

Prepared For:

Clarinda Community School Districts



Superintendent Search Proposal

Presented By:

Grundmeyer Leader Search

Transforming Education One Leader at a Time

TABLE OF CONTENTS

LETTER TO THE BOARD OF EDUCATION	3
LETTER FROM ISFIS INC.	4
CONSULTANT QUALIFICATIONS	5
THE GRUNDMEYER LEADER SEARCH DIFFERENCE	6
OVERVIEW OF THE HIRING PROCESS	7
PLANNING THE SEARCH	7
DEVELOPING COMPENSATION PERAMETERS	7
RECRUITING QUALIFIED CANDIDATES	9
SEARCH MATERIALS	9
CANDIDATE SCREENING	10
STRUCTURED INTERVIEW PROCESS	10
DUE DILIGENCE	11
GLS CANDIDATE COMPARISON TOOL	11
ADVANCED INSIGHTS FINALIST PROFILE TOOL	12
ENTRY PLAN DEVELOPMENT	13
FOLLOW-UP POST HIRE	14
TIMELINE	15
SEARCH COSTS	16
GUARANTEE OF SERVICE	17
PROFESSIONAL LIABILITY COVERAGE	17
SEARCH FIRM REFERENCES	18
FREQUENTLY ASKED QUESTIONS	20

Introduction

Dear Clarinda Community School District Board of Directors,

Grundmeyer Leader Services (GLS) is ready to go to work for you in recruiting and hiring the next superintendent for the Clarinda Community School District. GLS is confident you will be pleased with the services our search firm can provide from recruiting a quality candidate pool to landing your top candidate. As a firm, we will work hard to customize the search process to fit your unique needs, recruit a diverse candidate pool, and ensure you are able to hire your top candidate.

The firm has grown significantly over the years because of quality service to districts at a fair price. Our quality service includes 21st Century recruiting measures, advanced screening tools, and a clear process that leads to candidates who are truly the best fit for the district. To learn more about some of the beneficial tools and processes, see a video overview at:

<https://www.grundmeyerleadersearch.com/search-process.html>

GLS has conducted leader searches for Winterset, English Valley, Montezuma, Iowa Falls-Alden, Decorah, among others. For a full list of successful hires visit the search firm website at www.grundmeyerleadersearch.com. We put our name behind the leaders we help hire.

GLS strives to make the selection process professional, efficient, and successful to assure your complete satisfaction. Not only will I personally work hard for you but I will also have another consultant working the search with me to ensure your expectations and timelines are always met. In the last five years, 97% of superintendents hired are currently still employed with the district they were originally hired. This is a testament to the process we will help you lead to ensure a great fit for the district and successful candidate.

As a firm, we understand that you know your school district and community best. We understand how to lead a successful a successful search process. As partners, we can facilitate a thorough and effective superintendent search to ensure the best leader is hired to take your districts to the next level and add to your communities.

Your Partner in Education,

Trent Grundmeyer

Grundmeyer Leader Services LLC

tgrundmeyer@gmail.com

@GrundmeyerLeadS

515-205-9987





February 2016

School Leaders:

One of the most important decisions you will ever make is choosing a leader qualified to lead your district with the proven ability and skill set with the right fit for your district's strengths and challenges and your students' needs. This decision is even more challenging as you do not get many opportunities to practice the interviewing and hiring process. It is important to your staff and students that you get it right the first time.

We are grateful that Dr. Trent Grundmeyer has dedicated his passion and leadership experience, at both the principal and instructional academic levels, to assisting in the leader-search world. We encourage you to give the Grundmeyer Leader Search package your every consideration. The search is so much more than choosing from a stable of candidates. It involves a deep conversation with you, at the district and board level, to determine exactly what skills and passions will fit with the staff, students, and community you serve. Followed by a deep understanding of candidates to be interviewed, with reliable, objective information back to you to help you choose wisely.

In addition, Dr. Grundmeyer's commitment to ongoing support with entry plan execution is an asset not to be overlooked or undervalued. Getting off to a good start and charting the right course is a necessary first step to success. ISFIS is pleased to be coordinating with Dr. Grundmeyer to ensure you're getting accurate and current information to minimize missteps and maximize your new leader's understanding of the financial condition of your district. Providing your new leader with access to expert coaching and goal setting, as well as guidance in the areas of identified need, will ensure a productive first year foundation upon which to build.

Thank you for the work you do every day to educate Iowa students. They are counting on you. We believe you will be well served if you connect with Grundmeyer Leader Search to assist.

