

Ray and Associates

EXECUTIVE LEADERSHIP SEARCH

October 19, 2021 Meeting with School Board of Broward

County Public Schools. Documents to be discussed:

- 1. Topics for Discussion***
- 2. Draft Timeline***
- 3. 31 Qualities Survey***
- 4. Flyer Samples (4 total)***
- 5. Draft Application***
- 6. Suggested Advertising Sheet***
- 7. Salary Comparisons (Florida, National and Council of Great City Schools)***
- 8. Stakeholder Meeting Schedule from 2011 Search***
- 9. Exhibits A and B (Scope of Work) from Executed Contract***

CORPORATE OFFICE

901 17TH STREET NE

P.O. Box 10045

CEDAR RAPIDS, IOWA 52402

PHONE: 319-393-3115

FAX: 319-393-6911

E-mail: kathy@rayassoc.com

Website: www.rayassoc.com

BROWARD COUNTY PUBLIC SCHOOLS

SUPERINTENDENT SEARCH

TOPICS FOR DISCUSSION

Date: Tuesday, October 19, 2021

1. Establish a timeline for the Superintendent search. What, if any, meetings would the Board like to conduct via Zoom or conference call to reduce expenses?
2. Would the Board like the results of the 31 Qualities (online survey) meeting delivered by Zoom? **Foreign language surveys for Spanish, Haitian Creole and Portuguese.**
3. Determine the constituent groups for the input process.
 - Will "groups" be involved in the 1st round interviews, 2nd round or neither?
 - Will there be a committee involved during the selection of candidates or interview process?
4. Who will be the consultant's in-house contact person? The Board contact person?
5. Discuss the procedures for developing the promotional flyer/job description and application materials.
 - Who is the District contact person for the flyer?
 - Will the District develop their own flyer?
6. Approval of online application.
7. Approval of all advertisements.
8. Are there any specific State requirements for the position?
9. Is the Board willing to offer a contract to a finalist that would need to obtain licensing in Florida?
10. Who is the contact the firm should send invoices to for payment?
11. Discussion of the salary and benefits for the position.
12. **Discuss the procedures for reimbursement of candidate travel expenses by the District.**

BROWARD COUNTY PUBLIC SCHOOLS

SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

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

DATE

Stage 1 Board Input & Preparation	<u>10/19/2021</u>	Consultant planning meeting with the Board and individual Board member interviews. <i>(Time: TBD)</i> (option to conduct via Zoom or gotomeetings.com)
	<u>10/20/2021</u>	Begin preparing information for the District promotional flyer or job description and online application form with the District liaison representative(s).
	<u>10/20/2021</u>	Notify all associates and other professional contacts of vacancy.
	<u>10/20/2021</u>	Contact constituents and stakeholders for input meetings on <u>11/9-10/2021</u> .
Stage 2 Profile Development & Process	<u>10/21/2021</u>	Online survey link, for input on developing the profile, available on District website from <u>10/21/2021</u> to <u>11/15/2021</u> .
	<u>11/9-10/2021</u>	Meetings with constituent and stakeholder group representatives.
	<u>11/15/2021</u>	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	<u>11/16/2021</u>	Promotional flyer draft due.
	<u>11/17/2021</u>	Board to finalize Superintendent profile for the promotional flyer or job description and online application form. <i>(Time: TBD)</i> (option to conduct via Zoom or gotomeetings.com)
Stage 3 Recruiting & Screening	<u>11/18/2021</u>	Print promotional flyer.
	<u>11/18/2021</u>	E-mail promotional flyer and online application instructions to interested candidates.
	<u>1/03/2022</u>	Deadline for all application materials. <i>(*See note below.)</i>
Stage 4 Candidate Presentation	<u>1/18/2022</u>	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, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: TBD)</i>
	<u>Wk 1/24/2022</u>	Interview top candidates (1 st round).
	<u>Wk 1/24/2022</u>	Meeting with consultant following the last interview. <i>(Time: TBD)</i>
Stage 5 Selection of Finalist & Future Planning	<u>Wk 1/31/2022</u>	Interview finalist candidates (2 nd round). <i>(Optional)</i>
	<u>Wk 1/31/2022</u>	Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via Zoom or gotomeetings.com)
	<u>TBD</u>	Consultant will discuss contract terms with the finalist.
	<u>TBD</u>	Offer the contract.
	<u>TBD</u>	Press release of new Superintendent.
	<u>TBD</u>	Board Self-Assessment Survey Results presented to the Board.

***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.)

BROWARD COUNTY PUBLIC SCHOOLS

QUALITIES DESIRED IN THE NEW SUPERINTENDENT

INSTRUCTIONS: Please read each of the following 31 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection; simply place a check mark next to the characteristics which you feel are most important. **Please select only 10.**

Survey Participant Name _____ Group _____
(Optional) (Required)

QUALITIES DESIRED

- ☐ 1. Is willing to listen to input, and is a decision maker.
- ☐ 2. Possesses the leadership skills, knowledge and sensitivity required to respond to the opportunities and challenges presented by a diverse student body and community.
- ☐ 3. Is able to work with legislators on key topics and can lead an organization throughout the legislative process.
- ☐ 4. Possesses an earned Ed.D. or Ph.D. degree.
- ☐ 5. Has a strong moral compass that is rooted in justice and equality.
- ☐ 6. Is a strong communicator in speaking, listening and writing.
- ☐ 7. Demonstrates commitment to community visibility and is actively engaged in a broad range of community groups and organizations.
- ☐ 8. Has experience recruiting and maintaining exceptional staff for the district and schools.
- ☐ 9. Is able to build consensus and commitment among individuals and groups.
- ☐ 10. Has experience working effectively with employee representative groups/unions.
- ☐ 11. Is able to delegate and oversee the work of staff (i.e. leading by example) and appropriately maintain accountability.
- ☐ 12. Has experience with effective management and planning practices that will benefit the long-term financial health of the district.
- ☐ 13. Possesses excellent interpersonal skills and can present a positive image of the district.
- ☐ 14. Is a non-traditional or "hybrid candidate" with a business/private sector background in addition to an educational career.

