



A Proposal for Superintendent Search Consultant Services

Woodland School District

Woodland, WA

November 3, 2023

Northwest Leadership Associates

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Proposal for Search Services

Thank you for the opportunity to submit this proposal for assisting the Woodland School District with the recruitment, selection, and employment of your next superintendent. This proposal and attached material will serve as Northwest Leadership Associates' proposal to serve as your search consultants for this important work. Details and final procedures of the search process will, of course, be developed in conjunction with the Woodland Board of Directors and/or their designees. Northwest Leadership Associates group is firmly dedicated to bringing a diverse pool of highly qualified school leader candidates to board directors through an effective and efficient selection process.

This process is centered on appropriate school and community involvement by providing meaningful input and voice to vested parties. It also provides structure and process to support and meaningfully inform the Board while carrying out their given responsibilities of selecting the next superintendent. Northwest Leadership Associates has developed a community sensitive search protocol that supports the appropriate balance between meaningful involvement of key stakeholders, while maintaining the final decision-making authority of the Board. The search process will help the district provide meaningful interaction and involvement of all communities, groups, and individuals of the Woodland School District. We promote the use of a variety of communication venues and search activities in order to meet the specific needs of the district. These include one-to-one interviews, community forums, focus groups, specific group interviews, on-line surveying, teleconferencing, Board Advisory groups, and unsolicited communications.

MISSION

Northwest Leadership Associates' group mission is to bring highly qualified, diverse and effective school leader candidates to school board directors for their new superintendent selection. We firmly believe our combined knowledge of Washington State educational administration and the relationships we have with practicing administrators, professional organizations, educational state agencies and higher education administration programs, to be our team's greatest asset.

EXPERIENCE AND QUALIFICATIONS

Northwest Leadership Associates has conducted over 360 superintendent searches during our nearly 24 years of service. In fact, NWLA completed 26 successful superintendent searches the past academic year (2021-22), with 24 of those searches being in the State of Washington. In addition, we completed several interim superintendent, assistant superintendent and high school principal searches. For the 2022-2023 year, the NWLA team members were involved in ten successful superintendent searches in Washington State and continue to provide a robust roster of current, potential superintendent candidates.

We have also been the superintendent search consultants for eight Washington and six Oregon educational service districts, and we recently conducted Executive Director searches for the Washington Association of School Administrators, the Washington State Retired Educators' Association, and the Washington Interscholastic Activities Association.

A complete five-year search history for Northwest Leadership Associates is included in this proposal on pages 15. through 18.

For the 2022-2023 academic year, Northwest Leadership Associates has provided superintendent search services for the following school districts and ESD: Bremerton, Tumwater, Lakewood, Capital Region ESD 113, Yelm, Toledo, Grandview, Grand Coulee Dam, Mossyrock,

and Burlington-Edison. Additionally, we have initiated the search process for Granite Falls School District, the Ridgefield School District, and Northwest ESD 189 for the 2023-24 school year.

RECENT REGIONAL SUCCESSFUL SEARCHES

Northwest Leadership Associates is pleased to provide the Woodland Board of Directors the following list of successful searches for reference. We encourage the Board to contact the following people to discuss completed superintendent searches in their respective districts. Again, we would like to note these past two academic years (2021-22, 2022-23) NWLA provided services for several school districts in the Western Washington region. These districts include: Bremerton, Burlington-Edison, Capital Region ESD 113, Ferndale, Lakewood, Lyndon, Mossyrock, Oak Harbor, Sedro-Wooley, Stanwood-Camano, Toledo, Yelm.

REFERENECES FROM SCHOOL DISTRICT SEARCHES (2020-21, 2021-22, Present)

Bremerton School District, Alyson Rotter, Board President, alyson.rotter@bremertonschools.org, 360-473-1000
Eastmont School District, Cindy Wright, Board President, schoolboard@eastmont206.org, 509-884-7169
Ferndale School District, Kevin Erickson, Board President, kevin.erickson@ferndalesd.org, 360-383-9200
Lakewood School District, Sandy Gotts, Board President, sgotts@lwsd.wednet.edu, 360-652-4500
Moses Lake School District, Kevin Fuhr, Board President, kfuhr@mlsd161.org, 509-766-2650
Oak Harbor School District, Lynn Goebel, Board President, lgoebel@ohsd.net, 360-279-5000
Selah School District, Jeff Hartwick, Board President, JeffHartwick@selahschools.org, 509-698-8000
Sedro-Wooley School District, Christina Jepperson, Board President, cjepperson@swsd101.org, 360-855-3500
Stanwood-Camano School District, Miranda Evans, Board President, mevans2@stanwood.wednet.edu, 360-629-1200
Toledo School District, Heidi Buswell, Board Chair, hbuswell@toledoschools.us, 360-864-6325
Tumwater School District, Scott Killough, Board President, scott.killough@tumwater.k12.wa.us, 360-709-7000
Sunnyside School District, Stephen Berg, Board President, Stephen.Berg@sunnysideschools.org, 509-837-5851
Yelm School District, Bill Hauss, Board President, Bill_Hauss@ycs.wednet.edu, 360-458-7068

PAST FIVE YEARS SEARCHES FOR DISTRICTS OF SIMILAR OR LARGER SIZE

2022-23

Bremerton School District, Bremerton, WA 4,500 FTE (completed)
Burlington-Edison School District, Burlington, WA 3,400 FTE (completed)
Capital Region ESD 113, Tumwater WA 72,000 FTE (completed)
Grandview School District, Grandview WA 3,635 FTE (completed)
Lakewood School District, Marysville, WA 2,554 FTE (completed)
Tumwater School District, Tumwater, WA 6,300 FTE (completed)
Yelm School District, Yelm, WA 5,900 FTE (completed)

