A Proposal for the
Selection of a Superintendent

Presented To:

Submitted By:

Ray and Associates, Inc.

Finding Leaders for America’s Schools
December 30, 2020

Denver Public Schools
ATTN: Dr. Carrie Olson, Board President
Emily Griffith Campus
1860 Lincoln Street
Denver, CO 80203

Dear Dr. Olson and Members of the Board of Education:

This letter is in response to a request regarding the need for our services to assist you in the search for a new Superintendent. We are confident the Board will be quite pleased with the services we can provide. We have been very successful in providing Superintendent search services for districts that are similar in terms of size, cultural diversity and geographic location.

As I am sure you are aware, the selection of Superintendent will be one of the most important activities your Board will perform. The Board’s success in the search process will affect your school district’s education program for years to come. It is extremely important to find the “right fit” for the District.


Nationally we have assisted Waterbury Public Schools, Greenwich Public Schools, Bridgeport Public Schools, Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut;
Wyandanch Union Free School District and Amityville Union Free School District, New York; Baltimore County Public Schools, Anne Arundel County Public Schools, Howard County Public School System, Wicomico County Public Schools and Prince George’s County Public Schools, Maryland; Millcreek Township School District, Woodland Hills School District, Lewisburg Area School District, Wissahickon School District, Millville School District, Montgomery County Intermediate Unit and Benton Area Public School District, Pennsylvania; Teaneck Public Schools, Paterson Public Schools, Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Dover School District, New Hampshire; Tangipahoa Parish School System, Louisiana; Lynchburg City Schools, Montgomery County Public Schools, Mecklenburg County Schools, Bedford County Schools, Newport News Public Schools, Hampton City Schools, Prince William County Public Schools and Williamsburg-James City Schools, Virginia; Savannah-Chatham County Public School System, Georgia; Maury County Public Schools, Knox County Schools, Oak Ridge Schools and Sumner County Schools, Tennessee; Pulaski County Special School District, Rogers Public Schools, Cotter Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; Marion County Public Schools, Hillsborough County Public Schools, Lake County School District, The School District of Palm Beach County, Florida State University Schools, Brevard Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Beaufort County School District, Jasper County School District and Richland County School District One, South Carolina; Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools, Ohio; Omaha Public Schools and Westside Community Schools, Nebraska; Lakeville Area School District, Minnesota; Dickinson Public Schools, Williston Public School District 1 and Fargo Public Schools, North Dakota; Vermillion School District, South Dakota; Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools and Ann Arbor Public Schools, Michigan; Geary County Schools USD 475, Shawnee Mission School District, Lawrence Public Schools and Kansas City Kansas Public Schools, Kansas; Hickman Mills C-1 School District, Joplin Schools and Kansas City Public Schools, Missouri; Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Glenbrook North and Glenbrook South High Schools, Joliet School District and Township School District #113, Illinois.


We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other search firms do not seek out candidates for a position as we do for our clients. With our extensive regional and national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country, as well as within the state. We have often found excellent in-state candidates who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year
the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient and successful to assure your complete satisfaction with our services. It is quite common for a Board to be concerned about the quality of candidates who might be available in today’s job market. Outstanding administrators will need to be recruited regardless of the time of year or the position needing to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and faculty as well.

Ray and Associates, Inc. strives to provide the District with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network on your behalf to locate individuals that can effectively assume the top executive post in your District.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

Michael Collins
President
## TABLE OF CONTENTS

### A. MANAGEMENT SUMMARY

**INTRODUCTION**
- The Search ................................................................. 1
- Brief Overview .......................................................... 1
- Performance .............................................................. 1

### B. PRICING

- Search Cost — The Complete Process .................................. 2
- Cost Breakdown — Consultant Fee/District Expenses .................. 3

### C. SERVICE SUMMARY

- Consultant Services Provided ........................................ 4-5
- Inclusion, Equity and Elimination of Institutional Racism ............. 6
- Recruitment .................................................................. 7
- Screening, Background Checks, Interviews and Final Selection ....... 8
- Confidentiality .............................................................. 9
- Board Self-Assessment Survey ......................................... 9
- Satisfaction Guaranteed. .................................................. 9

### D. PROJECT SCHEDULE AND IMPLEMENTATION PLAN

- Suggested Timeline ....................................................... 10
- Working with Board Through Each Stage of Search ...................... 11
- Monitoring the Search Process - Client Checkpoints .................. 12

### E. VENDOR PROFILE

- Profile of the Firm ....................................................... 13
- The Team .................................................................. 14
- Key Associates for the Project .......................................... 15
- Resumes .................................................................. 16
- History and Overview .................................................. 27
- References ................................................................ 28
- Subcontractors ............................................................ 31
- Litigation ................................................................. 31

RAY AND ASSOCIATES, THE CLEAR DIFFERENCE ........................................ 31
A. Management Summary

INTRODUCTION

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

Ray and Associates, Inc.

BRIEF OVERVIEW
This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Denver Public Schools in a performance contract regarding our professional services for your Superintendent search.

Our Proposal consists of our consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.

PERFORMANCE
We have developed highly effective procedures to assist schools, step by step, in selecting a Superintendent whose qualifications meet its criteria. This Proposal outlines the detailed procedures and steps that make our searches successful. We have been highly successful in delivering outstanding candidates in all of our searches.

MISSION STATEMENT
Ray and Associates, Inc.
Leaders in Executive Searches
We will provide our clients with the highest quality services to assist them in hiring leaders who will meet District specific needs and positively impact the education of all students.
SEARCH COST – THE COMPLETE PROCESS

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

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be thirty thousand dollars ($30,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

We will provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.

There is no charge by Ray and Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, shipping, and other search related expenses will be kept to a minimum and are to be reimbursed by the District. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

Candidate Expenses. If the District determines to reimburse candidates for interview expenses, expenses may include travel, lodging and meals for the candidate and spouse. Candidates are to submit all receipts and expense documentation to a designated individual at the District and said expenses will be paid by the District as they occur.

Cost Saving Expense Options. Ray and Associates, Inc. is aware of budget concerns and therefore offers several cost saving options: 1) Conduct 3 meetings with our consultants via Zoom, conference call or gotomeetings, which could potentially save thousands of dollars in travel expenses; 2) Utilize our materials electronically (either via e-mail or a flash drive); and 3) Boards may conduct 1st round candidate interviews via Zoom to reduce candidate travel expenses. Once the Board narrows the candidates down to two or three finalists, the finalists will interview in-person with the Board.

PERFORMANCE CONTRACT

Ray and Associates, Inc. will provide a written agreement between the Board and the consulting firm which will contain the provisions of this Proposal and any modifications or changes mutually agreed by the parties.
Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Denver Public Schools. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this Proposal and would be at the following rates:

Consultant $100.00/hr
Administrative Asst. $25.00/hr

Travel
- Flight ........................................................................................................... 1,000.00
- Ground transportation (billed at $0.575 per mile)................................. 1,100.00
- Hotel (if needed for stakeholder meetings) ........................................ 400.00
- Meals ........................................................................................................... 200.00

** Travel Subtotal ..................................................................................... 2,700.00

**Expenses may be less if district utilizes local consultant or cost saving meetings.

Shipping: (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process)....................................................... 500.00

Ray and Associates, Inc. Estimated Expense Total: ........................................... 3,200.00
Ray and Associates, Inc. Base Fee ................................................................... 30,000.00

*ESTIMATED SEARCH COST ....................................................................... $32,300.00

*Does not include estimated advertising or candidate expenses for interviews.

