates	Offices Held
American Association of School Administrators	1997 to 2018	Governing Board Member
Wisconsin Association of School Administrators	1997 to 2016	Chair of Child Advocacy
Wisconsin Association of School Boards	1997 to 2018	Member

Professional Recognition/Awards

Date	Name of Award	Awarding Organization, Committee, etc.	State
2007	George Tipler Founders Scholarship	Wisconsin School Public Relations Association	WI
2006	Superintendent Scholarship	National School Public Relations Association	
2004	Newsletter Award	Wisconsin School Public Relations Association	WI
2001	Allan Holtshopple Scholarship	Wisconsin School Public Relations Association	WI

Community/Service/Fraternal Organizations

Name of Organization	Dates	Offices Held
Ashwaubenon Optimist	2011 to 2018	Board Member
Ashwaubenon Business Association	2015 to 2018	Board Member
Green Bay Area Chamber of Commerce	2011 to 2018	Vice President of PIE Committee
Knights of Columbus	2011 to 2018	Member
Nativity of Our Lord Church Musician	2011 to 2018	Member
Habitat of Humanity	2014 to 2014	Member
Oostburg Chamber of Commerce	2009 to 2011	Member
Oostburg Optimist	1995 to 2011	Vice President
Kiwanis Club	1995 to 2011	Member
YMCA Board of Directors	1993 to 1995	Board Member
Sheboygan Falls Optimist	1993 to 1995	Member
Sheboygan Symphony	1986 to 2011	Principal Trumpet

Selected References

Sheboygan Falls (School District of)

220 Amherst Ave.

Sheboygan Falls WI 53085

School Phone: 920-467-7893

School District Contact: Julie Hahn

Board Contact: John Mauer 920-627-1628 920-627-1628

Search Year: 2019/20

Enrollment: 1,688

Oconto Falls School District

200 North Farm Road

Oconto Falls WI 54154

School Phone: 920-848-4471

Search Year: 2024/25

Enrollment: 1,680

Columbus School District

200 West School Street

Columbus WI 53925

School Phone: 920-623-5950

School District Contact: Tania Black 920-623-5950

Board Contact: Julie Hajewski

Search Year: 2021/22

Enrollment: 1,360

Additional Services Available

- **Attending Candidate Interviews**

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

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$500 for a two-page brochure and \$750 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates.

Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate. The report received will

- Show the traits most expressed by a potential candidate.
- Provide insight into work styles and environmental preferences.
- Help you understand the projects and initiatives a candidate will likely prioritize.

- **Assistance in Hiring the Selected Candidate**

The fee will be based on an hourly negotiated rate.

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

- **Searches for Other Leadership Positions**

The fee will be based upon services selected.

McPherson & Jacobson can assist the district in filling additional leadership positions in your district (principals, central office, etc.). For these searches, we offer either a full search process, or we can assist the district with selected parts

of the search. Our consultants would be pleased to discuss the options with you. For some districts we have a blanket contract to assist the district with their leadership openings as they occur.

- **Leadership Team Resources**

The fee will be based upon services selected.

In addition to our Phase V, Establishing Superintendent Objectives, we can assist the district leadership team through additional services and workshops.

- Creating Board Operating Principles
- Goal Setting/Long-Range Planning
- Executive Coaching
- Meaningful Superintendent Evaluations

- **Strategic Planning**

The fee will be based upon services selected.

McPherson & Jacobson has partnered with Innovate K12 to offer districts a dynamic, comprehensive, Strategic Planning service.

InnovateK12 will utilize its suite of consultative, engagement, and analytics services to drive the Strategic Planning process in conjunction with District Leadership.