(Continued on back)

Survey Participant _____

- ☐ 15. Is strongly committed to a "student centered" philosophy in all decisions.
- ☐ 16. Is capable of developing both short and long-range district goals.
- ☐ 17. Can develop and communicate a vision of quality education for the future to the board, staff and community.
- ☐ 18. Has experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, board and community.
- ☐ 19. Is committed to the importance of both the academic and extracurricular programs.
- ☐ 20. Promotes positive and inclusive student behavior conducive to a healthy and safe learning environment.
- ☐ 21. Provides leadership in the planning, implementation, and assessment of relevant professional development for all staff members.
- ☐ 22. Is comfortable leading innovation and reform efforts.
- ☐ 23. Is able to lead district diversity, equity and inclusion efforts.
- ☐ 24. Has the ability to develop and maintain a reciprocal relationship between the business community and the school district.
- ☐ 25. Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement and opportunity.
- ☐ 26. Makes recommendations and data-driven decisions.
- ☐ 27. Has knowledge of emerging research and best practice in the area of curriculum/instructional design and practice.
- ☐ 28. Promotes a positive and professional environment that includes mutual trust and respect among faculty, staff, administrators and Board.
- ☐ 29. Commitment and experience working with all genders, races, and socio-economic groups.
- ☐ 30. Demonstrates a deep understanding of special education that meets the individualized needs of each student.
- ☐ 31. Has classroom experience in a K-12 setting.


Ray and Associates, Inc.

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.

Please return to consultant immediately following the meeting or fax/e-mail all THREE SIDES directly to Ray & Associates at 319-393-6911; molly@rayassoc.com AS SOON AS POSSIBLE.



Forward Thinking, High Achieving.



Seeks a Superintendent of Schools

The District

Missoula County Public Schools District No. 1 is proud to provide an excellent education to over 9,000 students PreK- 12 in the university town of Missoula, MT. Our teachers provide students with the skills and knowledge necessary to be successful in college and/or chosen career. MCPS is well on its way to ensuring students have full opportunities to achieve a 21st century education and to be prepared for their endeavors after high school.

The District's long term plan calls for transforming its 17 schools into vibrant learning communities. We are currently in our busiest phase of construction with projects occurring at 10 school sites. MCPS is extremely grateful to the community of Missoula for the passage of our 2015 elementary and secondary bond measures. Due to the generosity of our citizens, every single MCPS school will receive significant renovations and improvements and we are on track to complete construction by the end of 2020.

Missoula County Public Schools set the standards of academic achievement and innovation in the state of Montana. From continuing to lead the state in implementing programs like the AP Capstone Diploma, the International Baccalaureate (IB) program K-12, a Dual Language Immersion pathway K-8, Career Academies and national recognition for our fine arts programs to expanding preschool classrooms for four-year-olds, MCPS is moving forward with dedication to meet and exceed the goals set forth in the plan.

Mission

To ensure every student achieves his or her full potential, regardless of circumstance and ability.

Vision

We communicate; we collaborate; we think critically; and we create. We are Missoula County Public Schools - educational leaders in a global society - fostering uncompromising excellence and empowering all learners.

Highlights

- ❖ The International Baccalaureate Diploma Program (IB) at Hellgate and Big Sky High Schools
- ❖ The IB Primary Years Program at Lewis and Clark Elementary and Franklin Elementary
- ❖ The IB Middle Years Program soon to launch at Washington Middle School
- ❖ The Health Science Academy at Big Sky High School
- ❖ The Dual Language Immersion program at Paxson Elementary school and Washington Middle School
- ❖ Project Lead The Way STEM curriculum offered K-12
- ❖ Expansion of our Career and Technical Education program to include apprenticeships and future focused design projects and students businesses
- ❖ Dual-credit (high school/college credit) classes
- ❖ Advanced Placement classes and the AP Capstone Diploma at Sentinel High School
- ❖ World language classes (including Arabic and Mandarin Chinese)
- ❖ Montana Digital Academy classes (online)
- ❖ The Finance Pathway at Hellgate High School
- ❖ Our partnership with SPARK! Arts Ignite Learning K-12 and extensive music offerings (band, choir and orchestra) at all levels



Deadline to Apply: March 28, 2019

Please visit our website at: <https://www.mcpsmt.org/>



Role of Our Superintendent

- ❖ Chief Executive Officer of the Missoula County Public School District and its Board of Trustees.
- ❖ General supervisor of all schools of the District and personnel employed by the District.
- ❖ Liaison between the community and the District.
- ❖ Provides leadership, initiative and technical guidance to the Board and to District personnel.
- ❖ Resource and Advisor to the Board during collective bargaining with associations and unions.
- ❖ Financial advisor to the Board in presenting budgets that will maintain a financially sound District.
- ❖ Ex officio member of all standing or special committees appointed by the Board of Trustees.

Salary and Benefits

The salary will be \$180,000 to the successful candidate plus an excellent comprehensive benefits package.

Requirements

The candidate must have a valid Montana certification with Superintendent's endorsement as required by the Montana Office of Public Instruction. More information about Montana's accreditation process is available at <http://opi.mt.gov/>

Deadline and Selection

All materials submitted as part of the Superintendent application will remain confidential to the fullest extent allowed by law. After all applications have been reviewed and preliminary interviews conducted by the consulting firm, the names of the top candidates will be presented to the Missoula County Public Schools for its consideration. Selection of candidates for final interviews is the sole responsibility of the Board of Trustees. Persons wishing to be considered for the position should submit an application file online including:

- ❖ A letter of application stating personal qualifications, experiences and reasons for interest in the position.
- ❖ The online application form and a current resume.
- ❖ 3-4 current letters of recommendation.