**The actual number of candidates interviewed is the Board’s decision. The estimate per candidate for interview expenses is $2,000; however, it is dependent on the candidate’s geographic location. Candidate travel expense reimbursement is the responsibility of the District.

All expenses are estimates, based on past experiences. The Denver Public Schools will be billed for only the actual expenses incurred.

**Board Approved Advertising**

We exhibit advertising as a separate entity because the cost is based on the Denver Public Schools decisions on how extensive the need. Our associates make recommendations and the Board has the final authority on frequency and dollars spent. ( Estimated Advertising is $5,000.00 )

Ray and Associates, Inc. does not collect a commission for placing the ads.
C. Service Summary

CONSULTANT SERVICES PROVIDED FOR DENVER PUBLIC SCHOOLS
THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

6. Customize the search process to meet the needs and expectations of Denver Public Schools.
7. Conduct individual Board member interviews to assess the Board’s priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
8. Work with the Board to establish a timeline that lists each step in the search process.
9. Discuss with the Board the requirements and salary range for the Superintendent position.
10. Work with Denver Public Schools staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District’s promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

11. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option in many languages at no additional fee. We will provide a link to the survey to post on the District’s website. The consultants will receive and organize all input data and then report the results to the Board.

12. Provide the Board with cost saving options to minimize expenses by utilizing Zoom, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.

13. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

14. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
   - Notify all associates to actively recruit potential candidates.
   - Contact individuals in our firm’s database whose interests match District criteria.
   - Actively recruit applications from qualified individuals.
   - Solicit nominations from knowledgeable people in the profession.
   - Contact other professional consultants in private and public sectors.
   - Discuss with all candidates the District’s characteristics and the Board of Education’s profile and criteria for the new Superintendent position.
   - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the Colorado Administrators and Colorado Association of School Boards Publications, The School Administrator Publication, Executives Only Website, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE) and other publications selected by the Board.
STAGE 3 - RECRUITING AND SCREENING – CONTINUED

15. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with District criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.

16. Check references provided and conduct additional background investigation of top candidates. Our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position. A complete check of a candidate’s work history is also completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.

STAGE 4 - CANDIDATE PRESENTATION

17. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. We have been extremely effective working with Boards who are divided on issues and candidates.

18. Assist the Board in establishing the interview format and in developing interview questions.

19. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.

20. Help arrange the details of interviews for leading candidates.

21. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.

22. Coordinate with the Denver Public Schools Business Office the procedure for reimbursement of candidate’s expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

23. Assist District legal staff in negotiating the contract with the successful candidate at no additional cost to the District.

24. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.

25. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.

26. Provide the Board with a report of the Board Self-Assessment Survey Results at no additional cost.

The Superintendent search services and process provided above can be adjusted to meet the specific needs of the Denver Public Schools.
INCLUSION, EQUITY AND ELIMINATION OF INSTITUTIONAL RACISM

During these challenging times we articulate our organizational commitment to identifying and acting upon the changes that are needed to bring about inclusion, recognize the need for equity, and eliminate institutional racism.

We recognize social injustice, systemic racism, socio-economic limitations and the disparities associated with the identification and placement of school district leadership personnel. Furthermore, this recognition has not only guided our recruitment and placement of school district leaders, it directly impacts our recruitment and selection of our search Associates and national office personnel.

Therefore, we will:

- Declare inclusion as an organizational core value;
- Engage in intentional conversation and behavior around diversity and equity;
- Identify social justice as a behavior model impacting our school search practices;
- Recognize systemic racism as an equity problem for children’s access to a fair, thorough and effective public education;
- Place equity, inclusion and diversity as major tenant of practice; and
- Use our voices and practices as instruments for change.

As a broad-based representative, nationwide organization that focuses on the delivery of leadership search and selection services to school districts, we commit ourselves to the statements above.

Additionally, we will continue to ask ourselves the appropriate questions that help us focus on the delivery of our respective services through the lenses of integrity, equity, social justice and inclusion.

Finally, we will continue to bring forward the organization’s forces of institutional leadership, advocacy, scope of representation, levels of expertise and spheres of influence in these areas from this day forward.

Join us as we: WORK together, ASK questions, LISTEN fully, and ACT meaningfully!
RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Largest recruiting network in the country
- Inform the firm’s associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between District and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Denver Public Schools position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions
SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

Once recruited, all applicants are screened from the perspective of a viable match with Board criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Board expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive background investigations and internet checks on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate’s education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board’s consideration. The Board will also have a chance to review the application packet submitted by each top candidate.

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

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

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

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

FOLLOW-UP AFTER THE SEARCH:
BOARD SELF-ASSESSMENT SURVEY
FOCUS ON FUTURE PLANNING

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

ROUND 1: At the conclusion of the search, we will provide the Board with a link to an online survey concerning current District governance practices as well as key District challenges and opportunities for improvement. Assessment results are then analyzed and shared with the Board and the new Superintendent. The results can be emailed, presented in-person or via Zoom.

ROUND 2: About six months after the new Superintendent begins, we will provide the survey again to be completed by the current Board and the Superintendent. As in round one, at no cost to the District, the results will be analyzed and shared with the Board and Superintendent to assist with team building every year thereafter as long as that Superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the Board and Superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Denver Public Schools. If the Denver Public Schools or Ray and Associates, Inc. terminate this agreement, the Denver Public Schools will be charged only for the work performed and expenses incurred up to the date of termination.

If the Board is dissatisfied with the new Superintendent within two years from the date of employment of the Superintendent and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

Furthermore, we do not recruit candidates we have placed for a minimum of 5 years.
## DENVER PUBLIC SCHOOLS

### SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

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

### Stage 1: Board Input & Preparation

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________</td>
<td>Consultant planning meeting with the Board and individual Board member interviews. <em>(Time: TBD)</em> (option to conduct via Zoom, conference call or gotomeetings.com)</td>
</tr>
<tr>
<td>____________</td>
<td>Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).</td>
</tr>
<tr>
<td>____________</td>
<td>Notify all associates and other professional contacts of vacancy.</td>
</tr>
<tr>
<td>____________</td>
<td>Contact constituents and stakeholders for input meetings on _____________.</td>
</tr>
</tbody>
</table>

### Stage 2: Profile Development & Process

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________</td>
<td>Online survey link, for input on developing the profile, available on District website from ____________ to ____________.</td>
</tr>
<tr>
<td>____________</td>
<td>Meetings with constituent and stakeholder group representatives.</td>
</tr>
<tr>
<td>____________</td>
<td>8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.</td>
</tr>
<tr>
<td>____________</td>
<td>Promotional flyer draft due.</td>
</tr>
<tr>
<td>____________</td>
<td>Board to finalize Superintendent profile for the promotional flyer and online application form. <em>(Time: TBD)</em> (option to conduct via Zoom, conference call or gotomeetings.com)</td>
</tr>
</tbody>
</table>

### Stage 3: Recruiting & Screening

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________</td>
<td>Print promotional flyer. Forward to consultant.</td>
</tr>
<tr>
<td>____________</td>
<td>E-mail promotional flyer and online application instructions to interested candidates.</td>
</tr>
<tr>
<td>____________</td>
<td>Deadline for all application materials. <em>(See note below.)</em></td>
</tr>
</tbody>
</table>