Margaret Buckton and Larry Sigel

Iowa School Finance Information Services

HIGHLY QUALIFIED CONSULTANTS

Dr. Trent Grundmeyer

Trent is the founder of Grundmeyer Leader Search LLC. . He started Grundmeyer Leader Search in 2014 which transitioned to Grundmeyer Leader Services in 2017 offering a broader range of support for education organizations and leaders themselves. The firm conducts 20-30 leadership searches each year. He has many connections around the country, which provides advantages to the organizations he serves through the recruiting and hiring process. He is a model of innovative leadership and truly understands how to hire the best leaders. Grundmeyer Leader Services continues to grow based on Trent's integrity in the search process ensuring that the leader who gets hired is truly the best fit for the position, organization and larger community.

Trent currently serves as an Associate Professor of Educational Leadership at Drake University in Des Moines, IA. Prior to his tenure at Drake, he served as a high school principal at Hampton-Dumont and Indianola High School. Trent was recognized as 2013 Secondary Principal of the Year by the School Administrators of Iowa organization. He earned his doctorate degree in educational leadership at Iowa State University in 2013 and focuses much of his current research around technology integration and leadership. He has also led international travel experiences to Toronto and Finland on multiple occasions.

Dr. Kevin Fiene

Kevin retired as superintendent of Interstate 35 Community Schools on June 30, 2018. Originally from northern Illinois, Kevin came to Iowa (and never left) to do his undergraduate work at Central College in Pella, and both his masters and doctorate at the University of Northern Iowa, Cedar Falls. His work experience includes 10 years as a teacher and coach at Denver Schools; six years as secondary principal at Denver; six years as high school principal at Waverly-Shell Rock School, Waverly; nine years as associate professor of education at Wartburg College, Waverly; four years as superintendent at East Sac County Schools, Lake View; and four years as superintendent at Interstate 35 Schools, Truro.

Throughout his career, Kevin's focus has been on collaborative leadership designed to provide the best learning opportunities for students. He has also served on multiple state boards and committees.



THE GLS TEAM

Dr. Trent Grundmeyer (Huxley, IA)
Dr. Elaine Smith-Bright (Norwalk, IA)
Roger Wilcox (Waverly, IA)
Dr. Kevin Fiene (Truro, IA)
Lynn Johnson (Harlan, IA)

Terry Welker (Urbandale, IA)
Jim Verlengia (Johnston, IA)
Jeff Corkery (Dubuque, IA)
Mike Mathews (Tulsa, OK)
Brian Mitchell (Monroe, IA)

Note: Visit the Grundmeyer Leader Search website at
<https://www.grundmeyerleadersearch.com/consultants.html>
for more information about the GLS team and full resumes for each consultant.

REFERENCES

It was a pleasure to work with Grundmeyer Leader Services in the selection of our interim Superintendent for Harlan Community Schools. Over my nearly 15 years on the School Board this is the third time I have been involved in the search process. Your firm offered quality "Cadillac" service. I would recommend your company for any institution looking for education leadership recruiting. (Al Hazelton, Harlan School Board Member)

Utilizing the services of Grundmeyer Leader Search the right choice for our district. We could not have had as successful of a process or outcome without the guidance they provided. Our board would not hesitate to work with them if the need arose again in the future. (Ron Faldness, Decorah Board President)

Trent supported -- but did not control -- our search for a new superintendent. He provided connections, top-notch resources, and best practices for our process and did the background work to make everything run smoothly...yet it was clear that this was OUR process, not his. The end result was an excellent new hire and buy-in from the entire school community. (Jane Hoyman, Emmetsburg Board President)

If you want a consulting firm that continually puts your school district best interests first, this is the firm to work with. You treated us as we were your only client and was always available whenever any questions arose. Their research and guidance proved invaluable. A must hire! (Amy Garber, Treynor Board President)

Trent has the personality, determination, enthusiasm and leadership qualities that draw leaders in the field of education to him. It is his knowledge of current trends and his passion for education that will not allow him to settle for anything less than the best in searching for qualities leaders in the profession. (Todd Lettow, Hampton-Dumont CSD Superintendent)

We could not be happier with our new principal. He hit the ground running, thanks to Dr. Grundmeyer's assistance. I recommend Grundmeyer Leader Search to any school district for any administrative position. (Jay Mathis, Eldora-New Providence CSD Superintendent)



