



## PROPOSAL FOR SERVICES

April 2013

***TUSD***

Tucson Unified School District  
School Superintendent Search Services  
RFQ Number 13-100-14

## LETTER OF TRANSMITTAL

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PROACT Search is pleased to respond to the Search Services request prepared by the Tucson Unified School District. We understand the purpose of the RFQ is to solicit proposals from executive search firms or individuals with experience in recruiting for school districts to provide assistance completing a nationwide search for qualified candidates for a Superintendent.

The search process should be an exciting and unifying opportunity for everyone connected with the school district. You are not, as we know you understand, just hiring to fill a position. The identification, recruitment, and selection of the type of educational leader you desire for your school district requires a high level of initial confidentiality in the search process.

We believe that our full range of educational and business expertise and consulting capabilities provides you with contacts not available through many usual approaches to search. We assure you we will conduct a national search, particularly targeting candidates in the south and nationwide; and that we do not have a "stable" of ready candidates who want a new job. For each search that our firm does, we assemble a team that we believe is best suited to meet the needs of the particular school district we are serving.

We are dedicated to serving the needs of our partners and have a great mission of ensuring that K12 school districts nationally are prepared for the awesome responsibility of finding their new leaders. We've spent the past year pulling together our 15 years of experience and wrote a book, "[Searching For Super](#)" to help boards like yours get a head start on navigating this complex search. We would be happy to send copies separate from this proposal for the Board's review and use.

We are pleased to submit our proposal and believe strongly that we possess the ideal experience and commitment necessary to execute the requirements with the highest degree of success. We would be happy to meet with you in person to discuss our proposal in more detail. For questions or clarifications regarding our proposal, please contact me by email at [garyso@proactsearch.com](mailto:garyso@proactsearch.com) or by phone at 800.944.6129. We look forward to the opportunity to serve the Tucson Unified School District.

Sincerely,



Gary Solomon

Chief Executive Officer, Proposed Search Team Leader


March 8, 2013

## TABLE OF CONTENTS

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LETTER OF TRANSMITTAL.....	2
TABLE OF CONTENTS .....	3
District Forms .....	4
1. UNIQUE ASPECTS OF PROACT SEARCH .....	7
1. SEARCH PROCESS : WORK PLAN .....	8
1. SEARCH PROCESS : METHODOLOGY .....	11
1. SEARCH PROCESS : TIMELINE .....	13
2. EXPERIENCE : OUR SEARCHES .....	14
2. EXPERIENCE : REFERENCES .....	15
3-6: PERSONNEL : OUR TEAM .....	17
SEARCH PROCESS : PROPOSED ADVERTISING.....	20
COST .....	22
Additional Information: CASE STUDIES .....	23

**District Forms**

<p><b>Quotations Must Be Returned To this Office by:</b></p> <p><b>4:00 PM (local time)</b></p> <p><b>On Monday, April 8, 2013</b></p>	 <p><b>TUCSON UNIFIED SCHOOL DISTRICT #1</b>          PURCHASING SERVICES          Building B, Room 272          1010 E. 10<sup>th</sup> Street,          Tucson, Arizona 85719</p>	<p><i>RFQ NO: 13-100-14</i>  <b>School Superintendent Search Services</b></p>
	<p><b>REQUEST FOR QUOTATION</b>          This is NOT a Purchase Order</p>	<p><i>Issued by:</i>          Kevin Startt</p> <p>X _____</p> <p><i>Date: April 3, 2013</i></p> <p><b>Phone: (520) 225-6080</b>  <b>Fax: (520) 225-6082</b></p>


The Tucson Unified School District #1 is seeking quotations for the purchase of the services listed herein. Purchase orders may be issued on an as needed basis upon award through April 10, 2014. Prices must be firm for the entire contract period.

**INSTRUCTIONS:** Please submit your quotations for the following scope of work. Quotations may be submitted via Fax to 520-225-6082, electronically to [kevin.startt@tusd1.org](mailto:kevin.startt@tusd1.org), or delivered to the address above. Offeror must comply with all terms and conditions of the RFQ and must include the required documentation which allows full and fair evaluation. Failure to comply with these requirements may result in offer rejection. TUSD reserves the right to accept or reject all or part of any quotation submitted. Any resultant agreement, Purchase Orders, or other contracts shall be subject to cancellation pursuant to A.R.S. 38-511, incorporated herein by reference.

The Tucson Unified School District is soliciting quotations for the following goods and/or scope of services:  
**School Superintendent Search Services**

See Attached Terms and Conditions and Scope of Work pages.

Offer and Acceptance

Tax Rate (if applicable) <u>N/A</u> %	Federal Employer Identification (FEI) Number: 263536698
Name of Firm/Individual: <b>PROACT Search</b>	
Address: <b>1215 Washington Avenue, Suite 300 Wilmette, IL 60091</b>	Telephone Number: <b>800.944.6129</b>
	Fax Number: <b>866.929.0374</b>
Authorized Person (Type or Print) <b>Thomas Vranas, President</b>	
Authorized Signature 	

The Tucson Unified School District is soliciting quotations for the following goods and/or scope of services:

**School Superintendent Search Services**

TUSD has posted a job announcement for School Superintendent with a closing date of May 3, 2013 (see link <http://www.tusd1.org/contents/employment/employment.html>). The initial screening of applicants for minimum qualifications will be conducted by the TUSD Human Resources Department. TUSD is seeking qualifications and price proposals for superintendent search services to complete the recruitment and selection process by June 30, 2013.

Qualifications

Offeror shall provide all of the following:

1. A description of the services offered.
2. A list of offeror’s previous school superintendent search clients.
3. Resumes and references for all of the offeror’s search staff/consultants.
4. Proposed lead search consultant and an alternate.
5. Offeror’s agreement not to change the assigned search consultant without the approval of TUSD.
6. Offeror’s agreement to allow TUSD to select another of its search consultants if the Governing Board is not satisfied with the services.