### Stage 4: Candidate Presentation

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________</td>
<td>Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. <em>(Time: TBD)</em></td>
</tr>
<tr>
<td>____________</td>
<td>Interview candidates (1st round).</td>
</tr>
<tr>
<td>____________</td>
<td>Meeting with consultant following the last interview. <em>(Time: TBD)</em></td>
</tr>
</tbody>
</table>

### Stage 5: Selection of Finalist & Future Planning

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________</td>
<td>Interview finalist candidates (2nd round). <em>(Optional)</em></td>
</tr>
<tr>
<td>____________</td>
<td>Final meeting with consultant following the last interview. <em>(Time: TBD)</em> (option to conduct via Zoom, conference call or gotomeetings.com)</td>
</tr>
<tr>
<td>____________</td>
<td>Consultant will discuss contract terms with the finalist.</td>
</tr>
<tr>
<td>____________</td>
<td>Offer the contract.</td>
</tr>
<tr>
<td>____________</td>
<td>Press release of new Superintendent.</td>
</tr>
<tr>
<td>____________</td>
<td>Board Self-Assessment Survey Results presented to the Board.</td>
</tr>
</tbody>
</table>

---

*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.

*(Actual dates to be determined in the first meeting with the Board.)*
WORKING WITH BOARD
THROUGH EACH STAGE OF SEARCH

Stage One is Board Input and Preparation. The firm will meet with each Board member individually to obtain input for the profile development and meet with the entire Board to set the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising and determine the salary.

Stage Two is the Profile Development and Process. Our firm takes the development of the profile very seriously. We will meet with employees and stakeholders as identified by the Board. We also will hold morning and evening open forums to collect input from the community. The purpose of the interviews and meetings are to gather and organize information that will contribute to the development of an accurate profile for the position. The Board will have the opportunity to review our recommendations and make the final decision on the desired profile.

Stage Three of the process is Recruiting and Screening. The firm’s dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and screening of applicants.

Stage Four is Candidate Presentation. Ray and Associates will bring before the Board 8-12 top candidates for their consideration. Board members will have the opportunity to review the application packet submitted by each top candidate. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. In addition to the top candidate packets provided to the Board, we will have available to the Board each and every completed file for their perusal if they so choose.

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

Stage Five is the Selection of the Finalist and Future Planning. At the conclusion of the last interview, the representative from Ray and Associates will once again be onsite to lead the Board through a similar consensus building activity which has proven to be very successful in assisting Board members to reach a final determination of their finalist(s). It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

We believe strongly that this process allows the final selection of candidates to be in the control of the Board. When Boards are provided with a limited number of candidates from whom to consider, the Board has only limited involvement in the search process. Through the outstanding discussions fostered by the consensus building instrument provided by Ray and Associates, Board members have overwhelmingly been appreciative of their strong involvement.
MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline</td>
<td>• Establish a timeline for the process</td>
</tr>
<tr>
<td>Input</td>
<td>• Determine the input process</td>
</tr>
<tr>
<td>Qualifications</td>
<td>• Set the Superintendent qualifications</td>
</tr>
<tr>
<td>Flyers</td>
<td>• Review and approve informational flyers and application forms</td>
</tr>
<tr>
<td>Progress Reports</td>
<td>• Receive regular progress reports from the consultant</td>
</tr>
<tr>
<td>Interview Process</td>
<td>• Approve format and questions for the interview process</td>
</tr>
<tr>
<td>Candidates</td>
<td>• Select candidates for final interview</td>
</tr>
<tr>
<td>Hiring</td>
<td>• Hire the candidate</td>
</tr>
<tr>
<td>Contract</td>
<td>• Determine and approve the contract</td>
</tr>
<tr>
<td>Press Release</td>
<td>• Approve the press release</td>
</tr>
</tbody>
</table>

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.
HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by The School Administrator journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field, with extensive backgrounds as school administrators, business executives, school board members, university professors and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Colorado as we have conducted successful Superintendent searches for the Colorado School for the Deaf and the Blind, Colorado Springs School District 11, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Jeffco Public Schools and Eagle County Schools, Colorado. In the Western region we have conducted successful Superintendent searches for Edmonds School District, Everett Public Schools, Granite Falls School District, Lake Washington School District, Snoqualmie Valley School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington; Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J and Medford School District 549C, Oregon; Matanuska-Susitna Borough School District, Alaska; Clark County School District, Nye County School District and Lander County School District, Nevada; Blaine County School District, Idaho; Palos Verdes Peninsula Unified School District, Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Berkeley USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California; Missoula County Public Schools, Montana; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico; Balsz School District, Marana Unified School District, Paradise Valley Unified School District, Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona; and Hawaii School of Deaf and Blind, Hawaii with their educational leadership searches. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.
THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of the Denver Public Schools. We have:

1. Highly trained and experienced staff that includes:
   - Active school administrative leaders
   - A balance of gender and minority representatives

2. Expertise and extensive background in:
   - The school superintendency
   - School administration at all levels
   - Private business, higher education and law

3. Experienced speakers at state, regional and national conferences.

4. Conducted workshops and seminars in school related matters such as:
   - Building the successful Board/Administrator relationship
   - Establishing an evaluation process that yields results
   - Interviewing for a Superintendent position
   - What Boards should consider when selecting a Superintendent
   - School district assessment
   - Effective hiring practices
   - Staff and organizational development
   - Recruiting, selecting and retaining excellent teachers
   - Enhancing school climate by shared decision making/dealing with special interest groups
   - Developing the compensation package or contract
KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Denver Public Schools. In addition, we have professional contacts throughout Colorado, the western region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Michael Collins, President
President/Columbus, OH
Mike is President of Ray and Associates, Inc. He oversees all searches conducted by the firm and will directly interact with Denver Public Schools and any committee that may be established on all details of this search. He has a Bachelor’s degree in Secondary Education from Miami University and a Master’s degree in Education from Ball State University. Mike has been a business owner for 37 years including a statewide education consulting firm. He is also a former two term city school district Board of Education member and a former two term elected State Board of Education member.

Dr. Ann Schultz
Regional Search Associate/Westminster, CO
Ann serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. She has a Doctorate of Philosophy from Marian University in WI, a Master of Science in Education from University of Wisconsin, and a Bachelor of Science in Communications and English from the University of Wisconsin. Ann has over 25 years of experience in the education field in Wisconsin having served as a Teacher, Principal and Superintendent. She is currently the Executive Director of the Cherry Creek Academy in Englewood, Colorado.

Mr. Kirby Schultz
Regional Search Associate/Westminster, CO
Kirby serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He received his BS in PK-12 Physical Education and Health from UW-Stevens Point and his Master of Educational Leadership from Marian University in Wisconsin. He has over 25 years of experience in the education field having served as a Teacher, Principal, School Emergency Management Facilitator and Interim Superintendent.

