



The Helena Public Schools educate, engage, and empower each student to maximize his or her individual potential with the knowledge, skills and character essential to being a responsible citizen and life-long learner.

Board of Trustees Special Meeting

Ray Bjork Learning Center and via Zoom using the link below
Thursday, October 1, 2020 | 10:00am

Notice: In accordance with State and Local health guidance/regulations, physical attendance at this meeting will be limited to 20 individuals – including trustees. All in-person attendees must wear a mask/face covering at all times and remain safety distanced from anyone not residing within the same place of residence. All other attendees are encouraged to attend the meeting via Zoom and/or email your public comment to boardoftrustees@helenaschools.org prior to the start of the meeting.

Members of the public are able to attend by clicking here: <https://helenaschools.org/event/board-of-trustees-special-board-meeting-10-1-2020/>. We ask that all participants mute their microphone until called upon by the Board Chair for general and/or specific public comments. Upon completing public comment, please ensure that your microphone is again muted.

AGENDA

I. CALL TO ORDER / PLEDGE OF ALLEGIANCE

II. REVIEW OF AGENDA

III. NEW BUSINESS

A. ITEM FOR INFORMATION

1. Search Firm Presentations

- Hazard, Young, Attea & Associates will present at 10:00am (see attached)
- Break at 11:00am
- Montana School Boards Association will present at 11:30am (see attached)
- Break at 12:30pm

B. ITEM FOR ACTION

- Selection of a superintendent search firm and authorization of Board Chair to negotiate the contract

Helena Public Schools Board of Trustees

Luke Muszkiewicz
Board Chair

John E McEwen
Trustee

Siobhan Hathorn
Board Vice Chair

Jennifer McKee
Trustee

Terry Beaver
Trustee

Sarah Sullivan
Trustee

Libby Goldes
Trustee

Jennifer Walsh
Trustee

IV. **GENERAL PUBLIC COMMENT:** *This is the time for comment on public matters that are not on the agenda. Public matters do not include any pending legal matters, private personnel issues or private student issues. Please do not attempt to address such issues at this time or you will be ruled out of order. The Board cannot enter into a discussion during General Public Comment.*

V. **BOARD COMMENTS**

VI. **ADJOURNMENT**

September 22, 2020

Mr. Luke Muszkiewicz, Board President
55 S. Rodney Street
Helena, Montana 59601

Dear Mr. Muszkiewicz and Members of the Board of Education:

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Helena Public Schools in your search for a new Superintendent. Why is HYA exceptional amongst educational search firms? We believe it is due to the following factors:

NATIONAL REACH – LOCAL KNOWLEDGE: We have conducted over 1400 searches including 47 of the 100 largest school districts in the country and are represented by associates across the nation.

EFFECTIVE COMMUNICATION: Communication and organization are critical to successful searches. Communicating using web based resources gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

COMMUNITY ENGAGEMENT: HYA gives you in depth information and input from your community through a variety of interviews, community forums, focus groups with key stakeholders, and survey options. The purpose of our extensive community engagement is to identify the goals, needs, and priorities of the school system to help better match a candidate's skills with the needs of the District and gives valuable information to the new leader and the Board to help set goals and priorities.

MORE THAN A BACKGROUND CHECK – EXECUTIVE DUE DILIGENCE: In addition to HYA's due diligence background report, Boards have the option of employing independent third-party investigators to complete a comprehensive expanded background check.

HYA has numerous options for our clients to customize their search to the District's and Board's specific needs and wishes. We look forward to having the opportunity to work with you in finding the perfect match for your district and community.

Sincerely,



Carolyn McKennan, Ed. D.
Senior Associate



Helena Public Schools District Superintendent Search Proposal



HYA Executive Search
Hazard, Young, Attea & Associates

INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Helena Public Schools (hereinafter referred to as HPS.)

HYA has conducted over 1,400 searches. The consultants who have been asked to lead this search have completed 80 searches. HYA's success is about people: our Associates, their extensive contacts and the boards we assist. We build relationships with each new search, expanding our reach and our record of success.

During a typical year, HYA conducts 60 – 80 executive searches per year. We find that the large quantity of searches the firm conducts puts us at a competitive advantage with respect to other search firms, in that our search volume places us in more frequent contact with a larger number of potential candidates, many of whom are not actively seeking employment but are then known to us and can thus be recruited when or if an appropriate position arises. We believe that the success rate of the executives hired with our assistance is due in large part to the volume of searches conducted. After more than 1,400 searches in every region of the country, HYA is in possession of a network of unique depth and breadth, and is therefore also in a stronger position to identify individuals who meet the unique and varied needs of the clients we serve. This document serves to clearly outline the specific services, deliverables and costs proposed for the Helena Public Schools.

SCOPE OF SERVICES

HYA shall provide the following services and deliverables. Due to public health concerns, it is anticipated that the majority of the search services will be conducted virtually.

Engage Phase

- Conduct a Planning Meeting with the Board and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the Board
- Conduct individual interviews, focus groups, and/or stakeholder meetings to gather input from constituent groups as decided by the Board

- Offer options for community input via surveys in addition to the above input sessions. (HYA offers an optional research-based survey with detailed analytics for an additional cost or a locally designed survey using an on-line survey tool which is included in the search fee if the district provides translation services.) The survey is entirely optional and the Board may elect to not do one
- Present a Leadership Profile Report to the Board, and propose Desired Characteristics based on the data from the optional survey, interviews with district and community representatives and other material made available to the associates

The Engage Phase consists of designing and planning a process of engaging the Board and stakeholders through individual interviews, online surveys, and focus groups. HYA associates have experience in facilitating these input sessions in a virtual or hybrid environment. Information from these interactions assists the Board in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of HPS. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be part of the search process and provides valuable feedback about the school district based on HYA’s local research and professional understanding of the district’s standing in the broader marketplace. The development of the *Leadership Profile Report* allows the search team to focus all recruitment and screening efforts on candidates that meet the skills and talents identified by the stakeholder engagement process. Top ranked candidates will have experience, skills and talents that match those identified by the District.