2021-22

Central Valley School District, Liberty Lake, Washington 14,000 FTE
Cheney School District, Cheney, Washington 5,300 FTE
Eastmont School District, East Wenatchee, Washington 6,950 FTE
Ferndale School District Ferndale, Washington 4,350 FTE
Lake Pend Oreille Schools, Sandpoint, Idaho 3,835 FTE
Lynden School District, Lynden, Washington 3,200 FTE
Moses Lake School District, Moses Lake, Washington. 8,300
Newburg School District, Newberg, Oregon 4,400 FTE
Oak Harbor School District, Oak Harbor, Washington 6,000 FTE

Pendleton School District, Pendleton, Oregon 2,910 FTE
Rochester School District, Rochester, Washington 2,050 FTE
Selah School District, Selah, Washington 3,600 FTE
Sunnyside School District, Sunnyside, Washington 6,400 FTE

2020-21

East Valley School District, Spokane Valley, Washington 3,600 FTE
Jefferson County Schools, Madras, Oregon 2,791 FTE
Orting School District, Orting, Washington 2,460 FTE
Peninsula School District, Gig Harbor, Washington 9,000 FTE
Sedro-Woolley School District, Sedro-Woolley, Washington 4,200 FTE
Stanwood-Camano Schools, Stanwood, Washington 4,500 FTE
Wahluke School District, Mattawa, Washington 2,600 FTE

2019-20

Anacortes School District, Anacortes, WA 2,800 FTE
Centralia School District, Centralia, WA 3,600 FTE
Chehalis School District, Chehalis, WA 3,100 FTE
Enumclaw School District, Enumclaw, WA 4,100 FTE
Mount Vernon School District, Mount Vernon, WA 6,800 FTE
Omak School District, Omak, WA 5,500 FTE (On-line School Included)
Puyallup School District, Puyallup, WA 23,100 FTE
Woodburn School District, Woodburn, OR 5,700 FTE
Clarkston School District, Clarkston, WA 2,700 FTE
Ephrata School District, Ephrata, WA 2,600 FTE
Hockinson School District, Hockinson, WA 2,000 FTE
Kennewick School District, Kennewick, WA 18,500 FTE
Lakewood School District, Lakewood, WA 2,450 FTE
Mead School District, Mead, WA 10,300 FTE
South Kitsap School District, Port Orchard, WA 9,900 FTE

2018-19

Washougal School District, Washougal, WA 3,200 FTE
Prosser School District, Prosser, WA 2,700 FTE
Port Angeles School District, Port Angeles, WA 3,800 FTE
South Kitsap School District, Port Orchard, WA 10,000 FTE

EQUITY COMMITMENT OF NWLA

Northwest Leadership Associates is committed to equity in both the recruitment and professional advising of potential candidates as well in the firm's demographics. As a search firm, of the nine consultants that provide district search services we presently employ three Latino, one Native American, three female, and three white representatives. We continue to actively improve a balance of representative staffing and foster equity in all of our work. We are proud to promote that over half of our staffing relates to classifications of diversity and underrepresented classifications.

CHALLENGES AND ASSESTS

Northwest Leadership Associates does not foresee any major or unique challenges with the Woodland School District superintendent search. The major challenge of any search is to always bring forth highly qualified candidates that meet the needs of the district, Board, and Woodland

community. We feel that we can effectively do that with the search processes, search experience, and professional relationships we possess as a group.

The greatest asset that Woodland School District has been is its long-term reputation as an effective, well-supported public school district that is recognized for its commitment to student learning experience. The District is known and consistently recognized for providing positive, child-oriented educational programs, as well as a great place to both learn and work. In addition, the community and region offer many different avenues for meeting personal interests and enjoying hobbies and different types of recreation. The district and community is also positioned can to look forward to years of reasonable, continued growth and development.

POTENTIAL “HIGHLY QUALIFIED” CANDIDATES

Depending on the final “Leadership Profile” developed for this particular position, Northwest Leadership Associates firmly believes that they will be able to provide 15 – 20 highly qualified candidates from the larger pool of interested professionals for the Woodland Superintendent position. This estimate is based on our recent experience in similar sized districts in Western Washington and Washington State.

WORK PLAN, RESPONSIBILITIES AND TIMELINE

Northwest Leadership Associates has worked hard to develop a community sensitive search protocol that finds the appropriate balance between meaningful involvement of key stakeholders, while maintaining the final decision-making authority of the Board. Our group will help the district provide meaningful interaction and involvement using different communication venues and appropriate languages in order to meet the specific needs of the district. These communication venues include one-to-one interviews, focus groups, specific group interviews, on-line surveying, teleconferencing, and unsolicited communications.

Statement on Impact of Other Projects and Search Completion

The search team and search process will meet the desired timeline as agreed upon by the Board of Directors and NWLA consultants. This search process will not be impacted by other work or search processes conducted by NWLA. The consultant team for this search will not be engaged in any concurrent projects that will negatively influence or impact the successful completion of Woodland School District’s search.

SUGGESTED TIMELINE/CALENDAR

Please note that the timeline/calendar is a “suggested draft” and will need to be revised depending on the Board’s needs, Board Meeting(s) scheduling, district calendar(s), and other influencing factors. This timeline is based on our experience of the most prudent time to recruit candidates in regards their professional evaluations, professional contract obligations, remaining length of contract and uniqueness to school year timing. The timeline/calendar is included on page 10.

WORK PLAN:

The following is a suggested work plan and timeline delineating the major activities and responsibilities of the School Board and Northwest Leadership Associates for each phase of the search. NWLA will tailor the final work plan and timeline to the needs of the Woodland School District.

PHASE 1 - PREPARING FOR THE SEARCH AND LEADERSHIP PROFILE

Northwest Leadership Associates will:

- Meet with the Board to develop a tentative search plan and timeline.
- Obtain from Board members their perceptions of the required and preferred

qualification criteria for the position and the personal characteristics and strengths being sought in candidates.