The Community

Parent and community involvement provides a strong foundation for student success in Missoula's public schools. The District partners with parents, businesses and community members through Graduation Matters Missoula, an initiative that focuses on reducing the dropout rate, as well as the Mental Health and Wellness Committee, the Public Safety and Facilities Safety Committee, the Title I Parent Advisory Committee focused on the needs of students living in poverty, the Title VII Parent Advisory Committee focused on the needs of Native American students, and the POINTS program focused on meeting the needs of students identified in the District's COMPASS/Gifted Education program.

Every year, communities around Montana place education levies for facilities and technology on their ballots – and they don't always pass successfully. Since fall 2008, Missoula has passed every school levy placed in front of voters.

That demonstrates well our community support of education. These votes indicate more than a willingness to provide funding, they show that education matters in our community.

Missoula County Public Schools, a unified district, is governed by an 11-member elected Board of Trustees. Members serve without compensation for overlapping terms of three years each and convene bi-monthly on the second and fourth Tuesdays of each month. The 11 trustees dedicate hundreds of hours in thoughtful discussion and procedural meetings to support MCPS students, employees, families and community members.

Apply online at:

www.rayassoc.com

Questions should be directed to:

Ray & Associates, Inc.

901 17th St. NE

PO Box 10045

Cedar Rapids, IA 52402

Phone: 319-393-3115

Fax: 319-393-4931

glr@rayassoc.com

Please do not contact the Board of Trustees or District directly.

Deadline to Apply: March 28, 2019

Please visit our website at: <https://www.mcpsmt.org/>



Seeks a Superintendent of Schools

620 Wilcox Street, Castle Rock, CO * (303) 387-0100

Check us out at: <http://www.dcsdk12.org>

Our Schools

- DCSD has 89 schools, including neighborhood, magnet, charter and alternative schools as well as online and home school options.
- DCSD schools offer a variety of programming options.
- DCSD offers concurrent enrollment opportunities.
- DCSD is the third largest school district in Colorado.

Our Staff

- DCSD has approximately 4,400 licensed professionals.
- 2,604 of these professionals hold a Master's degree or greater.
- DCSD is the largest employer in the county with 8,700 employees.

Our Students

- DCSD serves more than 68,000 students across 850 square miles.
- DCSD has one of the highest graduation rates in Colorado.
- The DCSD Class of 2017 earned scholarships totaling more than \$82 million.
- DCSD students leave school prepared for the future they choose.



Our Board of Education

- Our Board of Education is elected by the community and is committed to a policy governance model.
- The seven members of the Board of Education are elected to staggered, four-year terms at regular biennial school elections.
- Each board member represents one of seven regional districts and are elected at-large.
- Our Board of Education solicits and considers feedback from a variety of stakeholders via community surveys and town hall meetings.



Our Mission

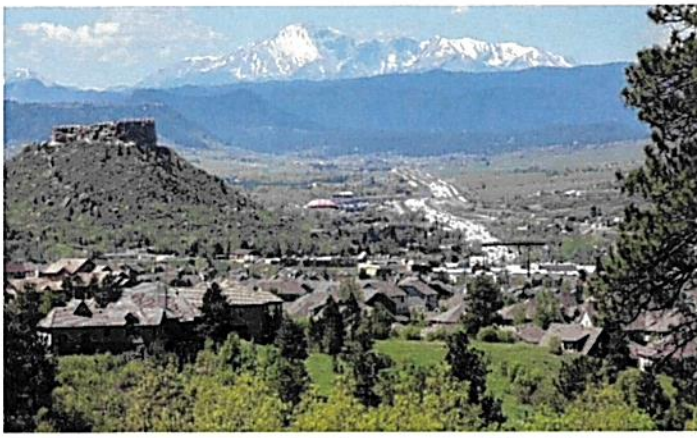
The mission of the Douglas County School District is to provide an educational foundation that allows each student to reach his or her individual potential.

Our Vision

The Douglas County School District strives to maximize the potential of every student to pursue his or her chosen endeavor in society, including but not limited to postsecondary education, career, or military service.

Our Core Values

- Educational Excellence
- Human Diversity
- Individual Potential
- Lifelong Learning
- Productive Effort
- Shared Responsibility
- Ethical Behavior
- Continuous Improvement



Douglas County is many things to many people. Here, you can find beautiful natural surroundings, a thriving and diverse community, and a variety of towns and cities ranging from large suburban to close-knit rural. Douglas County offers the best of all worlds. That's why over 330,000 people choose to call Douglas County home. Woven throughout this great community is Douglas County School District Re.1 which has provided students with a high-quality public education since 1958.

Douglas County School District Seeks a Superintendent Who:

- Promotes a positive and professional environment for District employees and the Board.
- Is strongly committed to a "student first" philosophy in all decisions.
- Possesses excellent people skills and can present a positive image of the District; is willing to listen to input and is a decision maker.
- Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- Has experience recruiting and maintaining exceptional staff for the District and schools.
- Has experience as a classroom teacher or student support position in a school.
- Is a strong communicator; speaking, listening and writing.
- Has previous experience that will benefit the long-term financial health of the District, including successful experience in passing bond or mill levy issues.
- Is able to develop and communicate a vision of quality education for the future to the Board, staff and community with successful experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, Board and community.
- Has knowledge of emerging research and best practice in the areas of curriculum/instructional design and pedagogy.
- Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- Is capable of developing and implementing a strategic plan with both short and long-range district goals.

Salary and Benefits

The salary will be in the range of \$260,000 plus an excellent benefit package. The final salary for the successful candidate will be determined based upon proven experience, qualifications, and meeting Board criteria.

Requirements

Ed.D. or Ph.D. preferred. The candidate must be eligible for Colorado administrator credentials. More information about Colorado's certification process is available at the Department of Education website at https://www.cde.state.co.us/cdeprof/licensure_admindir_reg

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Questions should be directed to:
Ray & Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, IA 52402

Phone: 319-393-3115 Fax: 319-393-4931
glr@rayassoc.com

Please do not contact the Board or District directly.