Price Proposal

Perform search services for TUSD’s superintendent as follows:

- Meet individually with board members, the superintendent and cabinet members to develop a profile of the experience and qualifications of the new superintendent. - INCLUDED-
- Advertise and recruit candidates nationwide. - INCLUDED-
- Develop screening criteria and interview questions to present to the Board at an April 2013 Board meeting. - INCLUDED-
- Assist in the screening process during executive session at a May 2013 meeting to select candidates for interview, and notify all applicants of their status in the process after the screening. - INCLUDED-
- Conduct detailed background and reference checks on each of the finalists selected for interview and provide the results to the District. - INCLUDED-
- From May 15 to June 10 2013, facilitate staff and stakeholder meetings to introduce the candidates and allow participants to provide feedback on the candidates for Board review. Assume the District will provide the meeting facilities and assist in scheduling. - INCLUDED-
- Assist in final interviews during executive session at a June 2013 Board meeting. - INCLUDED-

Total: \$ \_\_\_\_\_



I/We, the undersigned, propose to provide the service necessary for the specifications/ scope of work.

I/We further declare that I/we have carefully read and examined all information to the referenced Request for Quote. I/We agree to comply with the School Districts rules, regulations and policies.

TUSD's preferred method of payment is by a Procurement Card aka pCard, a commercial credit card, to both improve and expedite the purchasing and payment process:

-TUSD will not pay a surcharge for credit card payments.

- Do you accept payment via commercial credit card? Yes  No
- a) If yes, can commercial payment(s) be made online? Yes  No
- b) Will a third party be processing the commercial credit card payment(s)? Yes  No
- c) If yes, indicate the flat fee per transaction \$\_\_\_\_\_ (as allowable, per Section 5.2E of Visa Operating Regulations)
- d) If "no" to above, will consideration be given to accept the card? Yes  No

Will you accept electronic copies of TUSD's Purchase Orders? Yes  No

- a) If yes, please provide a central email address to send POs to. Individual email addresses will not be accepted.  
PURCHASING@PROACTSEARCH.COM



## 1. UNIQUE ASPECTS OF PROACT SEARCH

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While the Tucson Unified School District will have the opportunity to view a variety of similar services and processes, PROACT Search would like to highlight the following benefits unique to PROACT Search:

### PROACT Search is all about people and relationships.

- Our team and their unique and deep relationships within the educational community and the boards we assist. We continue to grow and develop new relationships with each new search, which only adds to our success and network within public education.
- Unlike other firms, PROACT ensures that both the Board as well as all candidates are constantly updated to ensure a smooth and successful search process. We welcome Tucson Unified School District to contact not the hired executive, but any of the candidates in our searches or the board members that we worked for.

### PROACT Search has more access to higher level candidates.

- We perform over 100 administrative searches, annually, for cabinet level positions, so we are **connected to up and coming talent** in districts across the country
- We have developed a powerful technology that gives us targeted access to over 1.6 million educators, allowing us to **quickly and effectively recruit candidates** with specific experience and skill sets, while saving the district the unnecessary expense of costly advertising.
- PROACT Search is a founding member of The SUPES Academy, a leadership development program that prepares over 250 current and aspiring leaders in K-12 education every year. Our **familiarity with the specific and practical demands** of the superintendency, and high performing up and coming talent provides a more holistic perspective on the qualifications of each candidate.

### PROACT Search has the ability to attract non-traditional candidates, and candidates whom may not be seeking a change in position.

### PROACT Search always finds the best fit executives...and will **NEVER** recruit them away.

- We will **never recruit from past superintendent placements** and will **never recruit internally from our team**. Never.

### PROACT Search will provide valuable national perspective to you search.

- We work with schools, school districts and school leaders every day. We compliment our relationships with K12 leaders across the country with a deep commitment to following best practices in school reform.

### PROACT Search believes that positive Governance relations are critical

- We offer **transition support** for the Board and its new executive. We believe that this work is so critical, that PROACT includes this work as a standard part of our search fees.
- Instead of having untrained search consultants complete this work, PROACT has made the investment in this training done by the national experts at CRSS.

## 1. SEARCH PROCESS : WORK PLAN

Each search process will go through each of the following steps in order to ensure success.

### 1. Kick-Off Meeting

- ✎ Develop activities and a detailed time line (work plan) for the search, including reviewing and advising on job description, qualifications, competencies, selection criteria, legal requirements, newspaper and educational publications, announcements, search calendar, compensation package, and community engagement activities
- ✎ Identify issues and expectations for the position.
- ✎ Assist the Board/stakeholders in developing and implementing strategies to involve internal and external stakeholders in the search process
- ✎ Clarify Roles and Responsibilities
- ✎ Create Internal Communications Plan
- ✎ Discuss Stakeholder Engagement and Firm's Role
- ✎ Develop/Finalize a Position Profile
- ✎ Determine Search and Selection Procedures and a Search Calendar
- ✎ Discuss the Recruiting for Candidates
- ✎ Discuss the Screening Process and Preliminary Evaluation
- ✎ Discuss the Interviewing Process by the Board/Stakeholders
- ✎ Discuss the Selection and Search Closing Activities

### 2. Stakeholder Engagement Activities

- ✎ Engagement activities include working with advisory groups and search committees to reach desired outcomes; arranging for and conducting interviews of stakeholders and focus groups, planning and conducting public hearings, preparing surveys to distribute to internal and external stakeholder groups and then, in turn, finally preparing written summaries.
- ✎ The Board must ultimately determine the nature and amount of stakeholder engagement in the search and selection process based upon state law, stakeholder expectations or past involvement, and upon the amount of time the Board wishes to devote to stakeholder engagement. We can advise the Board in determining options for consideration. A variety of activities can be conducted to work with the Board, staff, and other stakeholders to identify desired characteristics, characteristics that will serve as the recruiting and evaluation criteria. Public forums, focus groups, surveys, virtual town hall meetings, and phone interviews of constituent leaders could all be used during the process.
- ✎ We strongly believe that through these activities we can better understand what the Board, District, and state need in their new executive, which ultimately helps us find the "best fit" candidates. Above all, stakeholders need to support the search process and the final selection. As smart and effective executives know, with all the challenges and opportunities facing public education, they cannot do the job







alone. They need support from the Board, administrators, school districts, higher education, community and advocacy groups, business and political leaders, and others.