- Outline for the Board's consideration a variety of ways in which appropriate local school district personnel, staff and community members can be meaningfully involved in the search process.
- As requested, and/or approved by the Board, meet with selected individuals and groups obtain input regarding the qualification/selection criteria to be used by the Board in guiding its selection decision. These meetings will be conducted in Spanish and English.
- Synthesize the input received from all individual and group meetings and present the consolidated information to the Board for review in developing an initial draft of the recruitment brochure.
- Develop the **Leadership Profile/Search Criteria** to guide the search recruitment and selection processes for interviewing.
- Present to the Board developmental drafts of the recruitment brochure until approved by the Board for distribution.
- Review with the Board recruitment materials and strategies to be used in the search.

The School Board (or designee) will:

- Approve the tentative search plan and timeline.
- Determine the process for the involvement of community, staff, students, and other stakeholders in the search process.
- Provide NWLA with background information regarding the district for use in candidate recruitment.
- Respond to preliminary drafts and approve for printing the final draft of the recruitment brochure.
- Approve other recruitment strategies and advertising of the opening.
- Based on the salary study and contract review and the recommendation of the consultants, approve a potential compensation package and talking points regarding compensation that NWLA consultants can use when recruiting candidates.

PHASE 2 - RECRUITING AND SCREENING CANDIDATES

Northwest Leadership Associates will:

- Place recruitment announcements on selected internet web sites nationwide.
- Using a wide-ranging network, contact school administrators, ESD superintendents, college professors, representatives of professional associations, and other individuals who can assist with identifying qualified applicants who should be encouraged to seek the position.
- Through personal contacts, encourage selected potential candidates to apply for the position.
- Identify and recruit internal candidates who seek the position or who are referred to the consultants
- Recruit through consultant developed "targeted lists" of potential candidates with one-to-one contacting.
- Recruit candidates from underrepresented populations and ethnically and racially diverse populations.
- Respond to applicant questions about the position.
- Receive and acknowledge all applications and establish a confidential file for each candidate.

- Conduct preliminary, extensive reference screening for all qualified applicants.
- Report to the Board the results of the application/screening process and review with the Board all the application files. Identify the leading candidates, as well as those who are not recommended for further consideration, and give reasons for that decision.
- Provide the Board with tiered grouping of candidates based on Leadership Profile description and analysis.
- Assist the Board in selecting candidates to be invited to interview for the position.

The School Board (or designee) will:

- Approve recruitment strategies and advertising for the position.
- Receive the comprehensive screening report from NWLA.
- Review all application files. Discuss the relative merits of the candidates in relationship to the selection criteria.
- Select candidates to be invited to interview for the position.
- Conduct additional reference checks, as needed, on those candidates invited for interviews.

PHASE 3 - INTERVIEWING CANDIDATES

Northwest Leadership Associates will:

- Provide the Board with sample interview questions and a suggested interview format.
- Advise the Board on options for including advisory groups, conducted in Spanish and English, in the interview process.
- Develop Observation Panel for community and stakeholders to be included in the PRELIMINARY interviews at the Board's request.
- Develop Observation Panel for community and stakeholder's to be included in the FINAL interviews at the Board's request.
- Assist with scheduling and arranging interviews with the selected candidates.
- Conduct further background checks for candidates still under consideration, as requested by the Board.
- At the conclusion of the interview process, meet with the Board to assist in the evaluation of candidates.
- Provide the Board with a suggested format for the finalists' visits to the district and additional final interview strategies.

The School Board (or designee) will:

- Arrange for the participation of any advisory groups invited to participate in the interview process.
- Approve interview format and final draft of interview questions.
- Conduct interviews with selected candidates.
- In consultation with NWLA, evaluate candidates following the interviews and select candidate(s) to be visited and/or invited for additional interview(s).
- Conduct site visits and/or second interviews as deemed necessary by the Board.

PHASE 4 - MAKING THE FINAL SELECTION AND CLOSING SEARCH

Northwest Leadership Associates will:

- Meet with the board to define any additional information needed before reaching a decision.
- Assist the Board with contract negotiations with selected candidate, including making appropriate recommendations to the Board regarding contract terms.

- Notify candidates not selected for the position.

The School Board (or designee) will:

- Review all input from groups and individuals that have met with the candidates.
- Make site visit(s), if needed, prior to making final decision.
- Determine which candidate should be offered the position.
- With NWLA assistance, negotiate a mutually acceptable contract with the selected candidate.
- Make appropriate announcements to the staff, community, and the media.

Woodland School District
Superintendent Search Timeline/Calendar
“2023 – 2024 Draft-Suggested Timeline”