Recruit Phase

- Prepare and place advertisements as selected and paid for by the Board
- Recruit and contact candidates utilizing local and national networks
- Communicate with candidates regarding the search process, timeline, *Leadership Profile Report* and *Desired Characteristics*
- Prescreen all potential candidates
- Interview candidates
- Conduct reference checks. HYA’s ability to gain important background information regarding candidates – beyond what appears on an individual’s resume – is a unique and distinguishing characteristic of HYA, and is attributable to the integrity of the firm, associates, and the vast networks of professional relationships built through years in the education field.
- Identify best qualified candidates

- Provide the Board access to all candidate materials electronically

HYA has more experience in identifying quality educational executives than any other firm in the industry. We build relationships with each new search, expanding our reach and our record of success. Members of the firm are active professionally in state and national organizations affording ongoing identification of emerging educational leaders with unusual talent and promise. Both associates proposed to lead the search engage with Superintendents and Assistant Superintendents from many districts throughout the region. HYA publishes all Superintendent vacancies across the nation on its website at no charge to the district, and staff will send frequent announcements regarding the search to all associates. We are confident our team's knowledge and experience will produce an excellent slate of candidates for HPS.

Select Phase

- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA
- Conduct the Interview Workshop and provide interview materials and protocols to ensure informative and effective Board interviews
- Schedule interviews for the Board with selected semi-finalists and finalists
- Facilitate Board discussion to narrow a candidate pool after each round of interviews
- Coordinate and provide third party, independent investigative background check(s) of candidates as selected and paid for by the Board

The select phase consists of providing the Board with a slate of candidates interviewed by HYA associates using the *Leadership Profile*. HYA associates are committed to spending the necessary time and energy on the details to find the right candidates to bring to the Board. HYA associates then facilitate the Board interviews and appointment process. The Board's decision to hire or not hire a particular candidate is at the sole discretion of the Board; the Board takes responsibility for that decision.

Transition Phase

- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent
- Hold a debriefing meeting with the new Superintendent and Board regarding information learned throughout the search process

- Discuss other transition services to be considered by the Board and if desired, paid for by the Board.

The transition phase consists of assisting the Board and new Superintendent to assure a successful transition. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. Additional transition services such as goals, setting, Superintendent evaluation, and Governance Team processes and protocols are available for an additional fee based on the number of days required.

Fees

In consideration for Services, the District will pay to Hazard, Young, Attea and Associates:

- A. Consulting Fee for the search in the amount of \$20,000. This fee is due in three installments:
 - 50% will be invoiced upon execution of the contract/agreement
 - 25% will be invoiced upon presentation of the *Leadership Profile Report*
 - 25% will be invoiced upon presentation of the slate
- B. Travel expenses for associates will be borne by the Board (for any non-virtual meetings)
- C. If the Board chooses to reimburse candidates for travel, candidates will submit the expenses directly to the district for reimbursement
- D. Based on past experience, HYA has designed advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits its needs Advertising on the HYA's webpage and social media pages are included in the consulting fee. In addition to the national advertising on HYA's webpage, we recommend that the Board consider advertising in the American Association of School Superintendents (AASA), EdWeek, and the Montana School Boards publication
- E. Additional professional background checks/executive due diligence services if desired by the Board. The cost ranges from \$1100 - \$1950 per candidate

F. All search related documents will be provided electronically at no additional cost

Optional Transition Services

The Transition Phase consists of assisting the Board and new Superintendent to assure a successful transition. HYA offers additional Transition Services:

- Board Governance Workshop - \$1,000
- Board Goal Setting and Superintendent Evaluation - \$1,000 per day
- Comprehensive First Year Coaching and Support - \$5,000

The Search Team

Upon the concurrence of the Board, Dr. Carolyn McKennan and Dr. Jacqueline Horejs will conduct the search. Contact information for the team is below, and their resumes can be found in the following pages.

HYA Associate	Cell Phone	Email
Dr. Carolyn McKennan	831 295-0982	carolynmckennan@hyasearch.com
Dr. Jacqueline Horejs	408 843-6434	horejsjacki@gmail.com

Daneyelle Martell serves as the Project Manager and can be reached at 1 (630) 802-7535 or daneyellemartell@hyasearch.com.

Dr. Carolyn McKennan serves as Senior Associate of Hazard, Young, Attea & Associates (HYA) and was previously the West Coast Regional President of HYA. During her 17 years with HYA she has completed seventy searches on behalf of the firm including those in Arizona, California, Montana, Oregon, and Washington. HYA is a national search firm with 125 associates representing most of the states in our country. She is nationally known having presented at many conferences including the American Association of School Administrators (AASA) and the Association of Latino Superintendents and Administrators (ALAS). She has worked closely with the California Association of African American School Administrators (CAAASA) and the California Association of Latino School Administrators (CALSA). Her leadership and collaborative style are well known throughout the educational community including the many school boards she has served.