- InnovateK12 serves as the engine for district leadership and their internal and external outreach, offering an array of services—spanning the beginning to completion of the process, including using the new Strategic Plan as a dynamic resource for Continuous Improvement.
 - SWOT Analysis involving both internal and stakeholders.
 - Internal: Staff (classified/certified), students, leadership.
 - External: Parents, Residents, Business Community, Community Partners.
 - Evaluating previous/current Strategic Plan: Pre-Strategic Planning.
 - What worked and what didn't and why?
 - Challenges and barriers to successful implementation.
 - Data Analytics Reporting identifies the priorities as shared by internal and external stakeholders to pair with future strategic planning committee work.
 - Integration of Continuous Improvement processes.
 - Defining strategic priorities/challenges/objectives.
 - Crafting the Strategic Plan

McPherson & Jacobson Guarantees

Client Satisfaction

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

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

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

Price Match

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

Recruiting the Selected Candidate

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

Additional Information

McPherson & Jacobson, L.L.C. Wisconsin Consultants

Dr. Vance Dalzin, Retired Superintendent, Milwaukee

Dr. Brian Hanes, Retired Superintendent, Oostburg

Mr. Damian La Croix, Retired Superintendent, Suamico

Wisconsin Searches Conducted by McPherson & Jacobson, L.L.C.

(all searches are for superintendents unless noted otherwise)

<u>District</u>	<u>City</u>	<u>Year</u>	<u>Enrollment</u>
Racine Unified School District---Chief of Human Resources	Racine	2024/25	15,000
School District of La Crosse	La Crosse	2019/20	6,500
West Bend School District	West Bend	2019/20	6,300
Oconomowoc Area School District	Oconomowoc	2021/22	5,300
Chippewa Falls Area Unified School District	Chippewa Falls	2019/20	5,100
Pulaski Community School District	Pulaski	2019/20	3,700
DeForest Area School District	DeForest	2015/16	3,625
School District of Fort Atkinson	Fort Atkinson	2016/17	2,900
School District of Sheboygan Falls	Sheboygan Falls	2019/20	1,688
Oconto Falls School District	Oconto Falls	2024/25	1,680
Columbus School District	Columbus	2021/22	1,360
Cedar Grove-Belgium School District	Cedar Grove	2019/20	1,350
Wilmot Union High School District	Wilmot	2021/22	930
Bristol School District No. 1	Bristol	2015/16	770
Swallow School District	Hartland	2022/23	479

What Board Members Say About the Services of McPherson & Jacobson, L.L.C.

On Jun 28, 2020, at 2:58 PM, Sharon McIlquham <mcilqus1@chipfalls.org> wrote:

Mr. Jacobson:

I just wanted to take a moment to tell you how satisfied I was with the services provided by McPherson and Jacobson throughout our recent superintendent search for the Chippewa Falls Area Unified School District. I was incredibly impressed with Brian Hanes and Damian LaCroix, and the assistance they offered us with our process. They were both professional and spot on with their assessments of the candidates. Their input was valuable and objective. They readily answered any questions and provided invaluable assistance. The reference checks were thorough and their perspective offered on the candidates presented to the school board was accurate and insightful. I truly can't imagine going through this process without the assistance of McPherson and Jacobson. It was a true pleasure working with your company throughout the process. Thank you for hiring such wonderful employees!!

Sharon McIlquham
CFAUSD Board Member

From: Mark White <mwhite@lacrossesd.org>
Sent: Friday, May 15, 2020 9:45 AM
To: Gary McAndrew <gary@mcmsearchgroup.com>
Subject: Re: Request

The School District of La Crosse engaged the services of McPherson and Jacobson to assist with the hiring of a new Superintendent of Schools in December of 2019 and completed the search in March, 2020 with the successful hiring of a new Superintendent of Schools.

As the HR Director for the School District of La Crosse I served as the district liaison for the search. I found both the company and our search coordinator to be organized, ethical, and skilled. Communications were clear and timelines followed. McPherson and Jacobson presented a preferred organization and timeline for the search and adapted their normal procedures for the specific needs of our district. Our search was highly successful and the experience with McPherson and Jacobson was a very positive one.