Dr. Dale Caldwell
National Search Director/New Brunswick, NJ
Dale serves our firm as a National Search Director. He oversees major searches conducted by the firm and will directly interact with school board members and any committee overseeing the superintendent search. Dale has a Bachelor’s degree in Economics from Princeton University, an MBA in Finance from the University of Pennsylvania Wharton School and a Doctorate in Education Administration from Seton Hall University. He has over 39 years of experience as public school board member and 23 years of experience as board President. Dale is also certified to be a school Superintendent in New Jersey. The New Jersey School Board Association certified him as a Master Board Member (MBM) and named him the 2009 New Jersey School Board Member of the Year. He has extensive experience leading superintendent searches, addressing board conflict and providing strategic planning services for school boards.
MICHAEL COLLINS
6169 Sugar Maple Drive, Westerville, Ohio 43082
(614) 296-5118
mike@mcgstrategies.com

PROFESSIONAL EXPERIENCE

Founder and President, 2016 - Present
THE MICHAEL COLLINS GROUP, LLC, Columbus, Ohio

❖ Consulting services for: educational associations, organizations, programs, issues, organizational development, policy development and practice, marketing and communication strategies, advocacy and personnel recruitment and retention

❖ Clients Include:
  ➢ American Dairy Association-Mideast, Ohio School Breakfast Program
  ➢ Ohio School Health Services, Inc. (Serve as Executive Director)
  ➢ Real Choice Ohio, Inc. (Serve as Executive Director)
  ➢ Support Ohio Schools, Inc. (Serve as Executive Director)
  ➢ Ohio Alliance of Arts Educators, Inc. (Ombudsman)
  ➢ Education First Credit Union (Marketing Consultant)
  ➢ Ray and Associates, Inc. (National Superintendents Search Firm)
  ➢ School Nutrition Association-Ohio (Government Affairs Coordinator)
  ➢ Ohio Alliance for Health, Physical Education, Recreation and Dance
  ➢ Westerville Symphony at Otterbein University (Marketing Consultant)
  ➢ Everette, Wa. School District (Communications and Engagement)

Founder and President, 1992 – 2016
PROMOTIONS ONE, INC., Columbus, Ohio

❖ A special events marketing firm that specialized in events management, fundraising, sponsorship sales, and acquisition

❖ Consulted and collaborated with clients to increase revenue and find new opportunities for expansion and success

❖ Built relationships with the corporations, foundations, government officials, and community leaders to achieve additional funding and positive results and a wide-array of event issues

❖ Supervised all staff (paid and voluntary) with a wide-variety of size, skill-sets and experience
30+ years of event experience resulted in fundraising exceeding no less than 1.5 million dollars per year and generated in excess of $400 million dollars in economic impact for Central Ohio

Served as the Executive Director of nonprofit organizations and their respective events, guiding every aspect of their operations, organizational requirements, fundraising, marketing, production, media coordination and board relations; including:

- Red, White, and BOOM (1999 – 2016)
- First Night Columbus (2006 – 2016)
- Waterfire Columbus (2006 – 2014)
- Columbus Olympic Marathon Trials Committee (1990-1992)
- Race for the Cure Co-founder and Director (1992-1994)

Founder and Vice President, 1993 – 2005

COLLINS STUDIOS, INC., Columbus, Ohio (Family Business)

- Operated a sales and marketing agency for artists and art projects (lead by our Father as the lead artist with collections sold worldwide).

Founder and Executive Director, 1988 – 1998

THE RUNNING NETWORK, Columbus, Ohio

- Sales consortium of all regional running publications in America (28 publications)
- Averaged (approx.) $1 million in annual sales

Executive Director, 1990 – 1992

COLUMBUS OLYMPIC MARATHON TRIALS COMMITTEE, Columbus, Ohio

- Organized and presented 1992 U.S. Olympic Marathon Trials

Director, 1981 – 1992

COLUMBUS MARATHON, Columbus Ohio

- Responsible for all components of the marathon

Founder and Publisher, 1979 – 1988

OHIO RUNNER AND OHIO GOLFER MAGAZINES

- Four color, glossy magazines developed in 1979 and 1982 respectively
- Sold both titles to Great Lakes Publishing in 1988
EDUCATION-RELATED EXPERIENCE

**Elected Member, 2009-2017 (term limited)**

**OHIO, STATE BOARD OF EDUCATION**

- Chair, Achievement Committee, Vice-Chair, Urban Committee; Member: Executive Committee, Vice-Chair: Accountability Committee, Early Childhood-Third Grade Reading Guarantee Committee, Legislative and Budget Committee, Standards and Graduation Committee, and Capacity Committee
- Chair: State Board’s adoption of new Statewide Educational Standards for Language Arts, Math, Science, and Social Studies in 2010; which are still in place for the 2016-17 School Year
- Served as an advisor to the Ohio Children’s Hospital Association, the Ohio Senate and the Ohio House of Representatives in the development of Ohio’s public schools’ wellness and nutrition program (2009-2010)
  - Served on the Senate Education Committee Testing Task Force – 2015
- Represented Ohio on the National Association of State Boards of Education (NASBE) Government Affairs Committee (influencing national education legislation and focused on the activation of ESSA), and advocacy efforts for the PEW Trust on the subject of national student nutrition programs. (2009-2012)
- Represented Ohio on NASBE’s Health and Wellness Committee and served as the national representative at two ‘Partner’s for a Healthier America’ Summits. (2010-2012)
  - Served as the State Board Representative to the Governor’s Task Force on Early Childhood through Third Grade Reading Guarantee (2011-2013)
  - Served as the State Board Representative for Ohio’s (successful) $400 Million Race to the Top Grant (2009-2010)

**Elected Member, 2002 – 2008**

**WESTERVILLE CITY SCHOOLS BOARD OF EDUCATION**

- Board President, 2004 – 2006
- Board Liaison to Student Affairs, District Business Operations, District Communications and District Personnel and Negotiations (2002-2007)
- Ohio School Boards Association (OSBA) Board of Directors (2005-2007)
- OSBA Central Region Executive Committee (2006-2007)
- OSBA Central Region President-Elect (2007- never served as President due to election to the State Board of Education)
**Campaign Chairman, 2001**
WESTERVILLE CITY SCHOOLS LEVY CAMPAIGN

- Lead the successful $17 million issue campaign to benefit Westerville’s Schools.

**Director, 1979 – 1982**
COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL, Center for Educational Planning

**Director, 1976 – 1979** OHIO DEPARTMENT OF EDUCATION, Center for Community Education

**Coordinator, District Long Range Planning Commission and District Director, 1973 – 1976**
ELMIRA, NY CITY SCHOOL DISTRICT, Community Education Programs

**EDUCATION**

**Bachelor of Arts in Secondary Education**, Miami University, *1973*

**Master of Arts in Education**, Ball State University, *1977*

**COMMUNITY INVOLVEMENT AND RECOGNITION**

- Jaycees Outstanding Young Men in America Award, 1977 and 1980
- Campaign Manager for seven campaigns for select candidates in Central Ohio, 1986–2003
- Westerville Rotary Club, 1996 – present, (Board of Directors, 1999 – 2002)
- Westerville Chamber of Commerce, 1997 – 2015 (Recipient, 2000 Community Service Award)
- Westerville Parks & Recreation Advisory Board, 1997 – 2004 (Vice-Chairman and Chairman, 1999-2004)
- Westerville PROS 2000 Campaign Chairman (successful 30% city income tax increase, issue campaign for Westerville Parks & Recreation 20 Year Expansion Program), 1998
- Westerville City Council “Winner Award” for Distinguished Service and Leadership to Parks and Recreation Department (2000)
- Columbus Marathon Board of Directors, 1992 – 1999
❖ Columbus Race for the Cure Co-Founder and Board Member, 1992 – 2003
❖ Westerville Community Reinvestment Housing Council, 2003 – 2009
❖ Westerville Education Foundation Board Member and Development Chair (2017-Present)

PERSONAL INFORMATION
❖ Married ❖ Three Children ❖ Four Grandchildren

*References supplied upon request
**PROFESSIONAL OBJECTIVE:**
To engage, motivate and guide a leadership team that will facilitate and cultivate a positive learning community so that every child has an opportunity to learn and grow.