Deadline and Selection

All materials submitted as part of the Superintendent application will remain confidential to the fullest extent allowed by law, which includes board review in a closed session of the Board of Education. After all applications have been reviewed and preliminary interviews conducted by the consulting firm, the names of the top candidates will be presented to the Douglas County School District Board of Education for its consideration. Selection of candidates for interviews is the sole responsibility of the Board. Persons wishing to be considered for the position should submit an application file online including:

- A letter of application stating personal qualifications, experiences, and reasons for interest in the position.
- The online application form and a resume.
- 4 current letters of recommendation.



PROVISO TOWNSHIP HIGH SCHOOLS DISTRICT 209

NIHIL NISI OPTIMUM, Nothing but the Best

MISSION STATEMENT:

To provide the highest quality education, where learning, leadership, service, and research-based practices ensure equitable and meaningful opportunities for all students.

MOTTO: "One Team, One Goal, One Proviso"

Definition: A unifying framework through which stakeholders collaboratively engage to ensure a world-class education and services that empower all members of the Proviso community.

ABOUT OUR DISTRICT

Proviso Township High Schools District 209 (PTHS D209) consists of three public high schools and draws students from 10 diverse communities. During the 2019-2020 school year, the three district high schools served more than 4,500 students. PTHS D209 boasts a diverse student body, dedicated faculty and staff who are committed to the success of all students, a National Blue-Ribbon School of Excellence, robust academic pathways that include College & Career Academies, and a prime location that is less than 10 miles from the City of Chicago.

Proviso East is located in Maywood, and was founded in 1910. The school serves four villages: Broadview, Forest Park, Maywood, and Melrose Park.

Proviso West is located in Hillside, and was founded in 1958. The school serves seven villages: Bellwood, Berkeley, Broadview, Hillside, Melrose Park, Northlake, Stone Park, and Westchester.

Proviso Mathematics and Science Academy is located in Forest Park. It was founded in 2005 as a select enrollment academy, accepting students from all 10 feeder communities.

POINTS OF PRIDE



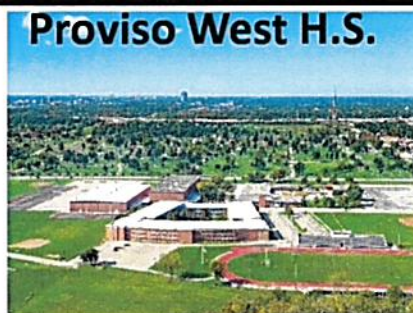
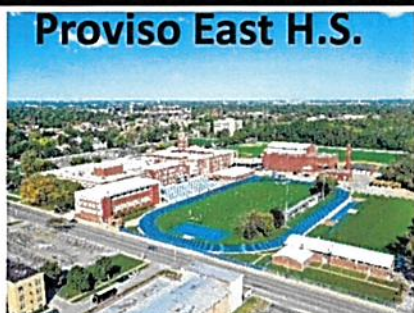
- 1:1 Computer Initiative
- Designed a Facility Master Plan that includes \$77 million for Phase 1 without raising taxes
- State Financial Recognition: 3.9/4.0
- Increased programs of study from 3 to 23
- More than doubled number of students graduating with Seal of Biliteracy
- Increased AP & IB courses by 17%
- Invested \$1.3 million in Proviso West Field House
- Increased instructional funding at the schools
- Graduated three Parent Leadership Cohorts
- PMSA designated 2018 National Blue Ribbon School of Excellence
- Established College and Career Academies and Proviso East and Proviso West
- Launched PTHS D209 Mobile App
- Established a Math and Science Academy at Proviso East and Proviso West
- More than doubled opportunities for families to enroll in Selective Enrollment

Visit us at: www.pths209.org

Deadline to Apply: June 5, 2020

Proviso Township High Schools District 209 Seeks a Superintendent Who:

- Is willing to listen to input; but is a decision maker and a strong communicator in speaking, listening and writing.
- Has experience servicing students of a diverse racial and socio-economical background
- Inspires trust and self-confidence, and models high standards of integrity and personal performance with the ability to develop and communicate a vision of quality education for the future to the Board, staff and community.
- Demonstrates commitment to community visibility with high interest in a broad range of community groups and organizations.
- Has experience in overseeing and completing construction projects.
- Has financial experience in budgeting and planning
- Is strongly committed to a "student first" philosophy in all decisions.
- Has Superintendent experience and/or cabinet-level experience in a large school district (over 30,000 students).
- Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- Promotes a positive and professional environment for district employees and the Board.
- Has a proven track record in a multicultural setting
- The board prefers, but does not require, a candidate who meets these criteria and is also bilingual as aligned to district demographics and needs.



Deadline and Selection

All materials submitted as part of the Superintendent application will remain confidential to the extent allowed by law. After all applications have been reviewed and preliminary interviews conducted by the consulting firm, the names of the top candidates will be presented to the Proviso Township High Schools District 209 Board for its consideration. Selection of candidates for final interviews is the sole responsibility of the Board. Board members may elect to visit the communities of finalists for the position of Superintendent. Persons wishing to be considered for the position should submit an application file online including:

- A letter of application stating personal qualifications, experiences, and reasons for interest in the position.
- The online application form and a resume.
- 4 current letters of recommendation.

Salary and Benefits

The salary will be in the range of \$220,000-255,000 plus includes an excellent benefit package. The final salary for the successful candidate will be determined based upon proven experience, qualifications, and meeting Board of Education criteria.

Requirements

Candidates must have or be qualified to obtain by an Illinois Professional Educator License with a Superintendent Endorsement. Questions about Educator Licensing should be directed to the Illinois State Board of Education either by calling (217) 557-6763 or through www.isbe.net.

Apply online at:
www.rayassoc.com
Questions should be directed to:
Ray & Associates, Inc.
P.O. Box 10045
Cedar Rapids, IA 52410

Phone: 319-393-3115 Fax: 319-393-6911

glr@rayassoc.com

Please do not contact Board or District directly.