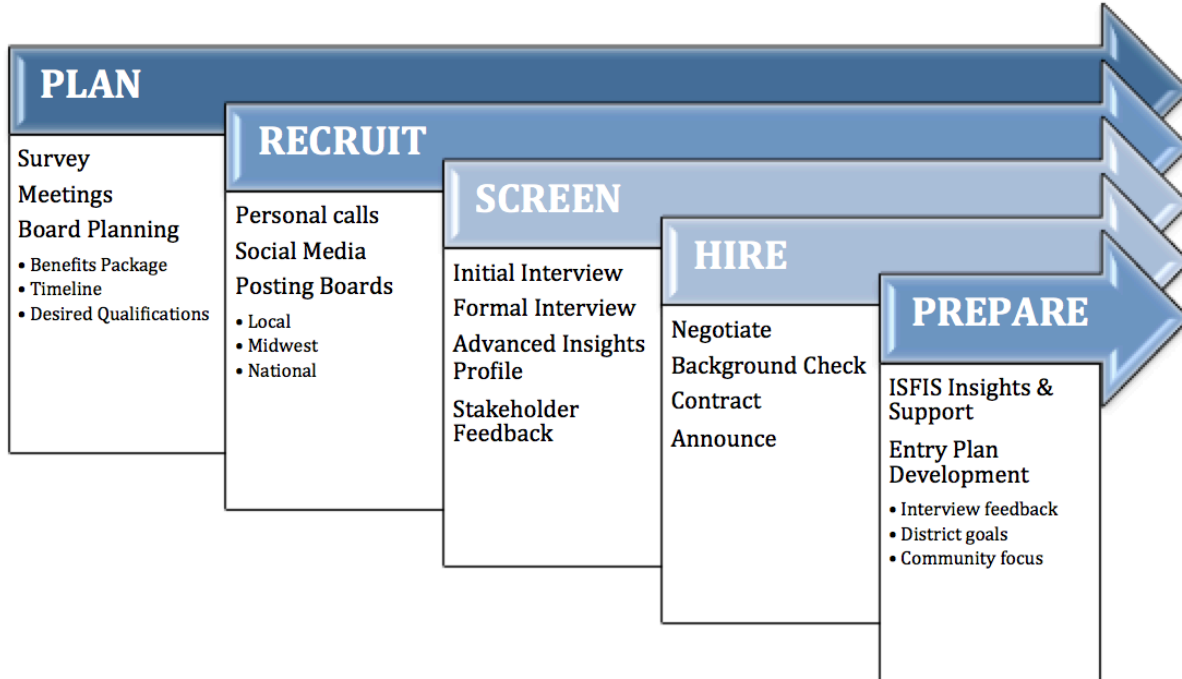
BENEFITS OF A SEARCH FIRM

- ❑ **Recruiting candidates**-A search firm can help recruit candidates both locally and nationally through personal connections, established networks and marketing outlets that your district most likely does not have. This traditionally increases your candidate pool.
- ❑ **Time dedicated to the hiring process**-The search process is time intensive in getting stakeholder feedback, recruiting candidates, marketing reference calls on each candidate and preparing for the actual interviews.
- ❑ **Objectivity in hiring process**-If hired, the search consultant will have a vested interest in your search process but is not invested in your district and community like you are as a board member. Thus, the consultant can guide the process and ensure objectivity.
- ❑ **Tools to screen candidates**-Making sure the best candidates surface is the science to the hiring process. Having the right screening tools is paramount to screening candidates and promoting those who are truly the best fit for your district. The search firm has screening tools school districts do not have.
- ❑ **Support with entry plan**-The search firm can work with your successful candidate to tailor an entry plan so that they get off to a good start in your district. Advice from stakeholders from the survey, district financial and student achievement information and data from the interview process should all be considered in tailoring the entry plan and getting the new hire off to a successful start.
- ❑ **Validation to school board**-Even if there is a strong internal candidate, a thorough and objective search process validates the successful candidate who surfaces to the school board, district stakeholders and larger community base.

THE GRUNDMEYER LEADER SERVICES DIFFERENCE

- A personalized & professional approach to the search with the belief that the firm works for the board.
- Recruitment & marketing strategies all aimed at the right fit rather than a pool of predetermined candidates.
- A front-loaded search process that aligns a leader's professional skills and qualifications to the needs of the district.
- Search support can be tailored to reduce cost & support is personalized to meet the needs of the board.
- Guidance through the hiring process is based on research, experience and current best practices.
- Applicants apply through the Frontline Teach Iowa system, eliminating extra paperwork.
- Using feedback from the search process, a detailed entry plan is drafted with the successful hire to set the candidate up for success in their new role.

OVERVIEW OF THE SUCCESSFUL HIRING PROCESS



PLANNING THE SEARCH

Grundmeyer Leader Services (GLS) makes data-driven decisions to establish criteria, specific to your district, that is used throughout the search process to ensure a good fit and a successful candidate.