**DEGREE AND CERTIFICATION**

<table>
<thead>
<tr>
<th>Year</th>
<th>Degree and Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>Doctorate of Philosophy</td>
</tr>
<tr>
<td></td>
<td>Educational Leadership</td>
</tr>
<tr>
<td></td>
<td>Marian University</td>
</tr>
<tr>
<td></td>
<td>Fond du Lac, WI</td>
</tr>
<tr>
<td>2005</td>
<td>Specialist Certification – Superintendent</td>
</tr>
<tr>
<td></td>
<td>University of Wisconsin Milwaukee</td>
</tr>
<tr>
<td></td>
<td>License: 03 PK-12 Superintendent</td>
</tr>
<tr>
<td>1995</td>
<td>Masters of Science in Education</td>
</tr>
<tr>
<td></td>
<td>University of Wisconsin Superior</td>
</tr>
<tr>
<td></td>
<td>License: 51 Principal</td>
</tr>
<tr>
<td>1990</td>
<td>Bachelor of Science Degree</td>
</tr>
<tr>
<td></td>
<td>University of Wisconsin Stevens Point</td>
</tr>
<tr>
<td></td>
<td>Majors: Communications &amp; English</td>
</tr>
<tr>
<td></td>
<td>Licenses: 320 Speech Communication 300 English</td>
</tr>
</tbody>
</table>

**PROFESSIONAL EXPERIENCE:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>School/Location</th>
<th>Grade Level</th>
<th>City/State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 - Present</td>
<td><strong>Executive Director</strong></td>
<td>Cherry Creek Academy Charter School/Cherry Creek School District</td>
<td>Enrollment: 600</td>
<td>Englewood, CO 80111</td>
</tr>
<tr>
<td>2013 - 2018</td>
<td><strong>Superintendent of Schools</strong></td>
<td>Mosinee School District</td>
<td>Enrollment: 2,211</td>
<td>Mosinee, WI 54455</td>
</tr>
<tr>
<td>2010 - 2013</td>
<td><strong>Principal</strong></td>
<td>Oshkosh West High School/Oshkosh Area School District</td>
<td>Enrollment: 2,000 Gr 9-12</td>
<td>Oshkosh, WI 54901</td>
</tr>
<tr>
<td></td>
<td><strong>Principal/GT Admin.</strong></td>
<td>Jefferson Elementary School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000 - 2010</td>
<td><strong>Principal</strong></td>
<td>Perry Tipler Middle School/Oshkosh Area School District</td>
<td>Grades 6-8</td>
<td>Oshkosh, WI 54901</td>
</tr>
<tr>
<td>2009 - 2010</td>
<td><strong>Principal</strong></td>
<td>Green Meadow School/Oshkosh Area School District</td>
<td>Grades 4-5</td>
<td>Oshkosh, WI 54901</td>
</tr>
<tr>
<td>2002 - 2007</td>
<td><strong>Principal</strong></td>
<td>Sunset Elementary School/Oshkosh Area School District</td>
<td>Grades K-5</td>
<td>Oshkosh, WI 54901</td>
</tr>
<tr>
<td>1996-2000</td>
<td><strong>Principal</strong></td>
<td>Merrill Area Public Schools/Oshkosh Area School District</td>
<td>Grades PK-6</td>
<td></td>
</tr>
</tbody>
</table>
Education

Graduated from UW-Stevens Point
Bachelor of Science In PK-12 Comprehensive Physical Education and Health
December 1990

Graduated from Marian University
Masters of Educational Leadership with Wisconsin Principal Licensure
May 1999

Work Experience

February 2018 - July 2018  Interim Superintendent - Crandon, WI
July 2002 - July 2016  Principal at Oakwood Elementary School PK-5 in Oshkosh, WI
July 2000 - July 2002  Principal at Oshkosh Lourdes High School & St. John Newman Middle School in Oshkosh, WI
July 1998 to July 1999  Principal at St. Francis Xavier Catholic School PK-8 in Merrill, WI
July 1997 - July 1998  National Director of Education for Resource One LLC (School Crisis Planning) of Wausau, WI
July 1996 - July 1997  Taught Physical Education & Health 7-9 in Merrill, WI
August 1990 - July 1995  Physical Education Teacher 6-12, Driver Education Teacher and Special Education Teacher K-5 teacher in Athens, WI
Dale G. Caldwell, Ed.D.
16 Goodale Circle * New Brunswick, NJ 08901* (732) 208-9808 * DrDGCaldwell@gmail.com

Education

SETON HALL UNIVERSITY South Orange, NJ
Ed.D., Education Administration
KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY Boston, MA
Senior Executives in State and Local Government Program
THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
MBA, Finance
PRINCETON UNIVERSITY Princeton, NJ
BA, Economics

Education Experience

EDUCATIONAL SERVICES COMMISSION OF NEW JERSEY (ESCNJ) Piscataway, NJ
President of the Board 2001-Present
Member of the Board 1999-2001
Dr. Caldwell became the first President of the ESCNJ (commonly called the “Commission”) to be elected fourteen times in fourteen years by twenty four School Superintendents and School Board Members. He is working closely with ESNJ Superintendent Mark Finkelstein to ensure that students with specialized learning needs (students with autism, multiple disabilities and emotional challenges) receive the highest quality education possible. The District saves taxpayers in multiple school districts as much as $25 million a year through the efficient operation of exceptional schools and programs.

- Under the leadership of Dr. Caldwell, the Board, Superintendent Finkelstein and Senior Staff, one of the ESCNJ schools, the Center for Lifelong Learning, became the first public school to receive LEED Platinum Certification in New Jersey.
- The Center for Lifelong Learning had the distinction of being recognized by the federal government as one of the 20 most environmentally friendly schools in the country and the most environmentally friendly special needs school in the United States.
- The ESCNJ has doubled in size since Dr. Caldwell first became President and is now serving all 21 counties in the state.
- The Commission has a successful professional development academy serving 11 school districts.
- The ESCNJ is providing coordinated transportation services for 37 school districts servicing more than 9,675 students.
- The Commission has created the ESCNJ Cooperative Purchasing Program that includes more than 1,000 members and has saved school districts and municipalities millions of dollars in the costs of goods and services.
- Dr. Caldwell played an important role in the organization’s name change from the Middlesex County Educational Services Commission (MCESC) to the Middlesex Regional Educational Services Commission (MRES) to the Educational Services Commission of New Jersey (ESCNJ) to reflect the expansion in programs and geographic reach.
- The ESCNJ has played a lead role in supporting the standardized testing technology needs of schools throughout the State of New Jersey.