Dr. Jacqueline Horejs has a wealth of experience working in education. Prior to working as an Educational consultant, she most recently served as the Superintendent of Union Elementary School District in San Jose CA. During her tenure as Superintendent she was elected to serve as the Chairperson of the Santa Clara County Superintendents Association and was the President of the California City Schools Superintendent. Additionally she was a presenter at the Association of California School Administrators (ACSA) Superintendents' Academy, networking with executive level administrators aspiring to become Superintendents. An acknowledged leader of leaders, Dr. Horejs was selected as the ACSA Assistant Superintendent of the Year, and services as ACSA's Region 8 President. She has extensive experience at all levels of site, district, county and regional administration. In addition to working as a site school district administrator, she has served as the Director of Educational Services for the Santa Clara County Office of Education as well as the Regional Director for the Statewide System of School Support providing services to districts in five counties. Most recently Dr. Horejs has provided executive leadership services to Boards. For the past five years she has been an HYA Associate conducting Superintendent searches and providing Board Governance workshops. In addition to her work on executive searches, Dr. Horejs teaches in the Administrative Credential Program and coaches Superintendents and other administrators. She has a reputation as a high professional and collaborative leader and is respected in the educational community.

Fixed Price

Throughout the search process the associates will be available to counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the right candidate for the position.

Client-Satisfaction

The candidate appointed with HYA’s assistance will not be presented to another Board as a candidate if it would result in the person leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.

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

Price Match

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

References

HYA’s reputation for effectiveness and integrity is extremely important. In addition to the references listed below, an extensive list of national searches our firm has completed since 2015 is attached.

District Name and State	Reference Name	Contact Information
Palo Alto Unified School District (CA)	Ken Dauber	650.906.4340
Eugene School District 4J (OR)	Jim Torrey	541.790.7707
Cupertino Union School District (CA)	Anjali Kausar	408.827.8336
Salinas City School District	Amy Tish	831.262.6860
Billings Public Schools (MT)	Greta Bosh Moen	406.281.5065

Helena Public Schools
SUPERINTENDENT SEARCH CALENDAR
 2020-2021 School Year *VIRTUAL

DATES TO CALENDAR	ACTIVITY
Week of October 12, 2020 6:30 PM	BOARD PLANNING SESSION: virtual
Week of Oct 19, 2020	Leadership profile focus groups: virtual Consultants meet with staff, parents, Board members (Board members may designate other groups to be interviewed if desired). COMMUNITY ONLINE SURVEYS (if needed) Open Oct 26-Nov 4, 2020
SPECIAL BOARD MEETING November 10, 2020	Virtual CONSULTANTS to present, review leadership profile report and finalize criteria for superintendent search. PRESENT COMMUNITY SURVEY RESULTS
November – December HYA WEB SITE AASA, EdWeek, Montana School Boards	Consultants advertise where requested by the Board. Will develop the advertisement for board approval.
January 4, 2021	Recommended application deadline - applications will still be accepted until position is filled. Review of all applications
January 5-19, 2021	Consultants interview potential candidates AS PART OF THE SCREENING PROCESS.
Week of January 25, 2021	Special Board Meeting- Virtual Consultants meet with the Board to identify slate of semi-finalists, plan initial interviews and develop questions
SEMIFINALIST INTERVIEWS: Week of February 8, 2021 TIME AND LOCATION TO BE DETERMINED BY THE BOARD	Consultants will conduct extensive background checks on the finalists for interviews. Board interviews slate of semifinalists.

<p><i>Consultants will meet virtually with Board at conclusion of interviews for debrief.</i></p>	<p>Virtual-Board will meet with consultants at the conclusion of the interviews. Additional background checks on specified semifinalists conducted.</p>
<p>FINAL INTERVIEWS: Week of February 16, 2020</p> <p>Times and location to be determined BY THE BOARD</p> <p>*Consultants will meet with Board at the conclusion of the last interview</p>	<p>Board Second interview with finalists. Total Board will meet for TWO OR THREE consecutive evenings; possibly virtually. Individual Board members will have other additional responsibilities during these TWO OR THREE days.</p> <p>PROCESS FOR THE FINAL INTERVIEW if desired:</p> <p>Two Board members will accompany the candidate to two school sites...then a lunch meeting with those same Board members...the candidate then returns later that evening for an informal interview session (This will give all Board members a chance to follow up on any questions they may want to ask.) Same procedure for the other finalist.</p>
<p>March 2018 DATE TO BE DETERMINED</p> <p>THE CONSULTANTS WILL FACILITATE THE VISIT WITH THE FINALIST.</p>	<p>Board visits district of the finalist, if desired.</p>

CAROLYN K. McKENNAN, Ed. D.

PROFESSIONAL EXPERIENCE

2018-2020 Senior Associate, Hazard, Young Attea & Associates, Executive Searches
2003-2018 West Coast Regional President, Hazard, Young, Attea & Associates, Executive Searches
2005-2012 Member Services Representative, Association of California School Administrators, Region 5, San Mateo-San Francisco County, Region 8, Santa Clara County
2008-2010 Pivot Learning Partners, Executive Coach
1996-2005 Superintendent of Schools, Morgan Hill Unified School District (CA)
1990-1996 Superintendent of Schools, Soquel Union Elementary School District (CA)
1989-1990 Assistant Superintendent Instructional Services, San Luis Coastal Unified School District (CA)
1988-1989 Associate Superintendent Administration and Instructional Services Sunnyvale Elementary School District (CA)
1987-1988 Acting Superintendent, Sunnyvale Elementary School District (CA)
1986-1987 Associate Superintendent Curriculum and Instruction, Sunnyvale Elementary School District (CA)
1985-1986 Executive Director Curriculum and Instruction, Billings Public Schools (MT)
1973-1985 Principal, Elementary-Junior High School, Billings Public Schools (MT)
1967-1973 Teacher, Billings (MT)

EDUCATION

Ed.D. 1992 University of Southern California, Policy Planning and Administration
M.S. 1973 Montana State University, Billings, Ed Administration
B.S. 1967 Montana State University, Billings, Special Education