### 3. Advertisement and Communication Efforts

- ☞ We will provide assistance with marketing, advertising, and communication efforts for the available position in newspapers and educational publications, website postings through state and national professional organizations and universities/colleges. We will also work on developing an ad plan and ad copy for Board approval.
- ☞ We complete all marketing materials in house with our design and marketing team.

### 4. Candidate Recruiting

- ☞ PROACT Search's approach is to design a search strategy based on the unique needs of the district. We do more than rely on ads and postings in newspapers or websites, trade, or professional publications. We contact community/public leaders, business executives, and successfully employed principals/superintendents/administrators to seek out qualified candidates and sell them on the appropriate opportunity. Rather than only reviewing and screening applications or self-nominations, we proactively seek out candidates through our research and state/national networks in the private, non-profit, and education sectors.
- ☞ In any given search, we send out hundreds of letters or e-mails with a position profile and make hundreds of phone calls to potential candidates and sources.
- ☞ We also suggest a modest advertising plan and budget to place ads statewide and nationally in newspapers, educational publications, and website postings through the state, national and professional associations. Typically, when using a search firm, 60-70% of the candidates come from the recruiting efforts.
- ☞ We ensure a gender and ethnic balance in the group of qualified candidates we present, and we seek out traditional and non-traditional candidates with proven leadership records from school districts, the private and non-profit sectors, as well as from universities/colleges and governmental agencies.
- ☞ Our national networks allow our clients to tap into the synergy of our vital connections in the for-profit, not-for-profit, and education communities in every corner of our nation. We draw on these resources in every search. Our contacts include individuals within national and state education, political and business leaders. We have a successful record in recruiting a diverse group of candidates.
- ☞ We do NOT have a pool of candidates. PROACT Search is NOT a group of retired superintendents, with a stable of friends and colleagues ready to take new jobs.
- ☞ PROACT Search is NOT built to get the MOST searches in the land, but instead, to work intimately and collaboratively with school systems and communities throughout the search process.

### 5. Screening of Applications/Respondents

- ☞ We will perform an initial screening of applications and resumes utilizing an approved criteria and profile checklist. We will conduct telephone and/or in-person interviews with all preliminary qualified candidates. Based on those interviews, we will prepare comprehensive written summaries of the best qualified (or designated number of) candidates whom we recommend for interviews. These materials can then be reviewed by the Board or by individual members to determine which candidates should be interviewed. It should be noted that all resumes/forms are available for the review.

### 6. Interviewing of Candidates

- ☞ With respect to interviewing candidates, PROACT Search presents the written summaries and resume/candidate materials for each preliminary qualified candidate. We then assist the Board members in determining which of these candidates should be interviewed by the Board.
- ☞ For the interviews, we prepare interview guides, questions, and rating forms to help in the evaluation and ranking of candidates, which facilitates a prioritization of the candidates, and helps to narrow the field for



final interviews. A weighted rating system, using the Board's priorities, can be utilized to evaluate, rank, and narrow the field of candidates. We will also brief and prepare the Board for the interviewing process.

- ☞ We will recommend procedures for interviews/site visits and prepare an interview guide, questions, and rating forms for the interviews. We will prepare the Board for the interviewing process.
- ☞ We will meet with the Board or individual Board members to review the written summaries of candidate screening interviews to assist in determining a list of qualified candidates for consideration and interviews.

7. Verification of Credentials/References/Background Checks

- ☞ All credentials are validated, including academic credentials that are verified with registrars and/or college deans; employment history with former employers, as well as contact of any references provided by candidates, by the Board, by other involved parties, or those used by PROACT Search. We can also conduct literature searches, consumer credit and criminal background investigations, as well as driver's license checks and social security traces.
- ☞ To assist in determining a "best fit", we encourage Boards to utilize leadership profiling for finalists. This step provides the Board with additional information to reduce the "risk" factor of appointing a person whose leadership style could be in conflict with that of the Board or its policy governance framework.

8. Coordinate/schedule the interviews of the candidates

9. Recommend or assist the Board in determining candidates for final consideration.

10. Assist the Board with the final interviewing process, arrange for on-site visits for each final candidate, and participate in the process, if desired.

11. Search Closing Activities

- ☞ As part of the search closing activities, we would call or send letters to all respondents/candidates or prepare letters for the Board Chair's signature, if desired. We would also prepare any final reports or summary of expenses and assist in the announcement of appointment, if desired.

12. Transition Services

- ☞ Included in the scope of our service offering for this RFP are transition services. These services include:
  - Developing an agenda for the first board retreat with the new superintendent
  - Recommending operation and communication protocols
  - Developing an aligned framework by which the Superintendent will be evaluated
  - Coordinating and facilitating the retreat
  - Ongoing informal communication to support sustained success
- ☞ PROACT has an exclusive partnership with the national leader in board governance work, The Center for Reform of School Systems.
  - The Center for Reform of School Systems creates effective school board-superintendent teams to transform education for hundreds of thousands of low-income children.
  - In CRSS' ten years training school districts across the country, they have worked with more than half of the winners of the Broad Prize for Excellence in Urban Education. In these districts, the lives of 700,000 students have been improved.
  - PROACT and CRSS' partnership will allow the Board and newly hired executive to begin their important work on align path towards success.
  - This work is fully included in PROACT's search fees.