December 18 – 21, or December 26 – 28, 2023	<ul style="list-style-type: none"> -Board and NWLA jointly develop tentative search plan -Board approves search plan and timeline -Board/NWLA establish Board contact, communications plan, District Staff Designee(s)/Liaisons
December 18 - 21, 2023	<ul style="list-style-type: none"> -Preannouncement posted on relevant websites -Initiate NWLA candidate contact lists and recruiting -Initiate development of position Brochure and Application materials
January 5 – 21, 2024	<ul style="list-style-type: none"> -Leadership Profile survey on district website (English & Spanish) -Initiate District communications to community, staff, organizations
January 16 – 17 – 18, 2024	<ul style="list-style-type: none"> -Focus group meetings with stakeholders, community groups, staff selected by Board -Individual Board member interviews
January 22 – 25, 2024	<ul style="list-style-type: none"> -Focus group and survey report to Board by consultants -Information categorized, organized for Challenges and Opportunities, Professional Qualifications, Personal Characteristics -Application requirements and process finalized and approved by Board -Brochure finalized and approved by the Board
January 26, 2024	<ul style="list-style-type: none"> -Brochure and Application completed and vacancy announcement emailed to 3500+ nationwide -Direct mailings to NWLA candidate contact lists -Enhance recruiting from Challenges and Opportunities, Professional Qualifications, Personal Characteristics
February 22, 2024	<ul style="list-style-type: none"> -Mid-search report -Board work session preparation for Interview Phase
March 18, 2024	<ul style="list-style-type: none"> -Application deadline
March 21, 2024	<ul style="list-style-type: none"> -Screening report to board -Executive session with board and NWLA consultants -Select 5-6 candidates to be invited for preliminary interviews
March 27 – 28 2024 or March 30, 2024 (Sat.) Or April 3 – 4, 2024 or April 6, 2024 (Sat.)	<ul style="list-style-type: none"> -Preliminary interviews (Open or Executive session meeting) -50 minute interviews with 10 minute break between -Questions to be developed by NWLA; reviewed and revised by board -Executive Session after final interview to determine finalists -NWLA provided process for selection of candidates
April 9 – 10 – 11, 2024	<ul style="list-style-type: none"> -Final interviews -Schedule to be developed, but will include: <ul style="list-style-type: none"> -Meetings with community and staff -Interview with superintendent candidate and board in Executive Session -Format to be developed by NWLA, and approved by board
April 12, 2024	<ul style="list-style-type: none"> -Announcement of Final Selection -Background checks completed -Contract negotiations or Pre-negotiated Contract
April 15, 2024	<ul style="list-style-type: none"> -Contract to be offered -Offer to be pre-negotiated by consultants/District
July 1, 2024	<ul style="list-style-type: none"> -Selected superintendent assumes position

SEARCH CONSULTANT TEAM

If Northwest Leadership Associates is selected for the search, **Dr. Tom Rockefeller and Ms. Jada Rupley** will be your search team working directly with the Woodland School District Board of Directors(or designee). Tom will be the lead consultant and the primary contact with the Board Chair and/or district designees during the search process. **Jada** is the former Superintendent of the Clackamas ESD, Oregon, as well as a former Associate Superintendent of Educational Service District 112. She was previously appointed by the Governor of Oregon as the Oregon Director of Early Learning, and also provides consultive services for educational organizations on strategic planning. **Tom** is the COO of Northwest Leadership Associates and the former superintendent of the Mead and Pullman School Districts. Tom was also an adjunct professor for Washington State's Educational Leadership programs for eighteen years, and was involved in several professional organizations and committees throughout his administrative career.

OTHER ASSOCIATE INVOLVEMENT IN SEARCH

All NWLA associates listed below are involved in both searching and identifying appropriate candidates through shared individual and group resources and data-bases, as well as professional and personal connections. **Mr. Sergio Hernandez** will be providing support for Spanish focus group interviews, interpreting Spanish survey information, and work with any community groups or individuals needing support. NWLA also maintains staff for the production activities of all application materials. **Sergio** was the former superintendent of the Tekoa, Kahlotus and Freeman School Districts and the Executive Director of the Washington Association of Latino Administrators and Superintendents.

UNIQUE UNDERSTANDING OF THE REGION

Northwest Leadership's entire team of consultants, are former superintendents from the State of Washington. Tom and Jada have extensive professional educational experience in Washington State, as well as extensive history in superintendent search consulting. With NWLA's previous search experience with many of the other school districts in your region, we firmly believe we understand the unique characteristics of your district, community, and region we can provide an effective and successful superintendent search.

NWLA Associates

Mr. Sergio Hernandez, NWLA Associate

- Former Superintendent of the Tekoa, Freeman and Kahlotus School Districts
- Executive Director, WA Association of Latino Administrators and Superintendents

Ms. Laurel Browning, NWLA Associate

- Former Superintendent of the Burlington-Edison School District
- From Assistant Superintendent, Director, Principal of Burlington-Edison School Dist.

Dr. William Jordan, NWLA Associate

- Former Superintendent of the Walla Walla, Prescott, and Kelso School Districts
- Former Deputy Superintendent of Public Instruction for Washington State

Dr. Wayne Robertson, NWLA Associate

- Former Superintendent of the Edmonds, Lakeview and Conway School Districts
- Faculty member in Western Washington University Educational Leadership Program

Dr. Pam Veltri, NWLA Associate

- Former Superintendent of the Medical Lake School District
- Faculty member in Eastern Washington University Educational Leadership Program

Mr. Mark Venn, NWLA Associate

- Former Superintendent of the Sedro-Woolley School District
- Educational Service District 189 Board member

Dr. Thomas Rockefeller, Chief Operating Officer

- Former Superintendent of the Mead and Pullman School Districts
- Former adjunct member of WSU's Educational Leadership Program

Dr. Gene Sementi, NWLA Associate

- Former Superintendent of West Valley Spokane School District
- Former adjunct member of WSU's Educational Leadership Program

Dr. Dennis Ray, President

- President and Owner of Northwest Leadership Associates
- Former Superintendent of the Walla Walla and Northshore School Districts

Ms. Jada Rupley, NWLA Associate

- Former Oregon Director of Early Learning and Current Strategic Consultant
- Former Superintendent of Clackamas ESD and Associate Superintendent of ESD 112

PARENT, COMMUNITY AND STAFF INVOLVEMENT

NWLA will immediately initiate the search process by conducting an on-line survey and holding focus group sessions with the Board, staff, community members, and other key stakeholder groups as identified by the Board. The on-line survey will be provided in both English and Spanish, as well as with community group meetings and other identified focus groups. The surveys and focus group meetings will help gather input on the needs of the district and pertinent criteria that should be used in recruiting candidates and making the final selection. Other prominent languages can be addressed as needed.

Staff and community will also be involved in the search process during the preliminary and final interview stages through several input opportunities. This involvement will be achieved through interview observations, candidate/group meetings, and input forms provided directly to the Board.