To develop an understanding of the core qualities and skills desired in your next shared superintendent, GLS will facilitate a community stakeholder survey (digital) to obtain direct feedback from district stakeholders; the search firm may also conduct constituent meetings if requested by the board. At the conclusion of the survey, GLS presents the results to the board and assists the board in identifying themes which will be the basis for identifying desired qualifications for the position. These desired qualifications are then used throughout the search process, including recruiting and screening, to help ensure districts truly find the right fit. All of this data will also be used as a guide to creating an entry plan for the successful candidate, ensuring a smooth transition of leadership.

DEVELOPING COMPENSATION PARAMETERS

Establishing a salary and benefit range prior to hiring will help in recruiting candidates and negotiating the successful candidate's contract.

GLS provides comparative data based on school size, location, region, and other factors. Benefits are compared to recent hires of the same position type. GLS also provides actual sample contract language to help the school board establish a fair but enticing salary and benefits package. GLS is positioned to act a liaison between the successful candidate and the school board.

RECRUITING QUALIFIED CANDIDATES

It is recommended that candidates can confidentially apply through Grundmeyer Leader Services and are only made public when finalists are announced for the position. If your district does not have a Resolution of Confidentiality in your board policies, GLS will share a draft resolution and recommend the board adopt it. This confidential process ensures candidates can apply without losing credibility in their current district, which traditionally increases the overall quality of the candidate pool.



The position is marketed on Indeed, K12 Job Spot, Social Media, Indeed Applitrack, through university preparation programs, AEA Chief Administrators and the GLS website. The position can also be posted on the American Association of Superintendents (AASA) website or in The Des Moines Register (at the districts expense) if interested. GLS is well networked in Iowa and around the Midwest to recruit a diverse candidate pool. Personal phone calls and emails are the best way to recruit the highest qualified candidates. Any names of potential candidates shared with the GLS are contacted.

GLS recruits candidates who are believed to be a good fit for the district based on the desired skills and qualifications established by the district stakeholder survey. District stakeholders are also asked to assist in recruitment by supplying the names of potential candidates to GLS. The District is also asked what candidates may surface that are not a good fit for the District. Recruitment entails solicitation of current superintendents in Iowa districts as well as other superintendents in the Midwest that are deemed a good fit for the position. Although other firms may promote being able to recruit from a national pool or have consultants around the United States, the truth is that each firm posts to similar national Board.

Grundmeyer Leader Services has hired multiple candidates from out of state. Many of these candidates were contacted personally to apply for a position they were identified as a good fit. Other candidates inquired about the position on Teach Iowa and reached out to the firm directly. Regardless of how the best candidates hear about the position, Grundmeyer Leader Services will recruit the best candidates both locally and nationally and facilitate a hiring process that ensures the best candidate for your district is hired.

SEARCH MATERIALS

GLS accepts full responsibility for the cost associated with advertising for the District's superintendent opening. As previously stated, the position will be marketed on K12 Job Spot, Social Media, Teach Iowa, university preparation programs, with AEA Chief Administrators and the GLS website. GLS assumes the cost associated with posting the position on these sites. The district would assume the costs on any other marketing outlets.

CANDIDATE SCREENING

A search firm's role is to objectively rate candidates based on their skills and experiences in relation to a district's desired qualifications. While each hiring process is unique and tailored to the individual district, GLS ensures that all legal standards are met, key dates are clearly shared, and input from all stakeholders involved is gathered throughout the process. Stakeholder survey, screening protocols, interview questions, reference calls, and candidate comparisons are all aligned to the desired qualifications the district wants in the successful hire.

The GLS List of Screening Tools and Resources

- Applications through Frontline Teach Iowa Technologies online
- Stakeholder survey with detailed summary reports
- Education Simulations available for use during finalist interviews
- Background check on courts online websites
- Utilize social media & popular search engines to conduct online background checks
- Leadership Style, Motivators, & Attributes Inventory
- Interview feedback forms aligned to desired qualifications
- Candidate comparison document which aids in objectively reviewing finalists

STRUCTURED INTERVIEW PROCESS

A district's location, hiring timeline, benefits package, and other factors contribute to the total number of applicants, however districts can traditionally expect around 20-30 applicants for superintendent positions. Each Monday during the application period, the district will receive digital copies of applicant cover letters and resumes; board members will have the opportunity to observe applications throughout the process. Once the application period has closed, GLS will screen all candidates based on the desired qualifications developed earlier from the stakeholder survey. GLS will present a one-page Candidate Rating Table on every candidate to present to the board; board members will receive materials from any and all applicants for the position. GLS will rate the candidates objectively and present that information to the board; however it is the board's responsibility to select semifinalists to interview. Again using the desired qualifications and data provided by GLS, the board will typically select 5-8 semifinalists. GLS schedules 30 minute Zoom interviews with all semifinalists. Following semifinalist interviews and another review of all data, the board will select 2-3 finalist candidates for formal interviews.