## 1. SEARCH PROCESS : METHODOLOGY

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- ☞ We will provide assistance with marketing, advertising, and communication efforts for the available position in newspapers and educational publications, website postings through state and national professional organizations and universities/colleges. We will also work on developing an ad plan and ad copy for Board approval.
- ☞ We complete all marketing materials in house with our design and marketing team.
- ☞ PROACT Search's approach is to design a search strategy based on the unique needs of the district. We do more than rely on ads and postings in newspapers or websites, trade, or professional publications. We contact community/public leaders, business executives, and successfully employed principals/superintendents/administrators to seek out qualified candidates and sell them on the appropriate opportunity. Rather than only reviewing and screening applications or self-nominations, we proactively seek out candidates through our research and state/national networks in the private, non-profit, and education sectors.
- ☞ In any given search, we send out hundreds of letters or e-mails with a position profile and make hundreds of phone calls to potential candidates and sources.
- ☞ We also suggest a modest advertising plan and budget to place ads statewide and nationally in newspapers, educational publications, and website postings through the state, national and professional associations.
- ☞ We ensure a gender and ethnic balance in the group of qualified candidates we present, and we seek out traditional and non-traditional candidates with proven leadership records from school districts, the private and non-profit sectors, as well as from universities/colleges and governmental agencies.

### SCREENING

We will perform an initial screening of applications and resumes utilizing an approved criteria and profile checklist. We will conduct telephone and/or in-person interviews with all preliminary qualified candidates. Based on those interviews, we will prepare comprehensive written summaries of the best qualified (or designated number of) candidates whom we recommend for interviews. These materials can then be reviewed by individual members and/or the leadership team if deemed appropriate by the board to determine which candidates should be interviewed. It should be noted that all resumes/forms are available for the review.

### Reporting

For each candidate, the following information will be presented:

- ☞ Full resume and credentials
- ☞ Written responses to **prescreening** questions and answers
- ☞ Evaluation Rubric

Upon request, we are more than happy to share a sample candidate file. This information, data and contents can be customized to the needs of the school system. We have withheld this information from the proposal in order to limit the number of pages of this proposal, but would be happy to share this upon request.

### Communication and Work Flow

Communication is key to any process, and PROACT works to create protocols for dialogue so that everyone remains informed throughout the scope of the search. Updates will be provided to the district during the entire search process.



### **Technology**

PROACT Search uses significant amounts of user friendly technology to ensure a swift and efficient process. We will utilize cutting edge technology throughout this process. We have invested heavily in **these best in class** platforms and have perfected the balance between usefulness and user friendly. Our tools are used to make the process quicker and easier for all involved, not more cumbersome.

### **Commitment to the Timeline**

PROACT Search is fully committed to driving the timely completion of all tasks and activities as agreed upon with the district. PROACT Search has invested in project management tools that allow for continual monitoring of all activities lead by PROACT Search. We are firmly committed to always delivering on these project plans.

## 1. SEARCH PROCESS : TIMELINE

Proposed Tasks	Proposed Timelines
1. Meet with Tucson Unified School District to launch search	April 10
2. Prepare materials, research recruiting targets, both within K12 and outside of the industry; determine marketing and recruiting strategy and avenues; conduct other activities as identified by the client; develop ad plan and draft ad copy. *If required	Ongoing
3. Stakeholder Engagement Activities: Board One on One Interviews, Community Forums, One on One Stakeholder Meetings, Community Meetings, On Line Survey	April 10-19
4. Stakeholder Engagement Report; Draft Position Profile Finalize Position Profile	April 22
5. Marketing and Recruiting: Based on final position profile/job description <ul style="list-style-type: none"> <li>Local/state regional/national newspapers</li> <li>Other education publications and websites</li> <li>E-mails, letters, calls, and face to face visits to referral sources and potential candidates</li> </ul>	April 22-May 27
6. Requested application due date.	May 27
7. Pre-screen, screen and interview applicants using position profile/job description. Basic reference and background checks completed.	May 27-June 7
8. Present confidential candidate materials to client for review and determination of those to interview	June 10
9. Conduct initial interviews with candidates.	Week of June 17
10. Determine finalists and conduct comprehensive background checks & Hogan Leadership Assessment.	June 24
11. Hold interviews with finalists; conduct any on-site/stakeholder activities	Week of June 24
12. Hire new Superintendent	June 30

\* Timelines may vary depending on the exact scope and needs of the Tucson Unified School District.



## 2. EXPERIENCE : OUR SEARCHES

Over the past several years, our consultants have conducted the searches listed below for large urban, suburban, and rural districts or organizations. **All of the searches we've been involved with have been successful.** Below, please find a small sample of Superintendent and Cabinet-level searches we've successfully completed.

We do not seek to work with every district in the country, and limit our team's search load, to ensure that every district gets our full and undivided attention. We seek to do 5-8 Superintendent Searches in any given year.



- |                    |                      |                 |                 |                 |
|--------------------|----------------------|-----------------|-----------------|-----------------|
| Anchorage, AK      | East Baton Rouge, LA | Memphis, TN     | Pomona, CA      | Socorro, TX     |
| Aurora, CO         | Elgin, IL            | Milwaukee, WI   | Portland, ME    | Springfield, MA |
| Austin, TX         | Federal Way, WA      | Montgomery, AL  | Portland, OR    | St. Louis, MO   |
| Baltimore City, MD | Five Star, CO        | New Orleans, LA | Providence, RI  | St. Paul, MN    |
| Charlotte, NC      | Hillsborough, FL     | Newark, NJ      | Racine, WI      | Tacoma, WA      |
| Christina, DE      | Indianapolis, IN     | Norfolk, VA     | Reno, NV        | Toledo, OH      |
| Cincinnati, OH     | Inglewood, CA        | Oakland, CA     | Round Lake, IL  | Tucson, AZ      |
| Cleveland, OH      | Jennings, MO         | Omaha, NE       | San Antonio, TX | Washington, DC  |
| Dallas, TX         | Kansas City, MO      | Phoenix, AZ     | Savannah, GA    |                 |
| Detroit, MI        | Macon, GA            | Pittsburgh, PA  | Seattle, WA     |                 |



## 2. EXPERIENCE : REFERENCES

The volume of work that we have done precludes us from including all of the searches completed over the past 10 years, but below are some examples of our most recent and relevant searches.