Mark J. White
Director of Human Resources
School District of La Crosse, WI
608-789-7650
[NAESP President 2014-2015](#)



915 E. Summit Avenue • Oconomowoc, WI 53066
www.oasd.org

February 21, 2022

During the early fall of 2021 the Oconomowoc Area School District engaged in the process of finding a search firm that could help secure our next Superintendent of Schools. As a Board we chose McPherson and Jacobson to help us find our new district leader, and we could not have been more pleased with the service that we received.

Our two recruiters from McPherson and Jacobson were outstanding! Brian Hanes and Vance Dalzin became trusted colleagues with our board. You could not find two more professional and insightful people to help lead such a critical search. They were able to help guide us through all phases of the search process and be a valuable resource when we as a board were coming to terms with the qualities that we were looking for in our next district leader.

During our final deliberations to select a candidate Brian and Vance were able to offer a candid appraisal of the candidates and help affirm the decision that we as a board made in the selection of our next Superintendent of Schools.

I can whole-heartedly say that contracting with McPherson and Jacobson was the best decision that the Oconomowoc Area School District Board of Education made when we were looking for a search firm that fit our needs. I offer McPherson and Jacobson my highest recommendation, secured in the knowledge that their firm will perform in a first-rate fashion one hundred percent of the time.

Sincerely,

A handwritten signature in cursive script that reads "Chad E. Schraufnagel".

Chad E. Schraufnagel
Board Member
Oconomowoc Area School District

Declaracion de Traducción: Estamos trabajando diligentemente para traducir nuestros documentos al español. Por favor comuníquese con la escuela de su hijo para aclaración. Si todavía necesitas aclaración, por favor comuníquese con Translate@oasd.org.

Nondiscrimination: The Oconomowoc Area School District provides assurance that no student is discriminated against because of the student's sex, race, color, religion, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation, or physical, mental, emotional, or learning disability.



Columbus School District

200 W. School Street | Columbus, Wisconsin 53925 | (920) 623-5950

Columbus High School
1164 Farnham Street

Columbus Middle
400 S. Dickason Boulevard

Columbus Elementary/Discovery Charter
200 Fuller Street

November 14, 2022

Letter of Reference

McPherson and Jacobson – Superintendent Search

The Columbus School District is pleased to recommend McPherson and Jacobson, LLC, for Superintendent Search services. The Columbus School District engaged McPherson and Jacobson for a successful Superintendent Search in Spring 2022. The district had the pleasure of working with consultants Dr. Vance Dalzin and Kristen Taylor. Their attention to detail and support throughout the process was outstanding. As Board President, they made themselves available to me throughout the process at any time, day or evening, as needed. True to their proposal, they offered a comprehensive search process that included extensive recruitment of potential candidates, meaningful engagement of all district stakeholders, aesthetically pleasing and accurate promotional materials, and a proven selection process that resulted in the identification of our next superintendent candidate that met all identified needs. The Columbus School District would not hesitate to recommend McPherson and Jacobson for a districts' superintendent search.

Sincerely,

Julie Hajewski, Board President

Columbus School District

The Board of the Columbus School District does not discriminate on the basis of sex in its education program or activity and is required by Title IX and its implementing regulations not to discriminate in such a manner. The requirement not to discriminate in its education program or activity extends to admission and employment. The District's Title IX Coordinator is: Lisa Blochwitz, Director of Student Services, (920) 623-5950, 200 W. School Street, Columbus WI 53925. lblochwitz@columbus.k12.wi.us

Any inquiries about the application of Title IX and its implementing regulations to the District may be referred to the Title IX Coordinator(s), the Assistant Secretary for the U.S. Department of Education's Office for Civil Rights, or both.

The Board has adopted a grievance process and procedures that provide for the prompt and equitable resolution of student and employee complaints alleging any action that is prohibited by Title IX and/or its implementing regulations. The grievance process and procedures are included in Policy 2266 – Nondiscrimination on the Basis of Sex in Education Programs or Activities, which is available at: <https://go.boarddocs.com/wi/chus/Board.nsf/public?open>. The grievance process and procedures specifically address how to report or file a complaint of sex discrimination, how to report or file a formal complaint of Sexual Harassment, and how the District will respond.