LEADERSHIP PROFILE AND SEARCH CRITERIA

The Leadership Profile developed at the outset of the search process becomes the guiding document in evaluating candidates and making the final selection decision. As indicated in the search outline, we will facilitate the development of the leadership profile through:

- conducting an on-line survey, in both English and Spanish, inviting input from all interested staff and community members,
- holding focus group meetings, in both English and Spanish, with key stakeholder groups, including both community members and district staff, and
- meeting individually with each board member and others as specified

Based upon this input we will create a draft of the leadership profile and selection criteria for the review, revision, and final approval of the Board of Directors.

ADVERTISING AND RECRUITING PLAN

NWLA will develop a vacancy announcement for the position **based on the Leadership Profile** that outlines the leadership challenges and selection criteria identified by the Board, along with a profile of the district and other information of importance to prospective candidates. We will directly email the brochure “*nationwide*” to over 3,500 individuals, organizations and school districts in our database, which includes superintendents, assistant superintendents, university professors, and professional association executives. We will list the opening on appropriate websites, including the Washington State School Directors and Washington Association of School Administrators, AWSP, WALAS, and their connected websites, group representative websites, as well as district designated advertising sites.

Most important, we will conduct aggressive one-to-one recruiting efforts with individuals we believe are highly qualified candidates for the position.

EQUITY IN CANDIDATES

NWLA consistently approaches each search with the goal of creating a pool of candidates that is representative of our region’s diversity. We will reach out to a variety of groups representing diverse and under-represented groups to secure a widely representative pool of candidates for the position. *We specifically focus on finding qualified candidates through direct contact, informed contact, and registry candidate pools that provide an opportunity for creating the most diverse pool of candidates possible.* In addition, we as a group provide guidance and assistance to our candidates in finding positions of professional interest and appropriate career growth.

For example, one of our associates, Sergio Hernandez, is the Executive Director of the Washington Association of Latino Administrators and Superintendents, and is connected with regional and national Associations of Latino Administrators. Sergio specifically works with our group to maximize our diversity connections both regionally and nationally.

CANDIDATE LONGEVITY AND TENURE

In recruiting for superintendent positions, NWLA has a practice of asking candidates for a commitment of at least 5-7 years. If candidates are unwilling to commit to at least this amount of service, we share that information with Board during the selection process. We have superintendents that we have help to place that have tenure up to 14 years (recently: Central Valley Spokane SD, Snoqualmie Valley SD, Medical Lake SD, Mead SD). At this time, we do not have any examples of superintendents that have not fulfilled their agreed upon contracts, unless otherwise mutually agreed between the Board and superintendent. We have provided numerous one-year “interim” superintendents (recently: Tumwater, Bremerton, Oak Harbor, Easton, South Kitsap, Lynden and La Conner).

ESTABLISHING COMPENSATION/SALARY SURVEY

Northwest Leadership Associates preforms a comprehensive and in-depth salary comparison in order to establish a competitive compensation salary/package for the new superintendent. We compare against like-sized school districts in the region, immediate ESD(s) service areas, as well as provide trending salary approaches throughout the State. We also provide analysis from the local Educational Service District on service area districts’ compensation, as well as information provided by state governmental data. In addition, we specifically request that the Board identify districts for comparative analysis, and will request specific existing contracts to better analyze compensation benefits other than base salary.

ANTI-DISCRIMINATION STATEMENT

Northwest Leadership Associates does not to discriminate against any client, employee or applicant for employment or for services with respect to race, creed, religion, color, national origin, age, honorably discharged veteran or military status, sex, sexual orientation including gender expression or identity, marital status, the presence of any sensory, mental or physical disability or the use of a trained dog guide or service animal by a person with a disability or age with regard to, but not limited to the following: Employment upgrading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; selection for training; a rendition of services.

CANDIDATE ANALYSIS AND SCREENING

Northwest Leadership Associates will conduct preliminary reference checks on all qualified candidates. We will contact references identified by the candidate and, more importantly, other individuals who are familiar with the candidate’s past work. NWLA typically requires four references and three to five letters of recommendation. At a minimum, we contact at least four references and attempt to identify two other non-listed references. We often contact those individuals who have written a letter of recommendation to follow up on questions or concerns discovered in our reviews and conversations.

CANDIDATE ANALYSIS, SYNOPSIS AND TIERED RANKINGS

Immediately after the job posting date closes, all candidate application packages, all gathered background information, and all candidate analysis, are presented to the Board in “executive session” for review and discussion. NWLA provides an analysis and synopsis of each candidate to the Board of Directors for screening purposes. In conjunction with the candidate analysis document, **NWLA will provide a “tiered” ranking of candidates in relation to the developed “Leadership Profile”**. Once the field of candidates has been narrowed to those to be invited for preliminary interviews, we will encourage Board members to make additional reference checks as they feel needed. NWLA would suggest at least five to six preliminary interviews to select three candidates for final interviews.

FINAL BACKGROUND CHECKS

As the field of candidates is narrowed to finalists for the position, we will facilitate criminal background checks, as well as a “digital footprint review”, on those still under consideration. Although it is highly unlikely that these checks will reveal any previously unknown information, we believe it is a wise “due diligence” investment. This is included at no additional cost to the district. We will also work with the school board in conducting more extensive professional background checks on the finalists as requested.

BOARD-SUPERINTENDENT WORKSHOP

At the request of the Board, we will conduct a three-hour board-superintendent workshop during the 2024-2025 school year as part of the services provided under this proposal. The proposed workshop will focus on clarification of respective roles and responsibilities, effective team-building strategies, and identification of the Board's expectations for the superintendent. The only additional expense to the district for this workshop would be the consultant travel to the district.