<b>District:</b>	Socorro ISD
<b>Student Enrollment:</b>	42,569
<b>Superintendent Hired:</b>	Joe Espinoza
<b>Start Date:</b>	Start of 2012/13 school year / tenure: 1 year
<b>Contact:</b>	Michael Najera, Board President, 915.852.5339
<b>District:</b>	Dallas ISD
<b>Student Enrollment:</b>	157,562
<b>Superintendent Hired:</b>	Mike Miles
<b>Start Date:</b>	Start of 2012/13 school year / tenure: 1 year
<b>Contact:</b>	Lew Blackburn, Board President, 214.232.6380
<b>District:</b>	East Baton Rouge Parish School System
<b>Student Enrollment:</b>	42,723
<b>Superintendent Hired:</b>	Bernard Taylor
<b>Start Date:</b>	Start of 2012/13 school year / tenure: 1 year
<b>Contact:</b>	Barbara Freiberg, Board President, 225.936.1685
<b>District:</b>	Portland Public Schools
<b>Student Enrollment:</b>	6,970
<b>Superintendent Hired:</b>	Manny Caulk
<b>Start Date:</b>	Start of 2012/13 school year / tenure: 1 year
<b>Contact:</b>	Sarah Thompson, Board President, 207.761.9275
<b>District:</b>	Jennings School District
<b>Student Enrollment:</b>	3,000
<b>Superintendent Hired:</b>	Tiffany Anderson
<b>Start Date:</b>	Start of 2012/13 school year / tenure: 1 year
<b>Contact:</b>	Rosemary Johnson, Board President, 214 653 8000
<b>District:</b>	Yorkville CUSD
<b>Student Enrollment:</b>	5,426
<b>Superintendent Hired:</b>	Scott Wakeley
<b>Start Date:</b>	Start of 2011/2012 school year / tenure: 2 years
<b>Contact:</b>	Dr. Lynn Burks, Board Search Chair, <a href="mailto:lburks@y115.org">lburks@y115.org</a> ; 630 553 0506
<b>District:</b>	Round Lake CUSD
<b>Student Enrollment:</b>	7,105
<b>Superintendent Hired:</b>	Constance Collins
<b>Start Date:</b>	Start of 2010/11 school year / tenure: 3 years
<b>Contact:</b>	Ben Martindale, Board President, <a href="mailto:bmartindale@rlas-116.org">bmartindale@rlas-116.org</a>



**ADDITIONAL PLACEMENTS OVER THE PAST 2 YEARS:**

**District:** Charlotte Mecklenburg Schools,  
**Student Enrollment:** 135,954  
**Superintendent Hired:** Heath Morrison  
**Start Date:** Start of 2012/13 school year / tenure: 1 year  
**Contact:** Ericka Ellis-Stewart, Board Chair, 704.503.5399

**District:** EAA – Education Achievement System – State of Michigan  
**Superintendent Hired:** John Covington  
**Start Date:** Start of 2011/2012 School Year / tenure: 2 years  
**Contact:** Robert Boik, Chief of Staff, 313.456.3010

**District:** Cleveland Municipal School District  
**Student Enrollment:** 44,974  
**CEO Hired:** Eric Gordon  
**Start Date:** Start of 2011/12 school year / tenure: 2 years  
**Contact:** Frank Jackson, Mayor, 216.664.3990

**District:** Omaha Public Schools  
**Contact:** Freddie Gray, Board President, 402.344.7877  
**Address:** 3215 Cuming Street, Omaha, NE 68131





### 3-6: PERSONNEL : OUR TEAM

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PROACT proposes Gary Solomon as the lead contact, while Robert Stockwell and Carl Harris will act as the search team managers. Their biographies and contact information are listed below, along with other members of our search team who will be working on various aspects of this search. These teams are customizable to the particular needs of the Tucson Unified School District.

17

In addition, we will have an additional 4-6 member committed to recruitment efforts as well as an additional team of 4-6 members researching and screening candidates.

PROACT Search agrees not to change the assigned search consultant without the approval of TUSD. PROACT Search also agrees allow TUSD to select another of its search consultants if the Governing Board is not satisfied with the services.

**Gary Solomon** • CEO • [garyso@proactsearch.com](mailto:garyso@proactsearch.com) • 800.944.6129

Mr. Solomon is the current CEO of PROACT Search and of Synesi Associates, a group of successful, urban school reformers that joined together to define a framework for district and school level support services that are built to further the efforts of thoughtful school district and building level leaders. Under his leadership, Synesi has done work in the Recovery School District of New Orleans, the Louisiana State Board of Education, The East Baton Rouge Public School System, Kansas City, Missouri School District, and finally, Los Angeles Unified School District.

Before breaking out on his own, Gary Solomon served as Vice President of Sales and Marketing for The Princeton Review, and was responsible for rebuilding the sales organization into a senior consultative team focused on creating custom solutions in the areas of assessment, professional development and academic intervention. During his 6 years with The Princeton Review, where annual revenue goals were exceeded by an average 150%, Solomon was fortunate to do significant business in many of the top 50 urban districts in the country, and work with some of the best and brightest reformers in the K12 space. Among the Districts: Chicago, Philadelphia, Baltimore City, Prince Georges County, Baltimore County, Charleston, Anne Arundel County, New York, Los Angeles, and Denver.

A graduate of the University of Illinois, Solomon holds a Masters in Education Arts from Northeastern University, and resides with his wife, Pam, and three kids in north suburbs of Chicago. For the past several years, Mr. and Mrs. Solomon have been involved in a variety of different charitable activities and co-founded the DaVinci Foundation, and educational non for profit based upon renaissance ideals that was established to provide equitable high school opportunities for inner city students.

**Robert Stockwell** • Vice President, Operations • [stockwell@proactsearch.com](mailto:stockwell@proactsearch.com) • 800.944.6129

Dr. Stockwell is a senior associate with over 35 years of experience in public school education- with 28 of those years spent in Houston.