Application Deadline: June 5, 2020



Greenburgh Central School District

Our Children. Our Focus. Our Future.

Seeks a Superintendent of Schools

475 West Hartsdale Avenue, Hartsdale, New York
Check us out at: <http://www.greenburghcsc.org>

Our Schools

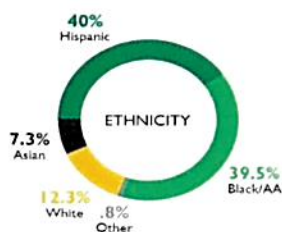
- Greenburgh Central School District has an Early Childhood program together with 3 elementary schools, and 1 middle/high school all of which are accredited by and designated as schools in good standing by the NYSED.
- We offer International Baccalaureate programs (IB) for students in grades K-12 and also offer the IB Diploma Programme.
- We offer world languages in grades K-12. Mandarin is offered Pre-K through 12.
- We are ranked 27th among the most diverse school districts in New York State.

Our Staff

- 89% of Greenburgh Central's 180 teachers hold master's degrees + credits and 9% hold doctorate degrees.

Our Students

- Greenburgh is a diverse district serving more than 1,700 students across 8 square miles.
- We have a graduation rate of 94%.



Our Mission

We are committed to educating our students in an environment in which they will develop a life-long love of learning and successfully engage in a rapidly changing, inter-connected global community.

Our Vision

By 2021, we will be a world-class school district that enables all students to intellectually, socially and emotionally interact as productive citizens.

Our Core Beliefs

- We believe we are advocates for academic excellence for all students.
- We believe in nurturing students' intellectual, emotional, creative, social and physical development.
- We believe students will achieve their full potential through the collective efforts of parents, educators, staff and community stakeholders.
- We believe in sustaining an environment that fosters open communication, honesty, and respect for the individual.



Deadline to Apply: January 3, 2021



The community serviced by the Greenburgh Central School District is a diverse professional community located in the unincorporated area of the Town of Greenburgh just 18 minutes north of New York City. It is comprised of Hartsdale and portions of White Plains and Elmsford, and has a population of approximately 20,000 residents.

The District's main campus is built on the former Felix Warburg family estate known as "Woodlands." The mansion and 150 acres were deeded to the school district in 1956 by Frieda Schiff Warburg and currently contains the Welcome Center, Lee F. Jackson Elementary School, Woodlands Middle/High School and central office staff. Richard J. Bailey and Highview elementary schools are located in the Fairview and Hartsdale areas of the Town respectively.

Greenburgh Central School District Seeks a Superintendent Who:

- Possesses excellent people skills and presents a positive image of the district.
- Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity.
- Is a strong communicator; speaking, listening and writing.
- Has experience recruiting and maintaining exceptional staff.
- Is able to build consensus and commitment among individuals and groups.
- Is able to delegate authority and maintain accountability.
- Is strongly committed to a "student first" philosophy in all decisions.
- Possesses the ability to enhance student performance, identify and close/narrow gaps in student achievement.
- Promotes a positive and professional environment.
- Demonstrates a deep understanding of special education.
- Possesses leadership skills required to respond to opportunities and challenges of an ethnically and culturally diverse community.
- Is able to work with legislators on key topics and lead throughout the legislative process.
- Demonstrates commitment to community visibility.
- Has classroom experience.

Salary and Benefits

The salary will be in the range of \$260,000 plus an excellent benefit package. The final salary for the successful candidate will be determined based upon proven experience, qualifications, and meeting Board criteria.

Requirements

The candidate must be eligible for New York administrator credentials. More information about New York's certification process is available at the Department of Education website at <http://www.nysed.gov/>.

Apply online at:

www.rayassoc.com

Questions should be directed to:

Ray & Associates, Inc.

Cedar Rapids, IA 52402

Phone: 319-393-3115 Fax: 319-393-6911

molly@rayassoc.com

Please do not contact the Board or District directly.

Deadline and Selection

All materials submitted as part of the Superintendent application will remain confidential to the fullest extent allowed by law, which includes board review in a closed session of the Board of Education. After all applications have been reviewed and preliminary interviews conducted by the consulting firm, the names of the top candidates will be presented to the Greenburgh Central School District Board of Education for its consideration. Selection of candidates for interviews is the sole responsibility of the Board. Persons wishing to be considered for the position should submit an application file online including:

- A letter of application stating personal qualifications, experiences, and reasons for interest in the position.
- The online application form and a resume.
- 4 current letters of recommendation.

Application Deadline: January 3, 2021



Application for Superintendent of Schools

COMING SOON! Broward County Public Schools - Deadline TBD

Name:		Date:	9/29/2021
	Last First Middle		
Address:		E-mail:	
	Street City State Zip		
Phone:		Fax:	
	Home Business Cell		
Present Position:		School District:	
District Enrollment:		Number of Certified/Classified Staff:	
Annual Budget:		Annual Base Salary (including any annuity):	

Educational Record

Name and Location of Institution Attended:	Year(s):	Degree:	Major(s):	Minors(s):

1. Do you hold a superintendent license for this position? ☐ YES ☐ NO
2. Are you eligible for a superintendent license for this position? ☐ YES ☐ NO
3. Have you verified your eligibility with the state that this district is located in? ☐ YES ☐ NO

Do you fluently speak a language other than English? If yes, please list the languages below:

--

Professional Memberships/Recent Community Activities

Indicate leadership responsibilities relevant to the position.

--

Employment Experience

List in consecutive order beginning with the most recent position.

Dates	Position/Institution/Location	Supervisor's Name/Title	Supervisor's Phone
To:	Position	Name	(Business)
From:	Institution/Location	Title	(Home)
Reason For Leaving (Please be specific)			District Enrollment
To:	Position	Name	(Business)
From:	Institution/Location	Title	(Home)
Reason For Leaving (Please be specific)			District Enrollment
To:	Position	Name	(Business)
From:	Institution/Location	Title	(Home)
Reason For Leaving (Please be specific)			District Enrollment

References

Provide the names of four persons who can discuss your experience and qualifications in detail.