COST

Our cost proposal, based on the scope of services outlined in this proposal, is eighteen thousand one hundred dollars (\$18,100), and is inclusive of all phases of the search. Typically, one-third of the cost is attributed to Phase 1., one-third of the cost is attributed to Phase 2., and one-third of the cost is attributed to Phases 3. and 4. The only anticipated extra expenses will consist of consultant travel (mileage) to the district when needed, the cost of additional advertising not previously identified, and possible “distance” candidate travel and lodging for designated interviewees as determined by the Board that may request assistance. The allowance of any candidate travel would be determined by the Board of Directors.

GUARANTEE

If no acceptable candidate is identified, or the selected superintendent resigns the position or is dismissed by the Board for cause during the first two years of his/her employment, Northwest Leadership Associates will conduct a comparable search for a replacement without charge other than reimbursement for appropriate expenses.

In addition, Northwest Leadership Associates will not recruit the newly selected person for the Superintendent position within three (3) years of Woodland hiring her/him.

We appreciate your consideration of our proposal and look forward to the opportunity to meet with the Board to discuss our proposal and the details of the proposed search process. We can be contacted at the following phone numbers or email addresses. Thank you for your consideration of our proposal; we look forward to hearing from you.

Sincerely,

Tom Rockefeller

Tom Rockefeller, COO/Associate
509-590-8453
trockefeller@superintendentsearch.com
rockefellerm34@gmail.com

Jada Rupley

Jada Rupley, Associate
360.281.5544
jada@pointnorthinc.com

Sergio Hernandez

Sergio Hernandez, Associate
509-389-3940
shernandez@superintendentsearch.com

Northwest Leadership Associates

Five-Year Superintendent Search History (2018/19 – 2022/23)

Year	District/agency	Selected Candidate (prior position)	Current status of selection
2023	Bremerton School District Bremerton, Washington 4,500 fte	James Crawford Director of Academics Portland Public Schools, Oregon	Continues to serve in position
2023	Burlington-Edison School District Burlington, WA 3,400 fte	Chris Pearson Executive Director of T & L Marysville School District	Continues to serve in position
2023	Capital Region Educational (ESD 113) Tumwater, WA 80,000 fte service area	Flip Herndon Superintendent Tukwila School District	Continues to serve in position
2023	Grandview School District Grandview, WA 3,700 fte	Robert Darling Deputy Superintendent Yakima School District	Continues to serve in position
2023	Grand Coulee Dam School District Grand Coulee Dam, WA 750 fte	Rod Broadnax Superintendent Muskegon, Michigan	Continues to serve in position
2023	Lakewood School District Marysville, WA 2,600 fte	Erin Murphy Deputy Superintendent Bainbridge School District	Continues to serve in position
2023	Mossyrock School District Mossyrock, WA 580 fte	Mark Chandler Special Education Director Suwanee, Georgia	Continues to serve in position
2023	Toledo School District Toledo, WA 825 fte	Brenna Bailey District Administrator Toledo School District	Continues to serve in position
2023	Tumwater School District Tumwater, WA 6,500 fte	Kevin Bogatin Superintendent North Bend, Oregon	Continues to serve in position
2023	Yelm School District Yelm, WA 5,500 fte	Chris Woods Executive Director – B & G Club Olympia, Washington	Continues to serve in position
2022	Central Valley School District Liberty Lake, Washington 14,000 fte	John Parker Director of Innovation Bogota, Columbia	Continues to serve in position
2022	Cheney School District Cheney, Washington 5,300 fte	Ben Ferney Director Mead School District	Continues to serve in position
2022	Cle Elum School District Cle Elum, Washington 900 fte	John Belcher Principal Snoqualmie Valley Schools	Continues to serve in position
2022	Eastmont School District East Wenatchee, Washington 6,950 fte	Becky Berg Assistant Superintendent Dubai	Continues to serve in position
2022	Easton School District Easton, Washington 100 fte	Aaron Kombol Superintendent Onion Creek School District	Continues to serve in position
2022	Ferndale School District Ferndale, Washington 4,350	Kristi Dominguez Asst. Superintendent Bellingham School District	Continues to serve in position
2022	Glenwood School District Glenwood, Washington 58 fte	Elyse Mengarelli Principal Ellensburg School District	Continues to serve in position
2022	Klickitat School District Klickitat, Washington 75 fte	Kendrick Lester Director ESD 112	Continues to serve in position
2022	Lake Chelan School District Chelan, Washington 1,300 fte	Brad Wilson Principal Lake Chelan	Continues to serve in position