Formal interviews, conducted on the District's campus, normally include interviews with one or more mixed interview teams consisting of multiple stakeholder groups, an interview with the board, and a community and district tour. Stakeholder interviews may include representatives from the following groups: administrative team, classified and certified staff, students, and community members. It is the responsibility of the district to be purposeful in selection of interview team members as districts know its constituents at a much deeper level than GLS. During the actual interviews, a GLS consultant will be present to guide the process, but will not participate in the actual interviewing of candidates. This includes talking with each interview team before the interview begins, introducing the candidates to the interview team, escorting the candidate between interview groups and ensuring illegal interview questions are not asked throughout the process.

Interview questions for each stakeholder team are provided by GLS after input is garnered from interview team members. Traditionally, 2-3 minutes should be allotted for each interview question.

At the conclusion of the formal interview, stakeholder teams provide feedback and identify strengths/concerns regarding each candidate. Each individual on the interview team provides their individual feedback and group discussions are not allowed until all feedback forms are gathered to ensure everyone has an equal and unbiased voice in the process. Stakeholder groups will NOT rank candidates, as it is the board's responsibility to review data and make the decision on the next superintendent for Clarinda Community School District. To make this important decision, the board can expect a comprehensive report (Candidate Comparison Chart) from the search firm consultants with accurate data collected from all interview team members and groups. GLS consultants will also share any factors for consideration with the finalists that may contribute to, or take away from, the candidate's capacity to lead and be successful in the position.



GLS provides support and guidance throughout the entire process, while keeping objectivity as much as possible. Just as it should be, it is the board's responsibility to actually decide semifinalists, finalists, and ultimately the next superintendent at Clarinda Community School District. Finally, GLS will prepare multiple press releases for the district throughout the process; these are sent to the district for approval and dissemination as wanted.

DUE DILIGENCE

Throughout the search and hiring process, GLS conducts informal background checks of candidates. These informal checks include Courts online, the Iowa Board of Educational Examiners, social media sites, and popular online search engines. Once top candidates are identified, GLS contacts their current and previous employers. Any concerns will be brought to the attention of the board president and/or board secretary.

The school district will facilitate a formal background check through the Division of Criminal Investigation prior to hiring an employee.

CANDIDATE COMPARISON CHART

The search consultant provides the school board a succinct candidate comparison document with themes from each interview team, key considerations, and final interview team ratings. This succinct data helps the board objectively review the finalists and make the best decision for their district.




Iowa Community Schools

1002 South 3rd Ave., Marshalltown, IA 50158


Desired Qualifications:

- Experience with school finance
- Effective communicator
- School improvement experience
- Collaborative leadership style
- Visible in community
- Community relations experience

JEFF HANSON



KELLY JONES



Feedback from Stakeholders: the teacher group rated Mr. Hanson highest.

Feedback from Stakeholders: every stakeholder group except the teachers rated Mrs. Jones highest.

Experience with school finance-Jeff has 14 years experience as an Iowa superintendent. References (including school board members) convey that this is a strength area for Jeff.

Experience with school finance-Kelly has 11 years experience as an Iowa superintendent. She has been responsible for passing 2 bond issues.

School improvement experience-Jeff has past experience as AEA school improvement consultant. Values district leadership team to guide professional development initiatives.

School improvement experience-Clear experience using data to guide decision-making in current district. Values collaboration and leverages union to guide change initiatives.

Visible in community-Jeff is active in multiple community groups and serves as the president of his church council. He also sits on the local chamber of commerce board.


Visible in community-Kelly attends church and belongs to local Kiwanis group. Is active with fine arts boosters and has grandchildren in the district.

Effective communicator-References report that Mr. Hanson effectively communicates with staff, students, and community members. Evidence includes emails, newspaper articles, radio announcements and board presentations.

Effective communicator-This is a strength area for Mrs. Jones. She frequently communicates district progress with community groups and parents by phone, email, website, and media outlet. She also keeps a presence on social media for

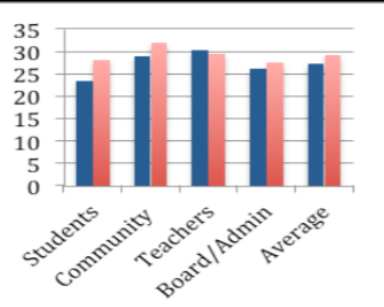
Considerations: Jeff currently makes \$170,000 with full family insurance and other benefits. His wife is a teacher who would also be looking for employment. Jeff indicated he meets the rule of 88 in 3 years.

Considerations: Kelly currently makes \$185,000 with full family insurance and other benefits. Her husband is a farmer and she would not relocate into the district. Kelly applied for the superintendent position 6 years ago and was a finalist.