Name/Official Position	Business Phone	Home Phone	Cell Phone

Background Check and Information

In addition to the following information, a thorough background check may be made at the option of the employer.

If "YES" is selected in response to any question, please provide a detailed explanation.

"YES" answers to the following questions will not necessarily result in denial of an offer of employment. The employer will consider all the circumstances, including the date and nature of events that have led to the actions described below. Your written explanation will assist the employer in determining your eligibility and suitability for an offer of employment.

1. Have you ever been convicted of, admitted committing, pleaded no contest, or are you awaiting trial for any crime (excluding only minor traffic violations that do not involve any allegations of alcohol, drugs or reckless driving) or have any civil charges previously or pending involving allegations of child abuse or spousal abuse? You must answer "YES" if true, even if the matter was later dismissed, deferred, reversed, or vacated. If you answer "YES" you must provide dates of the proceedings, the name and address of the court where the proceedings occurred, a statement of the accusation against you and the final disposition of the case(s).

☐ NO ☐ YES, please explain below

2. Have you ever been dismissed (fired) from any job, or resigned at the request of or pressure from your employer, or left employment while charges against you or an investigation of your behavior was pending or been refused tenure, reappointment or continuing contract from any employer? You must answer "YES" if true, even if the matter was later resolved with any form of settlement or severance agreement, regardless of its terms. If you answer "YES" you must provide the date of termination or resignation and other action concerning tenure reappointment or continuing contract denial and the name, address and telephone number of the employer(s) and a statement of the alleged reasons for termination or resignation.

☐ NO ☐ YES, please explain below

3. Have you ever had any license or certificate of any kind (teaching certificate or other professional license) revoked, suspended, or reprimanded, or have you in any way been sanctioned by or is any charge or complaint now pending against you before any licensing, certification or other regulatory agency or body, public or private? If you answer "YES" you must provide the dates of proceedings, name, address and telephone number of the agency or body where proceedings took place, a statement of the accusations against you, the final disposition and/or status of the charge or complaint.

☐ NO ☐ YES, please explain below

4. Are you now being investigated for any alleged misconduct or other alleged grounds for discipline by any licensing, certification or other regulatory body (teacher certification or otherwise) or by your current or any previous employer? If you answer "YES" you must provide the name, address and telephone number of the employer or licensing body and statement of the accusation against you.

☐ NO ☐ YES, please explain below

5. Have you ever been involved, or are you currently involved, or do you anticipate involvement in litigation either as the plaintiff/complainant or defendant/respondent?

☐ NO ☐ YES, please explain below

6. Have you ever filed a grievance/complaint of any kind against an employer?

☐ NO ☐ YES, please explain below

Verification Statement*(Please read carefully and sign the statement below)*

The information in the Application for Employment is true, correct, and complete to the best of my knowledge. I certify that I have answered all questions to the best of my ability and I have not withheld any information that would unfavorably affect my application for employment. I acknowledge that any misrepresentation or omission of any fact in my application, resume, or any other materials, or during any interviews, may be the cause for my rejection from employment or may result in my subsequent dismissal if I am hired.

9/29/2021

Signature

Date

I request that my application file remain confidential pursuant to and in accordance with the State laws. If I am interviewed, I request that it be held in a closed session pursuant to State laws. For your information to be reviewed by the Board in closed session, your signature and date is required.

9/29/2021

Signature

Date

Please Direct All Inquiries,
Applications and Supporting Materials To:

Ray and Associates, Inc.

901 17th Street NE - Cedar Rapids, IA 52402
P.O. Box 10045 - Cedar Rapids, IA 52410
319-393-3115 Phone
319-393-4931 Fax
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

DO NOT CONTACT THE DISTRICT OR BOARD MEMBERS DIRECTLY

APPLICATION DEADLINE: TBD

Neither the client nor any member of Ray and Associates, Inc. discriminate on the basis of disability, race, religion, sex, national origin, or age in access to, employment in, or in the provision of any programs, benefits or activities.

BROWARD COUNTY PUBLIC SCHOOLS

SUGGESTED SUPERINTENDENT SEARCH ADVERTISING

RECOMMENDED BY RAY & ASSOCIATES

AASA Job Bulletin & Website (+ \$99 for each additional PowerPost - Veterans, Diversity and Social)

\$409.00 – Job listing would run for 30 days.

\$649.00 – Job listing would run for 60 days.

Job Flash Package:

\$599.00 – Job Emailed to 5,000+ Superintendents and posted for 30 days.

Education Week Newspaper and Website

*\$495.00 –job listing will run on Ed Week website for 30 days - is included in our base fee.

\$5,345.00 estimated total cost for job listing to run three times print only, 50,000 impression banner ad and twice on the website:

\$495.00 –job listing would run for an additional 30 days on Ed Week website.

\$1,750.00–job listing would run for 30 days as banner ad on Ed Week website with direct link to online application. Will reach 50,000 people (impressions).

\$1,800.00 - 2 x 3' job listing print (runs twice).

\$1,400.00 - inline ad that runs on Ed Week (runs twice).

(NABSE) National Alliance of Black School Educators

\$250.00 to post job listing online for 30 days.

Association of Latino Administrators and Superintendents (ALAS)

ALAS members are eligible to submit job postings for free.

\$250.00 – Job listing would run for 6 weeks.

National Association of School Superintendents (NASS) Website

Free job listing. Runs continuous throughout the search.

Ray and Associates, Inc.

Free job listing. Runs continuous throughout the search.

TheLadders Passport (A salary amount is required in order to place ad)

Free job listing. Runs continuous throughout the search.

Florida State School Board Association (FSBA) (District to post)

Free or reduced job listing for districts that are a part of the state school board associations.

Florida Association of School Administrators (FASA) (District to post)

Free job listing for districts that are members.

Florida Association of School Business Officials (FASBO) (District to post)

Free job listing for districts that are members.