PROFESSIONAL AFFILIATIONS

Member (by invitation) Northern California Superintendents, 1996-present
President, Superintendents Council, Association of California School Administrators, 2002-2005
President, California City School Superintendents Association, 2000-2001, Secretary 1999-2000
Association of California School Administrators Curriculum Management Audit Committee Governance Council, member, 1997-2003
Chairperson, Mentor New Superintendent's Workshop, Association of California School Administrators, Program, 1993-1994
President, Santa Cruz County Administrative Women in Education, 1992-1994
Vice President, Legislative Action, Santa Cruz Chapter, Association of California School Administrators, 1992-1994
American Association of School Administrators
Association for Supervision and Curriculum Development
Phi Delta Kappa

HONORS (selected)

Elected President, Association of California School Administrators Superintendency Council, 2002-2005
CA School Boards Association, Superintendent's Advisory Council, appointed representative, 2003-2005
Association of CA School Administrators, elected representative, Region 8 Superintendency Committee
Association of School Administrators Legislative Policy Committee, 1997-1998
American Association of School Administrators, California Delegate
Association of CA School Administrators, elected representative, Region 10, Superintendency Committee, 1995-1998
Montana State University, Senior Level Traineeship (tuition, fees, stipend)

Jacqueline M. Horejs, Ed. D.

EDUCATION

1996	University of Southern California	Ed.D. - Educational Leadership
1991	San Jose State University	Masters Educational Leadership
1971	University of Illinois	Bachelor of Arts Education

PROFESSIONAL EXPERIENCE

2016-Present

- Hazard, Young, Atea & Associates – *Associate*
- Superintendent and Administrator *Coach* (Santa Clara and San Mateo counties)
- Executive Leadership Center (ELC) Superintendent Seminar *Facilitator*
- *Instructor* – Administrator Credential Program, Santa Clara County Office of Education
- Educational Leadership *Consultant*
 - Board/Superintendent Governance Workshops
 - Board/Superintendent Goal Setting and Evaluation Workshops

2006-2015 *Superintendent of Schools, Union School District, San Jose, CA*

2001-2006 *Asst. Superintendent Educational Services, Gilroy Unified School District, Gilroy, CA*

1999–2001 *Director, Educational Services Santa Clara County Office of Education*

1998–1999 *Administrator, Standards and Assessment, Santa Clara County Office of Education*

1994–1998 *Principal, Moreland Elementary School District, San Jose, CA*

1993-1994 *Asst. Principal Middle School, Moreland School District, San Jose, CA*

1990-1993 *Assistant Principal, Gilroy Unified School District, Gilroy CA*

PROFESSIONAL AWARDS, AFFILIATIONS AND ACTIVITIES

President, California City Schools Superintendents, (CCSS) 2013/14

Vice President, California City Schools Superintendents, (CCSS) 2012/13

Chairperson, Santa Clara County Superintendents Association, 2007/08

Assistant Superintendent of the Year, ACSA Region 8, 2004

ACSA Region President

ACSA Region 8 Vice President Legislative Policy

West Valley ACSA Charter President

West Valley AFSA Executive Board

Association for Supervision and Curriculum Development (ASCD)

American Education Research Association (AERA) Presenter, 1997

University of Illinois educational scholarship

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2019

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
<p>Las Lomas Elementary SD (CA) 1,300 students, K-8 John Earnhardt john.earnhardt@gmail.com</p> <p>Portola Valley School District (CA) 600 students PK-8 Jeff Klugman jklugman@pvsd.net</p> <p>Rumson-Fair Haven Regional HSD (NJ) 970 students, 9-12 Lisa Waters 732.616.0961</p> <p>Watchung Borough School District (NJ) 650 students, PK-8 Jessica Ingrassia 323-420-9280</p> <p>Wyoming City Schools (OH) 1,950 students, K-12 Jeanie Zoller 513.379.3767</p>	<p>Berkeley Heights Public Schools (NJ) 2,700 students, K-12 Doug Reinstein dreinstein@bhpsnj.org</p> <p>Lebanon Community Schools (OR) 4,340 students, K-12 Tom Oliver tom.oliver@lebanon.k12.or.us</p> <p>Mountain View-Los Altos HSD (CA) 4,300 students, 9-12 Dr. Phil Faillace 650.248.3375</p>	<p>Port Washington Union Free SD (NY) 5,500 students, PK-12 Nora Johnson 917-690-9908 njohnson@portnet.org</p> <p>Wenatchee Public Schools (WA) 7,700 students, PK-12 Sunny Hemphill hemphill.sunny@wenatcheeschools.org</p>	<p>Bayonne Public Schools (NJ) 9,800 students, PK-12 Joseph Broderick jbroderick@bboed.org</p> <p>Central Kitsap Schools (WA) 11,000 students, PK-12 Jeanie Schulze 360.908.5001</p> <p>El Rancho Unified School District (CA) 8,100 students K-12 Jose Lara joselara@erusd.org</p> <p>Fairfield Public Schools (CT) 10,000 students PK-12 Nick Aysseh 203.442.7255 naysseh@fairfieldschools.org</p> <p>Greater Albany Public Schools (OR) 9,627 students, K-12 Jennifer Ward 541.730.2270</p> <p>Sewanaka Central HSD (NY) 8,500 students, 7-12 David Del Santo 646.938.6500</p>	<p>Academy School District 20 (CO) 26,200 students, PK-12 Tracey Johnson 719.491.2633</p> <p>Beaufort County SD (SC) 22,000 students, PK-12 Robyn Cushingberry 843.322.2357 OR Christina Gwozdz ChristinaGwozdz@beaufort.k12.sc.us</p> <p>Denver Public Schools (CO) 92,000 students, PK-12 Anne Rowe annerowe60@gmail.com</p> <p>Edison Township Public Schools (NJ) 16,000 students, K-12 Ralph Errico ralph.errico@edison.k12.nj.usel</p> <p>Glendale Unified School District (CA) 26,000 students, TK-12 Jennifer Freemon 818.388.1251 jfreemon@gusd.net Greg Krikorian 818.480.1327 gkrikorian@gusd.net</p> <p>Indian River County School District (FL) 17,700 student, PK-12 Laura Zorc 772-205-4509 Laura.Zorc@indianriverschools.org</p> <p>Prince George's County PS (MD) 130,000 students K-12 Angela Alsobrooks countyexecutive@co.pg.md.us</p>
				13 Page