Objective ways to identify the candidate who is the best fit (if needed):

1. Consider cumulative feedback from stakeholders (interview, references, letters, other)
2. Prioritize desired qualifications to candidates strengths
3. Consider candidate weaknesses that might defray from districts needs
4. Consider which candidate could have the greatest potential impact on the community and/or administrative team
5. Prioritize interview questions and evaluate candidates answers in comparison to those most important questions



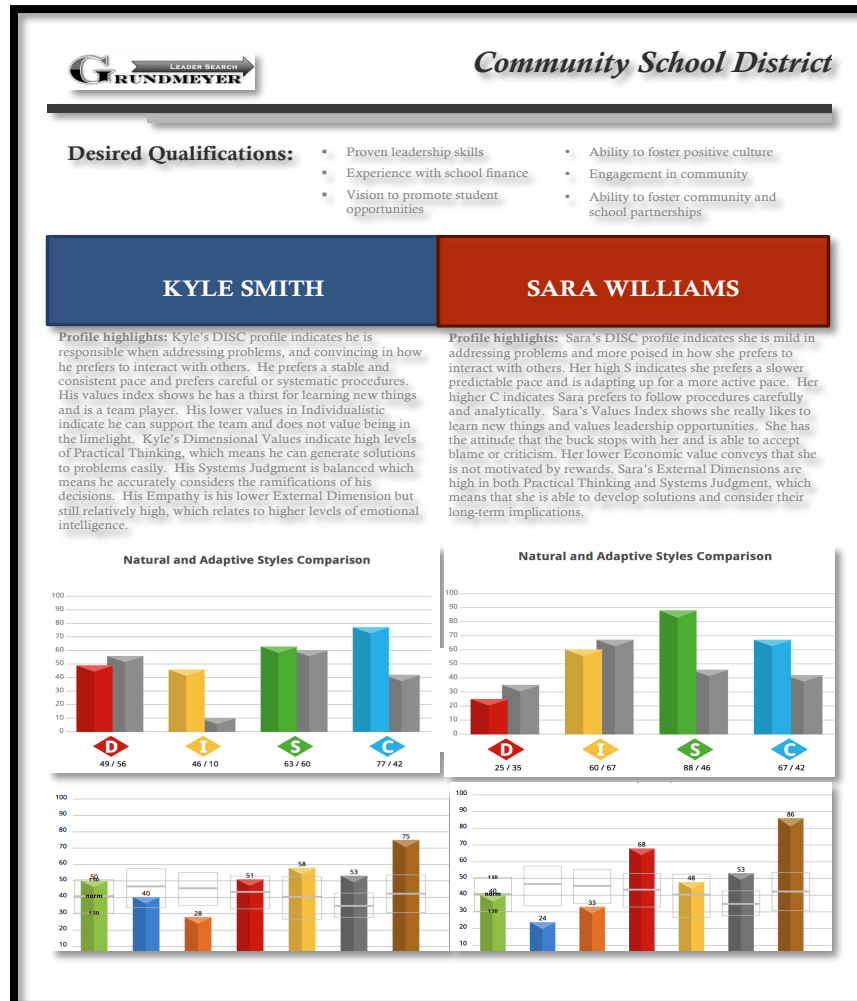
This document is the product of Grundmeyer Leader Search LLC. and can be edited and duplicated only with permission from or payment to GLS at www.grundmeyerleadersearch.com or (515) 205-9987.



ADVANCED INSIGHTS PROFILE (FINALISTS)

The ADVanced Insights Profile provides a depth of understanding of candidates that is unmatched. There are three different, yet intricately connected profiles: DISC (focuses on HOW a person responds to problems, people, pace of work, and procedures/precedents); Values Index (focuses on WHY a person does what they do and what are their motivators); and Attributes Index (in WHAT order a person thinks and processes). This combination of profiles is a powerful tool in understanding candidates prior to actually hiring them. The ADVanced Insights Profile has been used in the business world very successfully and is also being used at several schools in Iowa (Interstate 35 CSD and North Polk), as well as at Drake University.

The tool is EEOC compliant and researched-based. The Results Group out of West Des Moines, IA helps to administer the inventory and interpret the candidate's results. See more at: <http://resultsgroupllc.com/services/selection-and-assessment/advanced-insights-assessment/>



This document is the product of Grundmeyer Leader Search LLC. and can be edited and duplicated only with permission from or payment to GLS at www.grundmeyerleadersearch.com or (515) 205-9987.



DEVELOPING A SUCCESSFUL ENTRY PLAN (Ensuring a Smooth Transition)

When a candidate is hired with GLS the process is not over. GLS works with the new hire to establish an entry plan that ensures the candidate is well informed to be successful in their new role. The entry plan includes key meetings, tasks, and people to meet with.