Dr. Stockwell began his career as a teacher in New South Wales, Australia, before moving to Houston and beginning a long career with Houston Independent School District. He began as a English, Writing and Social Studies teacher at Booker T. Washington High School. He then held administrative roles as Dean and Assistant Principal at Jefferson Davis High School before moving onto a post as the Director of Institutional Training and Development for the district. He also spent time at the district as the Coordinator for the Task Force for District Decentralization, Director of the PEER program and Director of Strategic Management and Quality Improvement.

His final post in Houston was as Chief Academic Officer, where he helped to develop the online Teacher Toolbox, implemented the requirements for Reading First Grant, increased student achievement on state exam (TAAS) in both 2001 and 2002, while narrowing achievement gaps and exceeded expectations on TAKS in 2003 and 2004.



Dr. Stockwell also Redesigned the district's accountability system, secured a \$12 million Carnegie/Gates Foundation grant for improving high schools and high school literacy, led the district's efforts in winning the inaugural Broad Prize for Urban Education in 2002. While also at this post, he completed the Region IV Aspiring Superintendent's Academy and the Broad Urban Superintendent's Academy

His most recent position is as Chief Academic Officer of the East Baton Rouge Parish School System. In this role he developed a three year strategic accountability plan to improve student achievement, rebuilt district curriculum and professional development infrastructure to support principals and teachers, installed a PK-12 standardized, comprehensive curriculum in core subjects and a K-10 benchmark assessment system in Reading/ELA and Math and helped to made significant gains in student achievement.

He's a member of various organizations; include the Greater Baton Rouge Literacy Coalition, Houston Association of School Administrators, Texas Association of School Administrators, Greater Houston Partnership, Houston Public Library Board of Directors and Cross City Campaign Board of Directors. He's a frequent presenter and publisher at various conferences and in educational journals.

**Carl Harris** · Senior Consultant · [carlh@proactsearch.com](mailto:carlh@proactsearch.com) · 800.944.6129

In 2010, the U.S. Secretary of Education selected Dr. Carl E. Harris to be Deputy Assistant Secretary of Education. This Presidentially-appointed position provided Carl Harris with the opportunity to travel the U.S. and U.S. territories representing the Secretary and the White House and strengthening his understanding of the issues of public schools.

Carl Harris was selected as a member of the inaugural Broad Urban Superintendents Academy, a prestigious experience that is recognized for training education leaders of some of the largest school districts in the country. At that time, Dr. Harris was superintendent of the 8,000 student Franklin County Schools, North Carolina. Shortly following this experience, he was tapped by the 8th largest North Carolina school district, Durham Public Schools, to be the Superintendent. In Durham, Carl Harris was able to rally business support through the formation of the Superintendent's Business Advisory Council, created six small innovative high schools, and focused on academic advancement for all students, including expanding the academically gifted program to reach a broader audience of students.

As an educator, former Superintendent Harris believes in the importance of preparing the school leaders of tomorrow. Until he joined the U.S. Department of Education and even with the demands of a large school district superintendent's role, Dr. Harris served as an adjunct professor in the education department at one of his alma maters, North Carolina State University. In that role, he used his experiences as a teacher, coach, assistant principal, principal, and central office administrator to help guide up and coming educators. His fellow superintendents named him to lead their regional network and selected him as Central Carolina Regional Superintendent of the Year.

**Stephen Kupfer** · Vice President · [stevek@proactsearch.com](mailto:stevek@proactsearch.com) · 800.944.6129

Steve Kupfer serves as Regional President for PROACT Search and is responsible for executing talent management and support strategies in K-12 education institutions and organizations. He was previously a Senior Consultant in the education practice at Public Consulting Group where he worked alongside district leadership to implement web-based special education and response to intervention (RtI) case management modules in some of the largest school districts in the country, including Miami Dade County Public Schools, The School District of Philadelphia, and the Louisiana Recovery School District.

Steve brings practical, district-level experience in organizational development to challenges in K-12 human capital management and support. In his most recent role, he leveraged local leadership to build operational and financial capacity through Medicaid reimbursement programs, mitigating budget shortfalls and sustaining critical student services. Steve has also developed and implemented comprehensive strategies to engage and communicate with



key internal and external stakeholders across districts, and has front line experience with the urgency and complexity of the problems school leaders face today.

Steve is a proud product of the K-12 public school system. He went on to receive a B.A. in political economy from Skidmore College, where he played baseball and was a member of various chamber music groups. He continued on to receive an M.B.A. from Clark University.

**Kristin Osborn** • Executive Director of Operations and Recruitment • [krissio@proactsearch.com](mailto:krissio@proactsearch.com) • 800.944.6129

Kristin runs all Operations and Recruitment for PROACT Search. In her role with the company, she has additionally established an award winning internship program exclusively with Northwestern University. Krissi is an active member in her Chicago community, volunteering as an ESL Tutor in Albany Park, as well as on the executive board for a community outreach group. Krissi graduated from Northwestern with a Bachelor's degree in Psychology and History from the Weinberg College of Arts and Sciences.



## SEARCH PROCESS : PROPOSED ADVERTISING

We understand the district has already advertised for the position; however we wanted to include the option for additional advertising. This is a short list of all the different options for advertisement and recruitment. In the past we have posted to State Job Boards (some free, some charge); local newspapers; NASBE; Association of Latino Administrators and Superintendents; The Broad Center; Hispanic Outlook in Higher Education; Women in High Education; Education American Network Website; and more.