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2018

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
<p>Bonny Doon Elem. School District (CA) 163 students, PK-8 Amy McCabe 831.457.9912</p> <p>Greenburgh-Graham UFSD (NY) 150 students Jess Dannhauser DannhauserJ@graham-windham.org</p> <p>Live Oak School District (CA) 2100 students, K-8 Jeremy Ray jray@losd.ca</p> <p>Loma Prieta Joint Union Elementary (CA) 941 students, PK-8 Deana Arnold d.arnold@loma.k12.ca.us</p> <p>Mount Pleasant Central SD (NY) 2,000 students K-12 Thomas McCabe 914.874.6075</p> <p>Orange City School District (OH) 2,024 students, K-12 Melanie Weltman 216.378.6989</p>	<p>Flemington-Raritan Regional SD (NJ) 3,100 students, K-8 Tim Bart 908.797.7178</p> <p>Garden City School District (NY) 3,800 students, K-12 Angela Heineman 516.521.0304</p> <p>Lafayette School District (CA) 3,568 students, TK-8 Teresa Gerringer 510.599.9152</p> <p>Lawrence Township PS (NJ) 3,800 students PK-12 Dana Drake 201.527.8464</p> <p>Los Gatos Union Elementary SD (CA) 3,200 students K-8 Peter Noymer 408.656.5510</p> <p>Los Gatos-Saratoga Union HSD (CA) 3,287 students, 9-12 Robin Mano rmano@lgsuhd.org</p> <p>Park City School District (UT) 4,973 students , PK-12 Andrew Caplan acaplan@pcschools.us</p> <p>San Carlos School District (CA) 3,100 students PK-8 Eirene Chen echen@scsdk8.org</p>	<p>Boyertown Area School District (PA) 6,900 students, K-12 Steve Elsier 610-367-4697</p> <p>Hollister School District (CA) 5,500 students TK-8 Elizabeth Martinez emartinez@hesd.org</p> <p>Lancaster ISD (TX) 7,200 students Ty Jones 214.802.3776</p> <p>Montclair School District (NJ) 6,700 students, K-12 Laura Herzog 973.699.1541 lhertzog@montclair.k12.nj.us</p>	<p>Birmingham Public Schools (MI) 8,000 students, K-12 Kim Whitman 248.760.3011</p> <p>Chambersburg Area SD (PA) 9,000 students, PK-12 Alexander Sharpe 717.404.6179 alexander.sharpe@casdonline.org</p> <p>Davenport CSD (IA) 16,000 students PK-12 Ralph Johanson 563.381.4598</p> <p>East Aurora SD 131 (IL) 14,000 students K-12 Kimberley Hatchett 630.881.1243</p> <p>Helena Public Schools (MT) 8,200 students, K-12 Sarah Sullivan 406.465.1472</p> <p>Huntley CSD 158 (IL) 9,500 students, K-12 Tony Quagliano 847.254.2885</p> <p>Lawrence Public Schools (MA) 15,000 students , K-12 John Connolly 617-447-1302 johnronanconnolly@gmail.com</p> <p>New Bedford Public Schools (MA) 12,700 students Mayor Jonathan F. Mitchell 508.979.1410</p>	<p>Anaheim Elem. School District (CA) 18,000 students, K-12 Jackie Filbeck 714.883.6701</p> <p>Billings Public School District 2 (MT) 16,000 students, K-12 Greta Besch Moen 406.248.4360</p> <p>Crowley Independent SD (TX) 15,000 students, K-12 June Davis 847.437.1938</p> <p>Duval County Public School District (FL) 128,000 students, K-12 Paula Wright 904.390.2374</p> <p>Linn Benton Lincoln Education Service District (OR) 37,000 students Heather Search 541.812.2600</p> <p>Los Angeles USD (CA) 640,000 students PK-12 Monica Garcia 213.505.6122</p> <p>Newark Public Schools (NJ) 35,000 students, K-12 Josephine Garcia j4garcia@nps.k12.nj.us</p> <p>Oceanside Unified School District (CA) 20,000 students K-12 Ann Corwin 760-213-7285</p> <p>Stafford County PS (VA) 28,650 students PK-12 DeWayne McOsker 540.751.8809</p>
				14 Page