Council of Great City Schools (Member district to post)

OTHER OPTIONAL ADVERTISING

Education America Network Website

\$295.00 to post job listing for 30 days.

School Leadership 2.0

\$149.00 to post job listing for 30 days.

American Association of School Personnel Administrators (AASPA)

\$250.00 to post job listing online for 30 days.

District Administration Website (website for District Administration Magazine) + \$99 for each additional PowerPost (Veterans, Diversity and Social)

\$295.00 – Job listing will run for 30 days.

\$495.00 – Premium posting (maximum exposure) to run for 30 days

ImDiversity.com

\$125.00 – Job listing would run for 30 days.

Career Builder (affiliate of USA Today)

\$375.00 to post job listing online for 30 days.

Diverse: Issues in Higher Education

\$330.00 to post job listing online for 30 days.

Inside Higher Ed

\$349.00 to post job listing online for 60 days.

Superintendent Salary Comparison (Florida)

Prepared For: Broward County Public Schools

Enrollment 261,000

District	Enrollment	* 2021-2022	* 2022-2023
		Estimated Salary	Estimated Salary
Miami-Dade County, FL	335,000	\$374,365	\$385,596
Hillsborough County, FL	260,200	\$309,996	\$319,296
Orange County, FL	199,900	\$347,615	\$358,043
Palm Beach County, FL	188,800	\$306,167	\$315,352
Duval County, FL	126,900	\$275,000	\$283,250
Pinellas County, FL	96,000	\$309,993	\$319,293
Total	1,206,800	\$1,923,136	\$1,980,830
Average	201,133	\$320,523	\$330,138

Salary information gathered by district in discussing search process - prior to selecting firm

After first year, salaries based on a 3% increase

Superintendent Runcie's base salary was \$356,201
Interim Superintendent Vickie Cartwright's salary is \$275,000

Superintendent Salary Comparison (National) Prepared For: Broward County Public Schools

Enrollment 261,000

District	Enrollment	* 2021-2022	* 2022-2023
		Estimated Salary	Estimated Salary
Hawaii DOE, FL	180,000	\$240,000	\$247,200
Los Angeles USD, CA	600,000	\$350,000	\$360,500
Chicago Public Schools, IL	345,000	\$374,365	\$385,596
Clark County, NV	320,000	\$320,000	\$329,600
Houston ISD, TX	220,000	\$350,000	\$360,500
Fairfax County, VA	190,000	\$311,536	\$320,882
Total	1,855,000	\$1,945,901	\$2,004,278
Average	309,167	\$324,317	\$334,046

After first year, salaries based on a 3% increase

Superintendent Runcie's base salary was \$356,201
Interim Superintendent Vickie Cartwright's salary is \$275,000

National Superintendent Salary Comparison

Prepared For: Council of Great City Schools Comparison

		2015-2016	* 2016-2017	* 2017-2018	* 2018-2019	* 2019-2020
District	Enrollment	Base Salary	Estimated Salary	Estimated Salary	Estimated Salary	Estimated Salary
Albuquerque, NM ***	95,400	\$300,000	\$309,000	\$318,270	\$327,818	\$337,653
Austin, TX ***	85,400	\$309,000	\$318,270	\$327,818	\$337,653	\$347,782
Fort Worth, TX***	79,500	\$300,000	\$309,000	\$318,270	\$327,818	\$337,653
Jefferson County, KY***	86,000	\$288,400	\$297,052	\$305,964	\$315,142	\$324,597
Palm Beach, FL ***	183,000	\$350,000	\$360,500	\$371,315	\$382,454	\$393,928
Dallas, TX**	158,932	\$306,000	\$315,180	\$324,635	\$334,374	\$344,406
Charlotte Mecklenburg, NC**	144,478		\$280,000	\$288,400	\$297,052	\$305,964
Duval County, FL**	129,000		\$275,000	\$283,250	\$291,748	\$300,500
Memphis, TN**	110,000	\$285,000	\$293,550	\$302,357	\$311,427	\$320,770
Baltimore, MD**	85,000		\$287,000	\$295,610	\$304,478	\$313,613
Guilford County, NC**	74,161		\$250,000	\$257,500	\$265,225	\$273,182
Seattle, WA**	50,655	\$289,879	\$298,575	\$307,533	\$316,759	\$326,261
Sacramento, CA**	47,616	\$298,700	\$307,661	\$316,891	\$326,398	\$336,189
Norfolk, VA**	32,862	\$224,000	\$230,720	\$237,642	\$244,771	\$252,114
Milwaukee, WI**	80,000	\$245,000	\$252,350	\$259,921	\$267,718	\$275,750
Rochester, NY**	30,145	\$260,000	\$267,800	\$275,834	\$284,109	\$292,632
Jackson, MS*	29,738	\$205,000	\$211,150	\$217,485	\$224,009	\$230,729
Oakland, CA**	46,463		\$293,836	\$302,651	\$311,731	\$321,083
Birmingham, AL**	25,104		\$202,000	\$208,060	\$214,302	\$220,731
Oklahoma City, OK**	44,720	\$293,550	\$302,357	\$311,427	\$320,770	\$330,393
Kansas City, MO***	16,832		\$225,000	\$231,750	\$238,703	\$245,864
Total	1,635,006				\$6,244,458	\$6,431,792
Average	77,857				\$297,355	\$306,276