Description	Details	Total Estimate
Direct Recruitment of Midwest Administrators (IL, IN, WI, MI, MO, IA, MN, OH)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of NE Administrators (NY, NJ, PA, MD, DE, VA, WV, MA, CT, NH, VT, ME, RI)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of SE Administrators (KY, NC, SC, GA, TN, AL, FL)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of South Administrators (MS, LA, AR, OK, TX)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of West/SW Administrators (NM, AZ, CA, NV, OR, WA)	<i>Supts/C-level Administration</i>	\$500
Direct Recruitment of Mid-State Administrators (MO, ND, SD, NE, KS, WY, UT, CO)	<i>Supts/C-level Administration</i>	\$500
AASA Job Bulletin	<i>30 day listing</i>	\$575
EdWeek	<i>Newspaper + Website, 30 days</i>	\$2,051.68
LinkedIn	<i>30 day listing</i>	\$200-300
Career Builder Website + USA Today	<i>30 day listing</i>	\$419
State Association of School Administrators		<i>Prices vary</i>
Private School Networks		Included
New School Venture Fund		Included
PROACT Search's Web Site + Blog	<i>5000 views/month</i>	Included

## Marketing Materials

Below is a small selection of various options and locations in which we can advertise the position as well as an example of a draft recruitment letter we sent out in a past search. All of these materials are customizable to the advertisement needs of the Tucson Unified School District and is included in our search fee.

The collage features several key marketing materials:

- Recruitment Letter:** A draft letter from PROACT Search to Ronald, announcing a search for the next Superintendent of Omaha Public Schools. It includes a signature and contact information.
- Poudre School District (CO) Job Posting:** A vertical banner for a Superintendent search. It features a photo of three candidates and text stating: "PSD has 3,000+ total employees, a \$258M budget and nearly 27,000 students in 51 schools".
- Jennings School District Job Posting:** A screenshot of a job posting for a Superintendent. It includes details like "Job ID: 64432", "Posted: January 10, 2012", and a "Send Alerts" button.
- PROACT SEARCH Website:** A screenshot of the PROACT SEARCH website showing a "Job Seekers" section and a "Career Center Subscribers" section.
- SchoolSpring:** A logo for SchoolSpring is also visible in the collage.



## COST

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We propose to conduct a fully executed search for a cost of **\$23,000**, with a one-year guarantee.

This includes **all** consultant and search services as presented in this proposal. Each of our search team members will be dedicated to this search from start to finish, the number of hours invested in a search varies with each project. We will never charge additional fees for work in this search, nor will PROACT ever charge additional fees for other services such as a customized website, telephone, fax, mailings, delivery services, and postage costs in recruiting, screening, qualifying, interviewing, and presenting of candidates.

The schedule of payments is as follows: first third upon signing of the contract; second third upon presentation of candidates; final third upon selection of a superintendent or 30 days after presentation of candidates.

Additional expenses will result from the consultant and candidate travel to the district. In a search of this size and complexity, we would assume that consultant and candidate travel would be around \$2,000-\$4,000 as well. Marketing and advertising can also range anywhere from \$1,500-\$4,000, based on what the Board wants to do. We will help in coming up with an effective marketing plan for your search.

## Socorro ISD

Superintendent of Schools



CASE STUDY



### PROACT Search Helps Socorro ISD Find Their New Superintendent

In February 2012, Xavier de la Torre, Superintendent of Socorro Independent School District in El Paso, TX, submitted his letter of resignation for the end of the 2011/12 school year. Shortly after, the Socorro ISD Schools Board of Trustees started the important process of searching for their next Superintendent. The Board selected **PROACT Search** to assist them with the search.

The school district was looking for an exceptional leader who would continue promote academic performance, increase enrollment in advanced classes, and reduce student failure rates. Additionally, the district wanted someone who would work well with and truly embrace the diversity of the school system.

**PROACT Search** recruited 80 candidates from traditional backgrounds from across the county. 19 candidates were initially presented to the Board of Trustees. From that, 7 were selected for semi-finalist interviews. 3 of those candidates participated in finalist interviews and site visits were arranged for 2 of the candidates. The district hired Jose Espinoza, former School Improvement Officer with Houston ISD.

### CUSTOMER PROFILE

Socorro ISD, located in El Paso, Texas, has about 43,000 students and is growing at a rate of 3.5% per year. Currently, 92% of the student population is Hispanic.

### CHALLENGE

As 92% of the student population was Hispanic, it was extremely critical to find candidates that had experience working with diverse student populations. The Board also had a strong desire for candidates who had past Superintendent experience.

### RESULT

**PROACT Search** found 80 candidates, 19 of which were presented to the board. 7 of whom were invited to participate in initial interviews with the Board. The search ultimately resulted in the hiring of Jose Espinoza of Houston ISD.

## Dallas Independent School District

Superintendent

Dallas  
Independent  
School  
District



CASE STUDY



### PROACT Search Helps Dallas Find New Leader

Former Dallas Independent School District Superintendent Michael Hinojosa left at end of the 2010-2011 school year to take a superintendent job in Cobb County, Georgia. In 2011, the Dallas Independent School District School Board began the search process for the School District's next superintendent. To help aid in finding a qualified person to fill the position, the district hired PROACT Search. The district was seeking an instructional leader with experience leading a district toward accelerated academic improvement, lowering drop-out rates, increasing graduation rates and expanding post-secondary options. Additionally, the district wanted someone who possessed effective communication skills in order to reach out to all community groups and develop productive and beneficial relationships with community leaders.

PROACT Search recruited 90 candidates from both traditional and non-traditional backgrounds. 5 candidates were interviewed by the school board. In April 2012, the district hired Dr. Mike Miles, who had previously served as Superintendent for the Harrison School District Two in Colorado Springs since fall

### CUSTOMER PROFILE

With over 157,000 students and more than 27,000 employees, the Dallas Independent School District is the second largest district in Texas and the fourteenth largest district in the United States. The district serves most of Dallas, Texas, the unincorporated areas of the city and portions of some surrounding cities. The district operates 28 high schools, 32 middle schools and over 150 elementary schools.

### CHALLENGE

Find a candidate who possesses exceptional leadership skills and the ability to continue to raise the academic bar for all students, continue to eliminate the achievement gap while serving as an ambassador for the district for the district with the school community and the broader public.

### RESULT

After 12 weeks of community engagement and 6 weeks of search, PROACT Search found 90 candidates and presented 14 to the board. 5 were interviewed and narrowed down to 2 finalists. The search took 28 weeks total. Ultimately, Dr. Mike Miles was hired.