**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2017

0 – 3,000 students	3,001 – 5,000 students	5,001 – 7,500 students	7,501 - 20,000 students	20,001+ students
<p>Bexley City SD (OH) 2,274 students, K-12 Melissa LaCroix Melissa.Lacroix@bexleyschools.org</p> <p>Harvard CUSD 50 (IL) 2,400 students, PK-12 Sandra Theriault stheriault@cusd50.org</p> <p>Hunterdon Central Regional HS (NJ) 2,990 students, 9-12 Deborah Labbadia 908.616.8588</p> <p>Madison SD (NJ) 2,604 students, K-12 Lisa Ellis 201.400.2349</p> <p>Montecito Union School District (CA) 438 students, K-6 Katy Murphy kmurphy@montecitou.org</p> <p>Orinda Union Elementary SD (CA) 2,529 students, K-8 Julie Rossiter 925.408.1780 jrossiter@orinda.k12.ca.us</p> <p>Pelham Public Schools (NY) 2,800 students, K-12 Madeline Smith 646.209.5213</p> <p>Piedmont USD (CA) 2,706 students K-12 Andrea Swenson 510.697.8567 aswenson@piedmont.k12.ca.us</p>	<p>Beacon City Schools (NY) 3,600 students, K-12 Meredith Heuer 917.447.6562</p> <p>Chappaqua Central SD (NY) 4,000 students, K-12 Allison Gardner 914.409.7696</p> <p>Concord Public Schools & Concord-Carlisle Regional School District (MA) 3,355 students, K-12 Johanna Boynton 978.318.1500</p> <p>Duxbury Public Schools (MA) 3,250 students, PK-12 Anne Ward, awarddux@verizon.net</p> <p>Jefferson UHSD (CA) 4,750 students 9-12 Rosie Tejada 415.250.5123</p> <p>Manhasset Union Free SD (NY) 3,300 students, K-12 Regina Rule 914.602.1483</p> <p>North Shore SD 112 (IL) 4,309 students, PK-8 Eric Ephraim 847.541.0076</p> <p>Rescue Union SD (CA) 3,766 students, PK-8 Nancy Brownell, 916.769.7417</p> <p>Rye City SD (NY) 3,384 students, K-12 Katy Keohane Glassberg glassberg.katy@ryeschools.org</p>	<p>Franklin Public Schools (MA) 5,447 students, PK-12 Kevin O'Malley 774.571.8486</p> <p>Hempstead Union Free School District (NY) 6,000 students, PK-12 Maribel Touré 516.434.4000</p>	<p>Alexandria City Public Schools (VA) 15,000 students, PK-12 Ramee Gentry 703.899.2637</p> <p>Clarke County SD (GA) 13,500 students, PK-12 Charles Worthy, 706.255.7795</p> <p>Crowley ISD (TX) 15,200 students, PK-12 June W. Davis 817.292.6092</p> <p>Cupertino USD (CA) 18,000 students, PK-12 Anjali Kausar 408.827.8336</p> <p>EI Rancho USD (CA) 8,800 students, PK-12 Dr. Aurora Villon, 562.965.8636</p> <p>L'Anse Creuse PS (MI) 12,000 students, K-12 Amy Servial 586.822.9302 amyservial@gmail.com Dr. Terri Spencer 248.520.0334 tmsedd@gmail.com</p> <p>Pleasanton Unified SD (CA) 15,000 students PK-12 Joan Laursen 925-339-1763</p> <p>Richland SD (WA) 13,400 students, K-12 Rick Jansons, 509.528.3488 rick.jansons@rsd.edu</p> <p>Sequoia Union HSD (CA) 9,000 students, 9-12 Carrie DuBois cdubois@cbnorcal.com</p>	<p>Fairfax County PS (VA) 183,000 students, PK-12 Sandy Evans, 571.423.1083</p> <p>Garland ISD (TX) 57,400 students, PK-12 Larry H. Glick 972.475.4000</p> <p>Midland ISD (TX) 25,000 students, PK-12 Rick Davis 432.683.6686</p> <p>Portland Public Schools (OR) 49,200 students, PK-12 Amy Kohnstamm 503.913.3945</p> <p>Richmond City SD (VA) 22,000 students, PK-12 Dawn Pope 804.402.5000 Thomas Farrell 804.513.0523</p> <p>San Diego County Office of Ed (CA) 500,000 students Gregg Robinson 619.225.0377</p>
				15 Page

**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2016

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 20,000 students	20,001+ students
<p>Brisbane SD (CA) 450 students, TK-8 Leo Tingin 415.269.4149 ltingin@brisbanesd.org</p> <p>Carlisle Public Schools (MA) 620 students PK-8 Melissa McMorrow 978.369.6550</p> <p>CCSD 89 – Glen Ellyn (IL) 2,000 students PK-8 Mike Nelson 773.469.7750</p> <p>Gravenstein Union SD (CA) 748 students K-8 Jim Horn 707.823.1052</p> <p>Harvey School District 152 (IL) 2,300 students PK-8 Gloria Johnson gjohnson@harvey152.org</p> <p>Richland SD88 (IL) 915 students, K-8 Julie Starasinich 815.690.0674</p> <p>Soquel Union Elementary SD (CA) 1,900 students PK-8 Judy McGooden 408.818.1263</p> <p>South Bend Community School Corporation (IN) 1,039 students K-12 Jay Caponigro 574.274.7269 jay@jaycaponigro.com</p> <p>Woodbridge School District (CT) 780 students, PK-6 Margaret Hamilton, 203.494.7591 mannham@sbcglobal.net</p>	<p>Bedford Central School District (NY) 3,600 students K-12 Jennifer Gerken 914.262.3526</p> <p>Laguna Beach USD (CA) 3,037 students K-12 Carol Normandin 949.497.7700 ext. 5202</p> <p>Minooka Community HSD #111 (IL) 2,700 students 9-12 Mike Brozovich mbrozovich@mchs.net</p> <p>New Albany-Plain Local SD (OH) 4,882 students PK-12 Debra Kalinosky dkalinosky@earthlink.net</p> <p>Walnut Creek ESD (CA) 3,600 students K-8 Katie Peña 925.287.0494</p>		<p>Campbell Union HSD (CA) 8,000 students 9 - 12 Linda Goytia 408.230.7414</p> <p>Carlsbad USD (CA) 11,000 students, K-12 Claudine Jones 760.331.5000</p> <p>Decatur Public School District 61 (IL) 9,000 students, PK-12 Sherri Perkins Perkisi@aol.com</p> <p>Fairfield Public Schools (CT) 10,000 students PK-12 Philip Dwyer dwyer_philip@yahoo.com</p> <p>Manchester School District (NH) 15,000 students PK-12 Debra Langton 603.669.8338</p> <p>Santa Barbara Unified SD (CA) 15,500 students PK-12 Kate Parker kparker@sbunified.org</p> <p>Stamford SD (CT) 16,000 students K-12 Geoff Alswanger 203.968.0233</p>	<p>Beaverton School District (OR) 40,725 students K-12 Anne Bryan 503.679.5040</p> <p>Blue Valley SD 229 (KS) 22,000 students PK-12 Mike Seitz 913.226.7765</p> <p>Houston ISD (TX) 215,000 students PK-12 Manuel Rodriguez 713.498.5649</p> <p>Humble ISD (TX) 41,000 students PK-12 Robert Sitton 281.450.2472</p> <p>Los Angeles USD (CA) 640,000 students PK-12 Steve Zimmer 213.241.6387</p> <p>Northwest ISD (TX) 21,000 students PK-12 Mark Schluter 817.948.6425 Josh Wright 682.472.1846</p> <p>Phoenix Union HSD (AZ) 27,000 students 9-12 Lela Alston 602.278.2002</p> <p>Providence PSD (RI) 24,000 students PK-12 Nicholas Hemond 401.453.8600</p> <p>Santa Ana Unified SD (CA) 56,000 students PK-12 John Palacio 714.542.0589</p>
				16 Page