NEW BRUNSWICK BOARD OF EDUCATION New Brunswick, NJ
Vice President of the Board 2019-present
President of the Board 2017-2019
President of the Board 2006-2008
Member of the Board 1998-Present

Dr. Caldwell was recently elected to serve his second two year elected term as President of the New Brunswick Board of Education. Prior to that he served five terms as an appointed School Board Member. Throughout his tenure on the Board of Education he has played a lead role in ensuring that there is strong and collaborative relationship between the School Board and Superintendent. He has effectively utilized his extensive consulting experience to enhance the communication between the Board, Senior Staff and community.

- In 2016, Dr. Caldwell received the Master Board Member (MBM) certification from the New Jersey School Boards Association.
- He earned the certification required by the State of New Jersey to serve as a School Superintendent.
- Dr. Caldwell was named the New Jersey School Board Member of the Year by the New Jersey School Boards Association in 2009 because of his work as President of both the ESCNJ and the New Brunswick Board of Education and his passion for inspiring students to connect their classroom education with college and career opportunities.
- He had the honor, as New Brunswick School Board President, of leading the School Board in a vote to build a 399,000 square foot high school. This amazing school has become the standard of excellence for urban school construction.
- Dr. Caldwell and his fellow School Board Members had the privilege of having one of their middle schools named a Blue Ribbon School by the federal government.
- In partnership with the Superintendent and fellow School Board Members, worked with the VHI “Save The Music” Campaign to secure a donation of musical instruments for every school in the District. This donation has helped to create a vibrant music program in the District.
- As a member of the Board and Chair of the Athletic Committee, led in the development of an athletic program that resulted in higher student participation, increased academic performance and two state football championships.
- Dr. Caldwell played an important role in helping to establish the New Brunswick Education Foundation which has provided hundreds of thousands of dollars in scholarships to District students.

VILLAGE CHARTER SCHOOL Trenton, NJ
Head of School and Chief Executive Officer (CEO) 2013-2016
As the Chief Administrative Officer of the school, Dr. Caldwell was ultimately responsible for all academic, facility, financial, human resources and technological operations of the organization. In 2015, he was named the Charter School Administrator of the Year by the New Jersey Charter School Association (NJCSA).

- Led in the training and implementation of a data-driven assessment and academic remediation program that helped to increase student academic proficiency.
- Created the “Family Success School” concept to provide comprehensive academic, social-emotional and employment support to families with students in the school.
- Developed the term “Urban Traumatic Stress Disorder” or “UTSD” to describe and treat the trauma that prevented some of the students in the school from succeeding academically.
- Led in the implementation of an effective Mindfulness program that helped students overcome stress and UTSD and develop greater focus on their schoolwork.
- Created the concept of “Twilight Education” to enhance student learning from 7am to 8:30am and 3pm to 7pm.
- Worked closely with the school Principal to design the “Village Charter School Excellence Program” to provide the academic remediation students need to achieve academic proficiency.
- Partnered with the School Business Administrator to improve the financial health of the school. This partnership led to three years of perfect audit reviews.

SCHOLASTIC INC. New York, NY
Executive Director, Strategic Partnerships 2005-2006
Promoted to this position from Director, ESG Operations to develop national strategic business relationships with key corporate, state, Federal, school district and nonprofit organization leaders.

- Successfully assisted the Education Division’s sales team in increasing sales of educational programs (i.e. Read 180, Scholastic books, etc.) that have been proven to increase the reading skills of remedial students.
- Effectively represented the company in meetings with the Council of Chief State School Officers, the Council of the Great City Schools, the National Alliance of Black School Educators, the National School Boards Association, the State Educational Technology Directors Association and at key national association conferences.
- Led the company in developing critical strategic business relationships with Governor’s Offices, Commissioners of Education and senior federal officials.
- Coordinated community based programs that led to important partnerships between the company and key urban school districts.
- Created a successful Scholastic Classroom Press Conference program that effectively partnered with the Detroit Public School system. This unique educational program enhanced the company’s relationship with one of the largest urban districts in the country and led to new product sales.
- Instrumental in forging a unique professional development partnership with a county based school district that led to a unique approach to selling educational products.

Director, Employee Services Group (ESG) Operations 2005
Recruited to work closely with Scholastic’s Senior Vice-President of Corporate Human Resources and Employee Services in the management of all internal human resources and facilities operations for the largest children’s book publisher and distributor in the world (with revenues of over $2.2 billion).

- Managed the staff, budgeting and daily operations of the Corporate Safety, Corporate Travel and Employee Communications Divisions.
- Coordinated the strategic redesign of internal communications.
- Effectively met the challenge of managing 5 staff persons directly and the Directors of the Corporate Facilities, Corporate Real Estate, Corporate Safety, Corporate Security, Employee Relations, ESG Finance, Human Resources, HRIS, Staffing and Training informally.
- Developed strategic operating plans for the Corporate Facilities, Corporate Safety, Corporate Security, Corporate Travel, Employee Communications, Employee Relations and Training Divisions.
- Directed the collection of over $140,000 for the Hurricane Katrina relief effort. This contribution was matched by the company bringing the total amount donated to over $280,000.

Corporate Experience

STRATEGIC INFLUENCE, LLC New Brunswick, NJ
Chief Executive Officer (CEO) 2011- Present
Dr. Caldwell built this unique consulting firm around an innovative framework that he developed and trademarked called Intelligent Influence®. This new influence-driven process provides a proven approach to success in any endeavor involving human interaction. It is the fourth generation of strategic frameworks and provides a new perspective on the foundation of success in fields as diverse as business, politics, sports, religion and education.

- Providing professional development training on classroom management to public school teachers.
- Serving as an executive coach to senior executives in higher education, corporations, government and nonprofits.
- Advising police departments on ways to utilize the Intelligent Influence model to improve the effectiveness of their officers.
- Led Intelligent Influence training for the School Board of one of the largest school districts in Virginia.
- Served as an executive coach for three Viacom senior executives.
- Led Intelligent Influence leadership training for Marriott International senior staff from 7 countries.
- Facilitated the strategic planning and mission/vision development retreats for the city of Newark and East Orange.
- Provided Intelligent Influence strategic consulting services to the President of a major retail family business.
- Advised the CEO of a technology company on the influence-driven marketing of a unique state-of-the-art educational software for special needs children.
Directed the business development activities for a growing real estate development company.
Provided influence-based leadership training for a major pharmaceutical, entertainment and hospitality companies.

RIGHT MANAGEMENT Princeton, NJ
Vice-President, Client Services 2009-2011
Managed the sales, project operations, client interaction, budget, staff, project reporting and accounts receivable of human resources consulting projects for select clients of the largest talent and career management consulting firm in the world.
Managed a human resources transition project for a multi-national business services corporation in 40 offices across 20 states.
Coordinated the delivery of talent and career management consulting services to a major pharmaceutical corporation.
Designed the career transition operations of a national energy company.
Advised clients in industries ranging from financial services to education to technology on ways to maximize the effectiveness of their human resources operations.
Consistently exceeded client service and candidate satisfaction goals.
Provided motivational career and talent management presentations in each of the firms New Jersey offices.
Became a high performer quickly by securing one of the most prestigious universities in the world as a client within the first few weeks with the organization.