2022	Lake Pend Oreille Schools Sandpoint, Idaho 3,835 fte	Becky Meyers Superintendent Lakeland School District, Idaho	Continues to serve in position
2022	Lynden School District Lynden, Washington 3,200 fte	David VanderYacht Asst. Superintendent Lynden School District	Continues to serve in position
2022	Moses Lake School District Moses Lake, Washington 8,300 fte	Monte Sabin Asst. Superintendent North Thurston Schools	Continues to serve in position
2022	Newburg School District Newberg, Oregon 4,400 fte	Steve Phillips Superintendent Jewell School District, Idaho	Continues to serve in position
2022	Oak Harbor School District Oak Harbor, Washington 6,000 fte	Michelle Kuss-Cybula Superintendent Cle Elum School District	Continues to serve in position
2022	Okanogan School District Okanogan, Washington 1,100 fte	Steve Quick Superintendent Harney County Schools (OR)	Continues to serve in position
2022	Paterson School District Paterson, Washington 130 fte	Joe West Principal Prosser School District	Continues to serve in position
2022	Pendleton School District Pendleton, Oregon 2,910 fte	Kevin Headings Principal Hermiston School District	Continues to serve in position
2022	Rochester School District Rochester, Washington 2,050 fte	Jennifer Bethman Assist Supt. Bethel School District	Continues to serve in position
2022	Selah School District Selah, Washington 3,600 fte	Kevin McKay Former Superintendent Sunnyside School District	Continues to serve in position
2022	Soap Lake School District Soap Lake, Washington 650 fte	Kim Casey to Aaron Chavez Principal Ellensburg School District	Moved to new position
2022	Sunnyside School District Sunnyside, Washington 6,400 fte	Ryan Maxwell Assistant Superintendent Sunnyside School District	Continues to serve in position
2022	Tonasket School District Tonasket, Washington 1,000 fte	Kevin Young Superintendent Republic School District	Continues to serve in position
2022	Wilbur-Creston School District Wilbur, Washington 350 fte	Jay Tyus Executive Director Mead School District	Continues to serve in position
2022	Wishram School District Wishram, Washington 68 fte	Guy Strot to Chris Schumaker Superintendent Dayton School District	Moved to new position
2021	East Valley School District Spokane Valley, Washington 3,600 fte	Brian Talbott Superintendent Nine Mile School District	Continues to serve in position
2021	Elma School District Elma, Washington 1,500 fte	Chris Nesmith Asst. Superintendent West Valley School District	Continues to serve in position
2021	Glenwood School District Glenwood, Washington 75 fte	Greg Rayl International School Lagos, Nigera	Relocated
2021	Jefferson County Schools Madras, Oregon 2,791 fte	Jay Mathisen Director of Ed. Leadership George Fox University	Continues to serve in position
2021	La Conner School District La Conner, Washington 600 fte	Will Nelson Director of Learning Arlington School District	Continues to serve in position

2021	Liberty School District Spangle, Washington 230 fte	Jared Jeske Asst. Principal/AD Rainier School District	Continues to serve in position
2021	Mossyrock School District Mossyrock, Washington 540 fte	Larry Markuson Superintendent White Sulphur Springs, MT	Fulfilled Contract-moved to new position
2021	Lopez Island School District Lopez, Washington 430 fte	Ed Murray Chief of Staff Laurens County S.D., SC	Continues to serve in position
2021	Orting School District Orting, Washington 2,460 fte	Ed Hatzenbeler Asst. Superintendent Enumclaw School District	Continues to serve in position
2021	Peninsula School District Gig Harbor, Washington 9,000 fte	Kristen Bahr Superintendent Eatonville School District	Continues to serve in position
2021	Raymond School District Raymond, Washington 605 fte	Ross Baker Superintendent Interim	Left by mutual agreement
2021	Sedro-Woolley School District Sedro-Woolley, Washington 4,200 fte	Miriam Miralles Mickelson Executive Director Snohomish School District	Continues to serve in position
2021	Stanwood-Camano Schools Stanwood, Washington 4,500 fte	Deborah Rumbaugh Area Superintendent Highline School District	Continues to serve in position
2021	Wahluke School District Mattawa, Washington 2,600 fte	Andrew Harlow Interim Superintendent Wahluke School District	Continues to serve in position
2021	White Salmon School District White Salmon, Washington 1,300 fte	Sean McGeeney Executive Director Yakima School District	Continues to serve in position
2020	Anacortes School District Anacortes, Washington 2,800 fte	Justin Irish Assistant Superintendent Edmonds School District	Continues to serve in position
2020	Centralia School District Centralia, Washington 3,600 fte	Lisa Grant Superintendent Mossyrock School District	Continues to serve in position
2020	Chehalis School District Chehalis, Washington 3,100 fte	Christine Mahoney Chief Academic Officer Puyallup School District	Continues to serve in position
2020	Enumclaw School District Enumclaw Washington 4,100 fte	Shaun Carey Assistant Superintendent Franklin Pierce School District	Continues to serve in position
2020	Hood Canal School District Shelton, Washington 320 fte	Nikki Grubbs Superintendent Hood Canal Schools	Fulfilled Contract moved to new position
2020	Klickitat School District Klickitat, Washington 70 fte	Brian Freeman Staff Klickitat School District	Continues to serve in position
2020	Mary M. Knight School District Shelton, Washington 1,050 fte	Matt Mallery Executive Director Grandview School District	Continues to serve in position
2020	Mossyrock School District Mossyrock, Washington 550 fte	Glenn Malone Executive Director Puyallup School District	Fulfilled Contract moved to new position
2020	Mount Vernon School District Mount Vernon, Washington 6,800 fte	Ismael Vivanco Superintendent Orondo School District	Continues to serve in position
2020	Omak School District Omak, Washington 5,500 fte	Michael Porter Assistant Superintendent Omak School District	Continues to serve in position
2020	Pioneer School District Shelton, Washington 90 fte	John Gummel Principal Kelso School District	Continues to serve in position
2020	Puyallup School District Puyallup, Washington 23,100 fte	John Polm Superintendent Port Townsend School District	Continues to serve in position


2020	Stevenson-Carson School District Stevenson, Washington 910 fte	Ingrid Colvard Principal Woodland School District	Continues to serve in position
2020	Woodburn School District Woodburn, Oregon 5,700 fte	Oscar Gilson Director Portland School District	No longer in position-retired
2019	Clarkston School District Clarkston, Washington 2,700 fte	Thaynan Knowlton Superintendent Kettle Falls School,	Continues to serve in position
2019	Cle Elum-Roslyn School District Cle Elum, Washington 910 fte	Michelle Kuss-Cybula Principal Bellingham School District	Continues to serve in position
2019	Ephrata School District Ephrata, Washington 2,600 fte	Tim Payne Superintendent College Place School District	Continues to serve in position
2019	Hockinson School District Hockinson, Washington 2,000 fte	Steve Marshall District of Ed Resouces Camas School District	Continues to serve in position
2019	Kennewick School District Kennewick, Washington 18,500 fte	Traci Pierce Director Lake Washington School Dist.	Continues to serve in position
2019	Lakewood School District Lakewood, Washington 2,450 fte	Scott Peacock Deputy Superintendent Snohomish School District	Resigned for personal reasons
2019	Lyle School District Lyle, Washington 230 fte	Ann Varkados Assistant Superintendent Bethel School District	Continues to serve in position
2019	Mead School District Mead, Washington 10,300 fte	Shawn Woodward Superintendent Lake Pend Oreille School District	Fulfilled Contract-Moved to new position
2019	Naches Valley School District Naches, Washington 1,310 fte	Robert Bowman Principal Zillah School District	Continues to serve in position
2019	Ocean Beach School District Long Beach, Washington 1,050 fte	Amy Huntley Administrator Ocean Beach School	Continues to serve in position
2019	South Kitsap School District Port Orchard, Washington 9,900 fte	Tim Winter Superintendent Clarkston School District	Continues to serve in position
2019	Waitsburg School District Waitsburg, WA 285 fte	Mark Pickel Principal Walla Walla Schools	Fulfilled Contract-Moved to new position