**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2015

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 20,000 students	20,001+ students
<p>Galt Joint Union High SD (CA) 2,300 students 9-12 Terry Parker Owing 209.810.0720</p> <p>Highland Falls-Fort Montgomery CSD (NY) 1,000 students K-12 Anne Lawless 914.588.0384</p> <p>Northbrook/Glenview SD 30 (IL) 1,130 K-8 students Chuck Gittles 847.498.4190 cgittles@district30.org</p> <p>Rockridge CUSD #300 (IL) 1,100 students PK-12 Jeff Widdop 309.793.8001</p> <p>Salem Elementary SD111 (IL) 970 students PK-8 Terry Barnfield 618.267.0514</p> <p>Saratoga Union School District (CA) 2,100 students K-8 Arati Nagaraj 408.656.9137</p> <p>Trevor-Wilmot Consolidated SD (WI) 565 students PK-8 Tom Steiner 262.862.2356</p>	<p>City Schools of Decatur (GA) 4,200 students PK-12 Annie Caiola 404.371.3601</p> <p>Fayetteville-Manlius Central SD (NY) 4,420 students K-12 Marissa Joy Mims 315.682.3231</p> <p>Freeport School District 145 (IL) 4,187 students PK-12 Janice Crutchfield janice.crutchfield@fsd145.org</p> <p>Mahopac Central School District (NY) 5,000 students K-12 Michael Sclafani 914.939.1256</p> <p>Montville Twp School District (NJ) 3,700 student K-12 Dr. Karen Cortellino Karen.Cortellino@Montville.net</p>	<p>Cambridge Public Schools (MA) 7,000 students PK-12 Mayor David Maher 303.249.6575 Barbara Allen 617.349.6441 ballen@cpsd.us</p> <p>Centinela Valley Union HSD (CA) 6,600 students 9-12 Hugo M. Rojas II 310.263.3200</p> <p>Flint Community Schools (MI) 7,000 students PK-12 Isaiah Oliver 810.210.6823 isaiah.m.oliver@gmail.com</p> <p>Hudson School District #2611 (WI) 5,600 students K-12 Jamie Johnson 751.381.7105</p> <p>Oak Park Elementary SD 97 (IL) 5,900 students PK-8 Bob Spatz bspatz@op97.org</p> <p>Pemberton Township Schools (NJ) 5,000 students 9-12 Sandy Glawson glawson@pemb.org</p> <p>Union Elementary SD (CA) 5,000 students K-8 Sheila Billings 408.888.3268</p>	<p>Bridgewater-Raritan RSD (NJ) 8,800 students K-12 Ann Marie Mead 732.216.7268 amead@brrsd.k12.nj.us</p> <p>Eugene School District 4J (OR) 16,000 students K-12 Jim Torrey 541.790.7707</p> <p>Franklin Township PS (NJ) 8,300 students PK-12 Edward Potosnak 732.745.1866</p> <p>Jefferson County Schools (WV) 9,000 students PK-12 Scott Sudduth scottsud@gmail.com</p> <p>Montgomery County PS (VA) 9,500 students PK-12 James Lyons 540-831-9864 joeylyons@mcps.org</p> <p>Orleans Parish School Board (LA) 11,000 students PK-12 Nolan Marshall, Jr. 504.460.1496</p> <p>San Mateo-Foster City SD (CA) 12,000 students PK-8 Audrey Ng 626.862.4582</p> <p>South San Francisco USD (CA) 9,375 students PK-12 Rosa Acosta 650.754.3672</p> <p>West Allis-West Milwaukee SD (WI) 9,877 students PK-12 Patricia Kerhin 414.604.3000</p>	<p>Boston Public Schools (MA) 57,300 students PK-12 Michael O'Neill 617.947.2967</p> <p>Colorado Association of School Executive (CO) Executive Director Diana Sirko 970.618.1829</p> <p>Montgomery County PS (MD) 154,000 students PK-12 Mike Durso 240.401.0674</p> <p>Sioux Falls School District (SD) 23,000 students PK-12 Kent Albery 605.941.3740</p>



September 14, 2020

Luke Muszkiewicz
lmuszkie@puredev.com

Dear Luke:

With Tyler Ream's announcement of his stepping down as Superintendent of Helena Public Schools at the end of this school year and pursuant to your request for information on our Superintendent Search processes, we would welcome the opportunity to assist the Board through the transition of a search for a successor superintendent and in this regard, wanted to be sure that you are familiar with our Superintendent Search Process. As you can see from the information contained below, our search process is designed to provide assistance to the Board every step of the way while ensuring that the Board makes all of the decisions along the way.