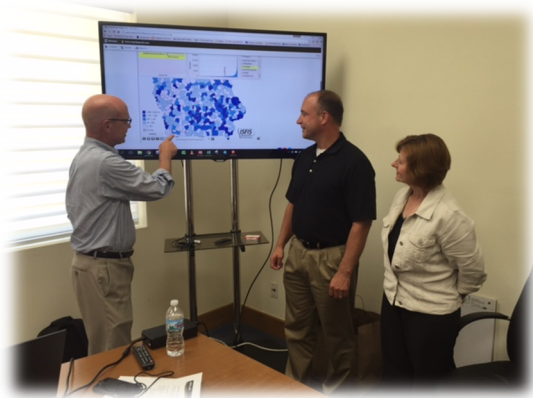
Advice for the new superintendent from the stakeholder survey will also be shared with the district leader. This full information paired with information gleaned throughout the hiring process helps your new superintendent draft a customized entry plan to get off a great start in your district.

The new district leader will also go over their ADVanced Insights Profile with GLS Consultants. This briefing will help them understanding their natural talents, leadership motivators and potential blind spots. This data too will be used to create an effective entry plan and first year goals.

FOLLOW UP SUPPORT

GLS takes great pride in making sure that new hires are indeed a good fit for the district. GLS follows up with the board routinely after the new leader starts the job and sends a formal 6-month survey to get feedback about their performance and the district's satisfaction. To date, 100% of districts have reported satisfaction with the hire GLS supported. Many districts rehire GLS for future searches because of how satisfied they are with their new leader.

97% of candidates hired with the support from Grundmeyer Leader Services are still in his or her current role 5 years later. This is a sign that the hires placed with the support of Grundmeyer Leader Services are truly a good fit for the districts they are serving. The longevity of the leader is also a positive sign for the school district and what is best for staff and students.



Proposed Timeline for Clarinda Community School District Superintendent : The proposed search schedule has been proposed with a more specific timeline to be developed in conjunction with the Board of Education.

<p>PLAN <i>February 18-28</i></p>	<p>Establish salary range & benefits package Establish interview process to include dates & times Post survey for stakeholder feedback Host stakeholder input meetings (optional)</p>
<p>RECRUIT <i>Feb. 25-March 28</i></p>	<p>Advertise position Recruit candidates for the position Develop screening interview questions</p>
<p>SCREEN <i>Week of March 29</i></p>	<p>Screen candidate application materials Present candidates to the board Establish interview teams Establish formal interview questions Initial interviews</p>
<p>HIRE <i>Week of April 5</i></p>	<p>Formal interviews Feedback and debrief with school board Job offer to successful candidate Conduct formal background check Solidify contract with new hire Announce hire to staff and community</p>
<p>SUPPORT <i>April 5-July 1</i></p>	<p>Share Stakeholder Survey Advice Ensure proper licensure Develop an entry plan Develop first year goals</p>

Search Costs & Options

GLS is confident in their process, networks of candidates, and ability to hire leaders who are truly a good fit for your district. The district is billed \$2500 at the start of the search to cover marketing and travel costs and invoiced the remainder of the search fees at the substantial conclusion of the search process.

Description	Discount	Cost
Full Search	Includes full search and two consultants that will recruit, screen, conduct references, guide the board and set up all interviews. Negotiations and announcements also produced as outlined in the full proposal.	\$10,132.15
Travel Accommodations		\$680.96
Proposed Search Total:		\$10,813.11

The proposed full search cost will be 7% of the outgoing superintendent's salary based on the Iowa Department of Education website. All necessary travel (up to 5 trips to the district), and associated expenses are included within the global invoice. Additional services and consultant trips can be negotiated at time of contract signing to meet the district's needs.

GLS recommends the full search with all screening tools and steps to leverage the best outcome, however, the District may choose to remove or conduct some steps on their own. In this event, the total invoice is reduced. Again, the GLS philosophy is that the firm works for the board so the customized support will be what the board values to ensure they get the best hire.