THOMAS J. ROCKEFELLER

NORTHWEST LEADERSHIP ASSOCIATES

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PROFESSIONAL HISTORY

2006 - 2019	Superintendent - Mead School District, Mead, Washington
2000 - 2006	Superintendent - Pullman Public Schools, Mead, Washington
1998 - 1999	Executive Director of Curriculum and Instruction Ridgefield Public Schools. Ridgefield, Washington
1992 - 1999	Principal - View Ridge Middle School, Ridgefield School District
1978 - 1992	Teacher - Ridgefield School District, Ridgefield, Washington

EDUCATION

Ed.D.	Portland State University (1990)
M.Ed.	University of Portland (1981)
B.S.E.	University of Kansas (1978)

Superintendent's Endorsement, Washington State University (1998)

Washington Continuing Superintendent's Certificate, Washington State University (1998)

Principal's Endorsement/Certification, Washington State University (1991)

Washington Continuing Administrative Certificate, Washington State University (1989)

Principal's Endorsement/Certification, Portland State University (1985)

Washington Standard/Continuing Teacher Certificate (1980)

PAST PROFESSIONAL INVOLVEMENT (SELECTED):

WASA Executive Board member

WIAA Superintendents Advisory Council




Board of Trustees, Greater Spokane Incorporated (Chamber of Commerce)

President, Pullman Chamber of Commerce

Adjunct Professor, Washington State University, School Finance and Public Admin.

JADA RUPLEY

POINTNORTH CONSULTING/NORTHWEST LEADERSHIP ASSOCIATES

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 jada@pointnorthinc.com
 1251 Officers Row, Vancouver, WA 98661

PROFESSIONAL HISTORY

2021-Present	Northwest Leadership Consultant/Strategic Planning Consultant
2016 – 2021	Superintendent, Clackamas ESD, Oregon
2014 – 2016	Administrator Consultant, ESD 112, Risk
2012 - 2014	Early Learning System Director, State of Oregon
1998 - 2012	Associate Superintendent, ESD 122, Vancouver, WA
1989 – 1998	Administrator, Early Childhood and Youth Services Division, ESD 112 Principal, Alternative School, Workforce Training
1983 – 1989	Director of Special Education Services Cooperative, ESD 112
1979 – 1983	School Psychologist, Castle Rock, Toutle Lake, Kalama Districts
1974 – 1977	Elementary Teacher, Lake Stevens School District

EDUCATION

M.Ed School Administration, Seattle Pacific University, Seattle, WA	1989
B.A. Psychology/Education, Central Washington University, Ellensburg, WA	1973

CERTIFICATIONS/ LICENSURE

State of Oregon, Superintendent Administrator License- Continuing University of Oregon, Eugene, OR	2017
Washington State Superintendent Credential -Continuing Washington State University, Pullman WA	1992
School K-12 Principal Certificate- Continuing Central Washington University, Ellensburg, WA	1985
E.S.A. School Psychology Certificate- Continuing Central Washington University, Ellensburg, WA	1985
Elementary & Secondary Teaching Pre-12 Certificate- Continuing Central Washington University, Ellensburg, WA	1978

CURRENT AND PAST PROFESSIONAL INVOLVEMENT (SELECTED):


Central Washington University Alumni Association- Chair Elect (current)
Education Opportunities Children Families (EOCF)- Chair Elect (current)
Clark College Board of Trustees (past)
Clark County Planning Commission (past)
Portland State University Education Department- Advisory Member (past)
Oregon Healthcare/Education Task Force- Advisory Member (past)

PROFESSIONAL RECOGNITION AND AWARDS (SELECTED):

AESA- Association of Education Service Agencies- Innovator of the Year
Central Washington Department of Education Distinguished Alumni Award
State of Washington Early Learning Council- Co-Chair
YCA- Women of Achievement Award (now known as Clark College Iris Award)

SERIGO HERNANDEZ

NORTHWEST LEADERSHIP ASSOCIATES

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PROFESSIONAL HISTORY

Washington Association of Latino Administrators and Superintendents
Executive Director and Business Development Specialist - Founding member

2013 - present Equity and Access Coordinator
Walla Walla School District, Walla Walla, WA

1999 - 2014 Superintendent of Schools - Freeman, Tekoa and Kahlotus School
Districts

1991 - 1999 Federal Programs Director - Walla Walla School District, Walla
Walla, WA

1982 - 1991 Administrator - Walla Walla University, College Place, WA

1969 - 1982 Teacher and Administrator - Seventh-day Adventist Church

EDUCATION

Superintendent Credential Washington State University (1997)

Ed.D. - ABD status Ed. Specialist - Bilingual Education
Wichita State University, Wichita, KS (1980)

M.Ed. Pacific Union College, Angwin, CA (1973)

B.A. Pacific Union College, Angwin, CA (1969)

NWLA Superintendent Search Flow Chart