TEMPUS MANAGEMENT CONSULTING, LLC New Brunswick, NJ
President and Chief Executive Officer (CEO) 2006-2009
Served as the senior executive officer of this unique management consulting firm providing strategic, financial, technology and operations consulting advice to senior executives in public, private and nonprofit sector organizations.
Provided strategic and operational consulting advice to a leading national educational company around developing a new company focused on technology driven Pre-K to 12th grade educational programs. This advice led to the creation of a new company focused on filling an underserved segment of the educational marketplace.
Advised a national temporary staffing firm on human resources, business development and finance. Consulting efforts helped the organizations secure and staff several important projects.
Developed a sales plan for a software developer selling a technology based educational program designed for autistic students as well as a 3-dimensional math and science software curriculum to schools around the country. Financial, human resources and operational advice helped the company sell technology services to varied clients and raise funds to support program development.
As the National Technical Advisor for a two year Ford Foundation funded Community Building Project (in selected neighborhoods in Boston, Jacksonville, Memphis, Milwaukee and Philadelphia) provided detailed guidance to nonprofit executive directors on operations, strategic partnerships, evaluation and goal setting.
Assisted these community leaders in partnership development and program expansion. Helped organizations implement programs designed to enhance the quality of life of residents in target neighborhoods. Facilitated all project team meetings and ensured that the lead organizations met all project requirements. Played a critical role in making the project a uniquely successful model of community building.
Directed a detailed feasibility study of sharing county wide municipal court services that led to the first serious consideration of consolidating court operations. Coordinated the data collection and client communication. Analyzed all of the data and wrote the comprehensive feasibility study.
Managed the feasibility study of a municipality and school district sharing field maintenance services that resulted in enhanced communication between the organizations and discussions of consolidation. Completed all data collection and analysis. Wrote the final report and facilitated all communication with the clients.
Facilitated the board retreat for one of the most successful sports and education organizations in New Jersey. Invited back as the facilitator of the board retreat because of his success as a facilitator in the first year of this engagement.
Taught the Seton Hall University Board Leadership Institute (BLI) course on “Strategic Planning for Nonprofits”. Ensured that all students understood the basics of nonprofit strategic planning. Taught the course in 2007 and 2008.
Facilitated the 2007 Board and Staff retreat of a major housing authority in New Jersey. Effectively assisted the board in enhancing communication and developing a strategic approach to the delivery of public housing.
Coordinated the sales of a unique academic assessment and remediation program to an urban school district. Provided strategic marketing and sales advice to one of the most effective educational publishers in the US.
Coordinated the strategic business planning of a nonprofit organization providing academic tutoring and sports training.

Government Experience
NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS (DCA) Trenton, NJ
Deputy Commissioner 2002-2005
Appointed by the Governor and Commissioner to this role. Second in charge of a state department with 1,200 employees and a budget of over $1 billion. Represented the Commissioner on the boards of important public organizations and assist in the development of state policy.
Managed the daily operations of the Facilities, Human Resources, Information Technology, Internal Audit and Security Departments.
Successfully met the challenge of assisting the Commissioner in managing department staff and policy directives.
Directed numerous projects with the Codes and Standards, Community Resources, Fire Safety, Hispanic Policy, Housing, and Local Government Services Divisions.
Effectively represented the Commissioner on the Casino Reinvestment Development Authority (CRDA) Board, the Domestic Security Preparedness Task Force, the Environmental Justice Task Force, the New Jersey Redevelopment Authority (NJRA) Board and the Urban Enterprise Zone Authority (UEZA) Board.
Outstanding public speaker who frequently represented the Governor and Commissioner as a surrogate speaker at important events around the State of New Jersey.

Promoted to the position of Deputy Commissioner of the New Jersey Department of Community Affairs (DCA) after serving as an Assistant Commissioner for only 6 months. Made history as the First African American to serve as Deputy Commissioner of DCA.

Certifications

NEW JERSEY DEPARTMENT OF EDUCATION Trenton, NJ
Certificate of Eligibility (CE) for School Administrator Position 2016

EDWARD J. BLOUSTEIN SCHOOL, RUTGERS UNIVERSITY New Brunswick, NJ
Certified Public Housing Authority Commissioner 2004

NEW JERSEY SCHOOL BOARD ASSOCIATION Trenton, NJ
Master Board Member (MBM) 2016
Certified Public School Board Member 2002

INSTITUTE OF MANAGEMENT CONSULTANTS Washington, DC
Certified Management Consultant (CMC) 1991-1999

BOARD OF STANDARDS FOR CERTIFIED FINANCIAL PLANNERS Denver, CO
Certified Financial Planner (CFP) 1987-1992

Board Leadership Experience

President, Educational Services Commission of New Jersey (ESCNJ)
President, New Brunswick Board of Education (NBBOE)
Chairman, New Brunswick Housing Authority (NBHA)
Chairman, Asbury Park Housing Authority (APHA)
Director at Large, United States Tennis Association (USTA)
President, Crossroads Theatre Company
President, Residential After-School Program, Inc. (RASP)
President, United States Tennis Association (USTA) Eastern Section
Vice President, Citizens for Better Schools (CBS)
E. Vendor Profile
Response 4

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by The School Administrator journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field, with extensive backgrounds as school administrators, business executives, school board members, university professors and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Colorado as we have conducted successful Superintendent searches for the Colorado School for the Deaf and the Blind, Colorado Springs School District 11, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Jeffco Public Schools and Eagle County Schools, Colorado. In the Western region we have conducted successful Superintendent searches for Edmonds School District, Everett Public Schools, Granite Falls School District, Lake Washington School District, Snoqualmie Valley School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington; Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J and Medford School District 549C, Oregon; Matanuska-Susitna Borough School District, Alaska; Clark County School District, Nye County School District and Lander County School District, Nevada; Blaine County School District, Idaho; Palos Verdes Peninsula Unified School District, Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Berkeley USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California; Missoula County Public Schools, Montana; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico; Balsz School District, Marana Unified School District, Paradise Valley Unified School District, Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona; and Hawaii School of Deaf and Blind, Hawaii with their educational leadership searches. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.
E. Vendor Profile
Response 5

REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

<table>
<thead>
<tr>
<th>SCHOOL DISTRICT</th>
<th>LOCATION</th>
<th>CONTACT PERSON</th>
<th>TITLE OF CONTACT</th>
<th>PHONE NUMBERS/ E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Rapids Public Schools</td>
<td>Grand Rapids, MI</td>
<td>Kristian Grant</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Indian Prairie School District 204</td>
<td>Naperville, IL</td>
<td>Michael Raczak</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Hillsborough County Public Schools</td>
<td>Tampa, FL</td>
<td>Steve Cona</td>
<td>Board Member</td>
<td>Cell:</td>
</tr>
<tr>
<td>Cleveland Heights-University Heights City School District</td>
<td>University Heights, OH</td>
<td>Jodi Sourini</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Everett Public Schools</td>
<td>Everett, WA</td>
<td>Caroline Mason</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Westside Community Schools</td>
<td>Omaha, NE</td>
<td>Adam Yale</td>
<td>Board Member</td>
<td></td>
</tr>
<tr>
<td>Waxahachie Independent School District</td>
<td>Waxahachie, TX</td>
<td>Dusty Autrey</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Berlin Area School District</td>
<td>Berlin, WI</td>
<td>Catherine Kujawa</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Woodland Hills School District</td>
<td>North Braddock, PA</td>
<td>Jamie Glasser</td>
<td>Board President</td>
<td></td>
</tr>
<tr>
<td>Tangipahoa Parish School System</td>
<td>Amite, LA</td>
<td>Therese Domiano</td>
<td>Former Board President</td>
<td>Cell:</td>
</tr>
<tr>
<td>Lawrence Public Schools</td>
<td>Lawrence, KS</td>
<td>Shannon Kimball</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Pittsburg Community Schools USD 250</td>
<td>Pittsburg, KS</td>
<td>Marlene Willis</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Savannah-Chatham County Public Schools</td>
<td>Savannah, GA</td>
<td>Mary Davis-Brown</td>
<td>Board Secretary</td>
<td></td>
</tr>
<tr>
<td>Gresham Barlow School District</td>
<td>Gresham, OR</td>
<td>John Hartsock</td>
<td>Former Board Member</td>
<td></td>
</tr>
<tr>
<td>Mercer Island School District</td>
<td>Mercer Island, WA</td>
<td>David D'Souza</td>
<td>Former Board Chair</td>
<td></td>
</tr>
<tr>
<td>Durham Public Schools</td>
<td>Durham, NC</td>
<td>Minnie Forte-Brown</td>
<td>Board Member</td>
<td></td>
</tr>
<tr>
<td>School District</td>
<td>City, State</td>
<td>Name</td>
<td>Title</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>--------------------</td>
<td>--------------------</td>
<td>--------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Council Bluffs Community School District</td>
<td>Council Bluffs, IA</td>
<td>Troy Arthur</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Flagstaff Academy</td>
<td>Longmont, CO</td>
<td>Wayne Granger</td>
<td>Executive Director</td>
<td></td>
</tr>
<tr>
<td>Poway Unified School District</td>
<td>San Diego, CA</td>
<td>Michelle O’Connor-Ratcliff</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Howard-Winneshiek Community School District</td>
<td>Cresco, IA</td>
<td>Clint Farlinger</td>
<td>Business Manager/Board Secretary</td>
<td></td>
</tr>
<tr>
<td>Olathe Public Schools</td>
<td>Olathe, KS</td>
<td>Rick Schier</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Joplin Schools</td>
<td>Joplin, MO</td>
<td>Jeff Koch</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Austin Independent School District</td>
<td>Austin, TX</td>
<td>Vince Torres</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Northshore School District</td>
<td>Bothell, WA</td>
<td>Amy Cast</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Des Moines Public Schools</td>
<td>Des Moines, IA</td>
<td>Dick Murphy</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Maury County Public Schools</td>
<td>Columbia, TN</td>
<td>Jim Morrison</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Brevard Public Schools</td>
<td>Viera, FL</td>
<td>Robert Jordan</td>
<td>Former Board Chairman</td>
<td></td>
</tr>
<tr>
<td>Collier County Public Schools</td>
<td>Naples, FL</td>
<td>Allun Hamblett</td>
<td>Former Deputy Chief Administrative Officer</td>
<td></td>
</tr>
<tr>
<td>Howard County Public School System</td>
<td>Ellicott City, MD</td>
<td>Brian Meshkin</td>
<td>Former Board Member</td>
<td></td>
</tr>
<tr>
<td>Fargo Public Schools</td>
<td>Fargo, ND</td>
<td>Jim Johnson</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Glen Ellyn School District 41</td>
<td>Glen Ellyn, IL</td>
<td>Erica Nelson</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Paradise Valley Unified School District</td>
<td>Phoenix, AZ</td>
<td>Anne Greenberg</td>
<td>Board Member</td>
<td></td>
</tr>
<tr>
<td>Manheim Township School District</td>
<td>Lancaster, PA</td>
<td>Hannah Bartges</td>
<td>Former Board President</td>
<td></td>
</tr>
<tr>
<td>Willingboro Township Public Schools</td>
<td>Willingboro, NJ</td>
<td>Dennis Tunstall</td>
<td>Former Board President</td>
<td></td>
</tr>
</tbody>
</table>

This is not a complete list, and more references can be provided upon request.
"What school boards say about Ray and Associates"

"From the very beginning, they delivered professional, comprehensive services. The firm developed a rigorous timeline and met all its commitments. Ray and Associates, Inc. provided professional services in a consumer-friendly manner that allowed us to select a superintendent that will serve our community well."

May 20, 2020
Mr. Michael Raczak, Board President
Indian Prairie School District 204, IL
Enrollment: 27,400

"The quality of services provided by Ray and Associates cannot be understated and their ability to bring consensus among board members was phenomenal. While they provided support, they also respected our role as a board taking the lead in many aspects of the process. They were professional and knowledgeable throughout the entire process. I would highly recommend Ray and Associates to any School Board who wants to conduct a national search."

Search completed January 2020
Mr. Steve Cona III, Board Vice Chairman
Hillsborough County Public Schools, FL
Enrollment: 220,000

"We chose Ray and Associates for our search based on their long successful track record and the individuals with whom we worked closely. Their in-depth knowledge of conducting a national search, large number of consultants throughout the country, and strong recommendations from other boards put them at the top of the list after our search firm interviews. I am confident Ray and Associates and their team of consultants would do the same outstanding job for other school boards needing consultation in the hiring of a new superintendent."

August 7, 2019
Ms. Caroline Mason, Board Vice President
Everett Public Schools, WA
Enrollment: 21,000

"Ray & Associates sat down with us to help develop what type of candidate we were in the market for and helped us to create a process that produced the most suitable candidate for the demographics of our district. Ray & Associates’ professionalism was unparalleled as they worked alongside us to entertain all ideas, suggestions and opinions we had to aide in our search. They had a complete understanding and respect for our timeline, being expedient in deliverables. The Berlin Area School District Board of Directors is pleased to recommend the expertise of Ray & Associates and their seasoned team members."

July 15, 2019
Ms. Catherine Kujawa, Board President
Berlin Area School District, WI
Enrollment: 1,600

"The Woodland Hills School Board had a very positive experience in working with the company to hire a Superintendent. The guidance and knowledge provided was invaluable, as was the depth and breadth of the search that was conducted. Ray & Associates, and Mr. Collins, were highly professional throughout our interaction. We appreciated your willingness to help us with the process that we wanted to employ, and to bring that process to fruition. Most importantly, you allowed the Board to choose from a strong pool of candidates and identify a leader that will continue our progress toward a stronger District that will benefit our kids."

September 16, 2018
Jamie Glasser, Esq., Board President
Woodland Hills School District, PA
Enrollment: 3,600
E. Vendor Profile
Response 6-7

6. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee using an outside company called C4 Operations to guarantee an unbiased, professional background check for the top 2-3 candidates.

7. Ray and Associates, Inc., or any principals, has not been involved in any litigation or arbitration in the past five (5) years.

Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

✓ We customize every search to meet the specific needs of our clients.
✓ We have the largest professional recruiting network in the country.
✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
✓ We aggressively recruit candidates who closely match the District profile.
✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
✓ We receive more applications than any search firm in the nation.
✓ We interview each individual Board member in order for them to provide information and insight into the development of the profile characteristics for the position.
✓ We collect and organize community and staff input when desired by the Board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offers an online survey in various languages and will provide a link to the survey to post on the District’s website.
✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
✓ We have a unique and successful consensus building process for Boards who may be split on candidates or other issues.
✓ We have been highly successful in providing a large diverse pool of candidates in all of our searches.
✓ We provide criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
✓ We provide a two-year guarantee clause in our contract with our clients.
✓ We do not recruit candidates we have placed for a minimum of 5 years.
✓ We provide a service to our clients after the Superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.