Key steps and resources included in the proposed search invoice:

- Stakeholder Survey and/or in-person meetings
- Salary and benefits comparable and planning
- Recruitment of highly qualified candidates
- Marketing on proposed outlets (websites, pools, social media, personal contacts)
- Disclosure of any and all know qualifications and concerns about all candidates
- Reference calls for all qualified candidates
- Objective candidate ratings for all candidates
- Hiring update document drafted to share with the public
- Initial screening interviews
- ADVanced Insights Profile of each finalist
- Facilitating formal interviews
- Candidate summaries presented to the school board
- Contract negotiations
- A final announcement to share with the public
- A full day with the new superintendent to explain the ADVanced Insights Profile
- Development of an entry plan
- Mileage and travel

Optional steps and resources included in the proposed search invoice:

- Extra advertising/marketing
- ADVanced Insights for screening semi-finalists (no cost)

Responsibilities of the school district not included in the proposed search invoice:

- Printing and copying of interview materials
- Sharing the stakeholder survey
- Contacting stakeholders for interviews
- Following open and closed meeting laws
- Travel costs for finalists (if needed)

PROFESSIONAL LIABILITY INSURANCE

GLS will maintain \$1 million in Professional Liability Insurance coverage. No workers' compensation insurance, or any other type of insurance should be obtained by the District, on account of GLS.

GUARANTEE OF SERVICE

In the event that a successful candidate cannot be hired for unforeseen reasons or because one of the finalists turns down an offer, the search firm will continue the search for up to 1 calendar year or until a successful hire is made without any additional costs. In this event the district will be asked to confirm that services provided were donated.

SEARCH FIRM REFERENCES

School District	Position Filled	Contact Info
Winterset CSD	Superintendent	Jeff Nicholl (Board President) jnicholl@winterset.k12.ia.us
Lewis Central CSD	Superintendent	Dorene Scheffel (Board President) 402-677-7342
Treynor CSD	Superintendent	Amy Garber (Board President) 402-689-2069
Emmetsburg CSD	Superintendent	Jane Hoyman (Board President) 712-363-1680
Decorah CSD	Superintendent	Ron Faldness (Board President) 563-380-2026
Algona CSD	Superintendent	Rodney Davis (Board Vice-President) 515-320-0153
Carroll CSD	Superintendent and AD	Jen Munson (Board President) 712-790-6959
Independence CSD	Superintendent	Laura Morine (Business Official) 563-920-6504
Charles City CSD	Superintendent	Justin DeVore (Communications Dir.) jdevore@charles-city.k12.ia.us
South Hardin CSD	Shared Superintendent	Maggie VanderWilt (Board President) 641-750-2784
Hubbard-Radcliffe CSD	Superintendent & Principals	Jacob Bolson (Board Member) 563-379-2337
Newell-Fonda CSD	Shared Superintendent	Kyle Scheidegger (Board President) 712-358-1202
South Tama CSD	Superintendent	Mary Boguee (Board Secretary) 641-751-5029
Manson Northwest Webster	Superintendent	Dan DeWall (Board Vice-President) 515-570-2131
Mason City CSD	Superintendent	Janna Arndt (Former Board President) 641-512-6066
Woodbine CSD	Superintendent	Beth Fouts (Board President) 712-647-2266
West Des Moines CSD	Principal	Dr. Lisa Remy (Superintendent) 515-633-5111
Eldora-New Providence CSD	Principal	Jay Mathis (Superintendent) 641-849-0522
Central Decatur & Lamoni CSD	Principal	Chris Coffelt (Superintendent) 515-669-3590

FREQUENTLY ASKED QUESTIONS



How many candidates do you think will apply?

Traditionally you can expect around 20-30 superintendent candidates. The districts location, hiring timeline, benefits package, among other factors can contribute to the total number of applicants.

Will the board see all candidates that apply?

Yes, candidate materials (cover letter, resume, and references) are shared with the board each week.

When will candidates' names be made public?

Candidate's applications are confidential until they would be named as finalists for the position. Normally, there would not be more than 2-3 finalists made public.

What if a candidate is not brought to the board as a finalist who a board member thinks should be?

GLS will present EVERY candidate to the board; an objective rating (based on the desired qualifications identified earlier in the process) will be made by the firm and shared with the board. However, the board will select semifinalists and finalists - GLS does the behind-the-scenes work but it is the board's responsibility to make these decisions.

What if the board does not agree on a candidate after the formal interviews?

The board has the final say in who is offered a contract. The board can expect a final report from the search firm consultants with summaries and data from the formal interviews. Any factors for consideration with the finalists will be brought to the board's attention so the board can determine the factors that may contribute to, or take away from, the candidate's capacity to lead and be successful in their district. The consultants will also prompt the board when there is not agreement to try to reach consensus on a final candidate.

What is your role in contract negotiations with the chosen candidate?

A salary and benefit range as well as other potential benefits (such as cell phone stipend, relocation fee, TSA, or insurance) is normally established early in the search process. The search firm consultant is in a good position to act a liaison between the successful candidate and school board. Once a candidate is chosen, the board should decide on their first offer and provide some leeway to the search firm consultant. The consultant will then make the offer and keep the school board updated until a formal hire is made. In the event that the successful candidate counter offers the board's offer, the search firm consultant will communicate with the board by phone or email.