* Salaries based on a 3% increase each year

***Advertised Salary

**Online Articles

*** 2020-2021 * 2021-2022 * 2022-2023**

Estimated Salary	Estimated Salary	Estimated Salary
\$347,782	\$358,216	\$368,962
\$358,216	\$368,962	\$380,031
\$347,782	\$358,216	\$368,962
\$334,335	\$344,365	\$354,696
\$405,746	\$417,918	\$430,456
\$354,738	\$365,380	\$376,341
\$315,142	\$324,597	\$334,335
\$309,515	\$318,800	\$328,364
\$330,393	\$340,305	\$350,514
\$323,021	\$332,712	\$342,693
\$281,377	\$289,819	\$298,513
\$336,049	\$346,131	\$356,515
\$346,275	\$356,663	\$367,363
\$259,677	\$267,468	\$275,492
\$284,022	\$292,543	\$301,319
\$301,411	\$310,454	\$319,767
\$237,651	\$244,781	\$252,124
\$330,715	\$340,636	\$350,856
\$227,353	\$234,173	\$241,199
\$340,305	\$350,514	\$361,029
\$253,239	\$260,837	\$268,662
\$6,624,746	\$6,823,488	\$7,028,193
\$315,464	\$324,928	\$334,676

The School Board of Broward County, Florida
Superintendent's Search
Constituent and Staff Input

Tuesday, June 14, 2011
Plantation High School
6901 NW 16th Street, Plantation 33313

Audience	Time
Open Public Forum	9:00 am - 11:00 am
Parents	11:30 am - 12:45 pm
<i>Break</i>	12:45 pm - 1:45 pm
Union/Meet and Confer Group	2:00 pm - 3:15 pm
Students	3:30 pm - 4:45 pm
District Employees	5:00 pm - 6:15 pm
Open Public Forum	6:30 pm - 8:30 pm

Wednesday, June 15, 2011
Fort Lauderdale High School
1600 NE Fourth Avenue, Ft. Lauderdale 33305

Audience	Time
Open Public Forum	9:00 am - 11:00 am
Business Representatives	11:30 am - 12:45 pm
<i>Break</i>	12:45 pm - 1:45 pm
Community Representatives	2:00 pm - 3:15 pm
District Advisories/ Committees/Task Force Members	3:30 pm - 4:45 pm
Open Public Forum	6:30 pm - 8:30 pm

EXHIBIT “A”

R&A’s STATEMENT OF WORK/SCOPE OF SERVICES

CONSULTANT SERVICES PROVIDED FOR BROWARD COUNTY PUBLIC SCHOOLS

THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of The School Board of Broward County, Florida.
2. Conduct individual School Board Member interviews to assess each member’s priorities, goals, and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
3. Work with The School Board to establish a timeline that lists each step in the search process.
4. Discuss with The School Board the requirements and salary range for the Superintendent position.
5. Work with district school staff and those designated by The School Board in the development of an accurate informational flyer and online application form. If desired, R&A’s staff has the experience and capability to create The School Board’s promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

6. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders, and The School Board. In addition, R&A has the resources to offer an online survey option in many languages at no additional fee. R&A will provide a link to the survey to post on the school district’s website. The consultants will receive and organize all input data and then report the results to The School Board.
7. Provide The School Board with cost saving options to minimize expenses by utilizing MS TEAMS conference calls to reduce paper copies, travel expenses, and shipping costs.
8. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

9. 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 R&A’s database whose interests match District’s 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 school district’s characteristics and The School Board’s profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by The School Board: AASA Website, Education Week Newspaper and Website, Ray and Associates, Inc. Website, the Florida

School Board Association, Florida Association of School Administrators, 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 School Board.

10. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with the school district's criteria to determine their capabilities, strengths, and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with the school district's expectations. Those who emerge successfully from this screening are deemed viable candidates.
11. Check references provided and conduct additional background investigation of top candidates. Our firm interviews each viable candidate that meets The School Board's criteria and verifies their qualifications and experience. Our background research team then conduct 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

12. Provide an impartial and objective consensus building matrix instrument developed by R&A to assist The School Board in determining the finalists for an interview. R&A has been extremely effective working with School Boards who are divided on issues and candidates.
13. Assist The School Board in establishing the interview format and in developing interview questions.
14. Determine and coordinate constituent and staff involvement in the interview process, if desired by The School Board.
15. Help arrange the details of interviews for leading candidates.
16. Provide The School 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.
17. Coordinate with the school district's business office the procedure for reimbursement of candidate's expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

18. R&A is willing to assist the school district's legal staff negotiate the contract with the successful candidate at no additional cost to the school district.
19. After the appointment, R&A will coordinate with school district officials the proper transfer of any public records pertaining to this engagement of services and send appropriate communications to the candidates not interviewed by The School Board.
20. If desired, R&A will assist the school district with preparing a press release, upon request, announcing the appointment of the new Superintendent.
21. R&A will provide The School Board with a report of the Board Self-Assessment Survey Results at no additional cost.

The Superintendent search services and processes provided above can be adjusted to meet the specific needs of The School Board of Broward County, Florida.

EXHIBIT “B”

R&A’s CONSULTANT FEES

The base fee for the performance of the Superintendent search by R&A as provided in this Proposal will be Thirty-Nine Thousand Five Hundred Dollars (\$39,500.00) with a not to exceed price of Forty-Nine Thousand Dollars (\$49,000.00). *R&A will only charge the base fee and bill additional charges with receipt documentation so the SBBC can be sure we are not marking up any costs including advertising. Our goal would be to come under R&A’s fixed price at the conclusion of the search saving additional funds for the school district.*

Any services requested by The School Board after the new Superintendent is hired and the search is closed, will be billed as an additional fee. This fee will be determined based upon the services requested and shall be agreed to prior to the services being rendered.

The Superintendent search fee shall be paid in three (3) installments: 1/2 of the total fee is due upon signing of the contract; 1/4 of the fee is due at the time of the stakeholder meetings; and the final 1/4 fee amount is due when the Superintendent is officially hired by the SBBC.

CONSULTANT REIMBURSED EXPENSES

Certain expenses, including travel, lodging, meals, shipping, and other search related expenses will be kept to a minimum and shall be governed by School Board Policy 3400, and are to be reimbursed by the school district. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses. There will be a \$7,650 maximum cap on said reasonable expenses (which includes advertising). Anything over that amount will require prior approval by The School Board.

CANDIDATE EXPENSES

If The School Board 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 school district, and said expenses will be paid by the school district as they occur.