We have over 45 years of collective experience devoted to assisting Montana K-12 public schools with their superintendent search process. We are well-versed in Montana school law, Montana statutes and administrative rules applicable to the necessary qualifications of Montana superintendents as well as laws, rules and regulations that are applicable to the employment of Montana Superintendents and open meeting laws as they pertain to the hiring process. We also assist the Board in promoting your District to potential candidates on a statewide and national basis.

The level, quality and value of MTSBA's Superintendent Search Services are unmatched. We have assisted all of the AA schools in their searches for superintendents at one point or another. We assisted the Helena Board of Trustees with its hiring of Jack Copps and would welcome the opportunity to assist the Board through your upcoming superintendent search process.

The following sets forth the components of the service we offer:

MTSBA'S SUPERINTENDENT SEARCH SERVICES

Step 1 **Gathering Information on Specific Needs of District and Promotion of your District and the Helena community**

The MTSBA consultants will work with the District to develop the advertisement for the position. As part of this process, we develop a customized brochure promoting the positive attributes of your District and your community.

- Step 2 Advertise the Position
MTSBA will advertise the position in the appropriate venues in-state and out-of-state for the length of time determined by the Board. MTSBA's application materials, which have undergone extensive legal review, will be utilized for the process.
- Step 3 Collection of Applications
MTSBA will collect application materials, prepare a matrix of applicants' qualifications, and prepare application packets for the Board's screening process. MTSBA consultant will attend and guide the Board through the screening process.
- Step 4 Online Survey/Focus Groups (Board Choice)
In order to solicit input from district staff, parents, students, and the community about the qualities they would like in a superintendent, MTSBA will provide the district with the following options:
- Option 1--MTSBA will develop an online survey link unique to the District, which may be posted on the district website, published in the local paper, or made readily available in another manner (Option 1 is included in the full search contract).
- Option 2--MTSBA consultant will facilitate focus groups in the District with various stakeholders (Option 2 is available to the district for an additional half day or full day charge, plus expenses).
- Option 3- MTSBA consultant will assist the District with a combination of Option 1 and Option 2 (Option 3 is available to the district for an additional half day or full day charge, plus expenses).
- Step 5 Screening of Candidates
MTSBA consultant will provide all applications to the Board for screening and will guide the Board through the screening process.
- MTSBA will share the results of either the online survey or focus group sessions with the Board prior to screening.
- MTSBA will provide a list of sample interview questions and assist the Board in selection or development of interview questions.
- MTSBA will coordinate the interview schedule and the candidate's visits to the community in conjunction with the District contact person.
- Step 6 Post-Screening; Logistics for Interviews
MTSBA consultant will contact finalists to secure interviews.

MTSBA will assist finalists with travel arrangements.

MTSBA consultant will develop a press release on the finalists selected by the Board.

Step 7 Employment Reference Checks

MTSBA consultant will conduct comprehensive employment reference checks on up to four (4) finalists prior to the interviews.

Step 8 Fingerprint and Criminal Background Checks

MTSBA will process and collect criminal background checks on finalist(s) selected by the District at the District's request. *(Note: this is an additional option fee service and the District must sign the Addendum to Superintendent Search Contract.)*

Step 9 Interview Candidates

MTSBA consultant will attend the candidate interviews and will guide the Board through the interview process.

After interviews, MTSBA consultant will provide the Board with a reference summary report of the finalists' comprehensive employment reference checks.

Step 10 Offer and Negotiation of Contract

MTSBA consultant will contact and officially offer the position to the successful candidate, conveying all terms of the Board's motion.

MTSBA consultant will negotiate the terms of an employment contract, in conjunction with the appointed district contact person.

MTSBA legal staff will prepare a Superintendent contract to ensure it meets legal standards and reflects the employment terms agreed upon between the Board and the successful candidate.

MTSBA will contact candidates not selected on behalf of the Board.

Step 11 Getting off on the Right Foot

MTSBA will discuss with the Board the development of a meaningful Superintendent evaluation.

MTSBA FEE SCHEDULE:

The fee for our Full Search Process is \$7,500 + expenses. Included in this fee structure are up to four (4) consultations with your District/Board by the MTSBA Consultant(s). This typically

includes meeting with the Board to discuss details relating to the advertisement, participating in the screening process, and assisting the Board with the interviews of finalists.

Your District will save on travel expenses given that MTSBA is headquartered in Helena. Postage and copying fees will only be assessed when excessive. Additional consultations at the request of the District will be charged in accordance with MTSBA's fee structure at \$750 for a half day or \$1,500 for a full day. In-depth reference checks beyond the four finalists included in the contract for services are charged at \$500 per reference check.

MTSBA's Superintendent Search Process is a great value for any District. As a member benefit, we offer this service at significantly reduced rates that are designed to save trustees a significant amount of time and money (estimated to be in the \$20,000-\$30,000 range). Our Superintendent Search Services is designed to assist the Board throughout each phase of the search. This allows the Board to focus on deliberations and decisions in the selection of finalists and ultimately choosing the best candidate to lead the District.

Again, we welcome the opportunity to assist your District with its search for a successor superintendent. If you desire, I can be available during your meeting(s) to answer any questions about our processes. In the meantime, please do not hesitate to contact me if you have questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Debra A. Silk".

Debra A. Silk
Associate Executive Director / General Counsel
Montana School Boards Association