## Portland Public Schools

Superintendent of Schools



CASE STUDY



### PROACT Search Helps Portland Find New Superintendent

In October 2011, Portland Public Schools Superintendent James Morse addressed the media to announce his retirement at the end of the 2011/12 school year. Shortly thereafter, the Portland Public Schools Board of Education began the process of searching for their next Superintendent. The Board selected **PROACT Search** to assist them with the search.

The school district was looking for an innovative leader with exceptional leadership skills who would continue to raise the academic bar for all students. Additionally, the district wanted someone who would embrace the diversity of the school system and act as the primary ambassador for the district.

**PROACT Search** recruited 163 candidates from both traditional and non-traditional backgrounds. 7 candidates were initially interviewed by the school board. After finalist interviews and site visits with 2 of the candidates, the district hired Emmanuel Caulkl, former Assistant Superintendent with Philadelphia Public Schools in June, 2012.

### CUSTOMER PROFILE

Portland Public Schools is the largest school district in Maine with a student population of nearly 7000 plus 4700 adult learners. The diverse student population speaks more than 60 languages. The school budget is slightly more than \$89million per year.

### CHALLENGE

Find a superintendent who would be a good fit with the community, possess the ability to work well with diverse groups, and continue to raise the academic bar for every student through strong leadership skills.

### RESULT

**PROACT Search** found 163 candidates, 7 of whom were interviewed by the board. 2 finalists were selected. The search ultimately resulted in the hiring of Emmanuel Caulk.

## Jennings School District

Superintendent



CASE STUDY



### PROACT Search Helps Jennings School District Find New Leader

After three years in the position, former interim Jennings Superintendent, Dr. Clarence Holman, announced his retirement in August of 2011. Shortly thereafter, the Jennings School Board began the search process for the Jennings School District's next superintendent. To help aid in finding a qualified and accomplished person to fill the position, the district hired **PROACT Search**.

The district sought an instructional leader with experience and expertise in leading a district toward accelerated academic improvement. The district hoped to find a collaborative leader who values an inclusive decision making process. Finally, the district wanted a candidate with a demonstrated experience in embracing and promoting diversity and working well in diverse ethnic, racial, cultural, and socio-economic communities and environments.

**PROACT Search** recruited 211 candidates from both traditional and non-traditional backgrounds. 6 candidates were interviewed by the school board. Shortly thereafter in April 2012, the district hired Dr. Tiffany Anderson

### CUSTOMER PROFILE

The School District of Jennings is located in North St. Louis County and is adjacent to the City of St. Louis. The district serves over 3,000 students and operates 8 schools.

### CHALLENGE

Find a candidate who possesses exceptional leadership skills to raise the academic bar for all students, eliminate the achievement gap and to serve as the primary ambassador for the district with the school community and the broader public.

### RESULT

After 8 weeks of community engagement and 6 weeks of search, **PROACT Search** found 213 candidates, 13 of whom were presented to the board. 4 were selected as finalists. The search took 20 weeks. Ultimately, Dr. Tiffany Anderson was hired.

## Yorkville Community Unit School District

Superintendent



CASE STUDY



### Yorkville Hires PROACT Search to Find New Superintendent

In the winter of 2010, the Yorkville Community Unit School District turned to **PROACT Search** to find the next district superintendent. Yorkville was looking for a leader who would be able to execute the district's strategic plan and implement best practices throughout the school system. In addition to exemplary administrative abilities, the new superintendent would need to be willing to become an active member of the community and to communicate with that community on a regular basis. The new candidate would be replacing a superintendent who had been in place for over 15 years.

**PROACT Search** recruited 115 candidates, over half of whom were already superintendents in other districts. **PROACT Search** then chose 12 candidates who best fit the needs of teachers, principals, elected officials and other contributors in Yorkville. The search process lasted 7 weeks. The Board selected both a superintendent and an associate superintendent from the final candidate list.

### CUSTOMER PROFILE

The Yorkville Community Unit School District is located approximately 50 miles west of Chicago. The district serves 5076 students spread across eight different schools. The district has an operating budget of over \$41 million.

### CHALLENGE

Find a superintendent for a growing suburban district.

### RESULT

**PROACT Search** received 115 applications, over half of whom had previous experience as a superintendent. The 12 most qualified candidates were presented to the board. The search lasted 7 weeks.

## East Baton Rouge School District

Superintendent



CASE STUDY



### PROACT Search Helps East Baton Rouge Find New Leader

In September 2011, the East Baton Rouge School District hired **PROACT Search** to assist with finding a strong leader to fill the superintendent position. The former superintendent, Dr. John Dilworth chose not to return after his contract ended in 2012. To replace Dr. Dilworth, the East Baton Rouge School District was seeking an enthusiastic, confident and focused leader who could develop and articulate a vision for the future that will inspire employee productivity and improvement in student achievement and test scores. Additionally, the district wanted someone who would be committed to the district and also to maintaining the highest standards of ethics and integrity.

The initial superintendent search started with 44 candidates, of which 7 were interviewed. The initial search ended with one finalist, Samuel King, superintendent of Rockdale County, Ga., who withdrew on Feb. 8. The School Board reopened the search on Feb. 16 and **PROACT Search** worked tirelessly to find a new pool of 3 applicants. After the final search was narrowed to 2 finalists, in March 2012 the district ultimately hired Dr. Bernard Taylor, the former superintendent of the Grand, Rapids Michigan School District.

### CUSTOMER PROFILE

The East Baton Rouge school district is based out of Baton Rouge, Louisiana and serves most of the East Baton Rouge Parish. It is home to nine U.S. Blue Ribbon Schools, a nationally renowned Magnet Program and some of the best high schools in the country, according to U.S. News & World Report. The district is comprised of 83 schools, employs more than 6,250 full-time employees, serves over 42, 850 students and is the second largest district in the state of Louisiana.

### CHALLENGE

Find a superintendent who would be a change-agent and inspire improvement in student test scores and achievement.

### RESULT

In the first round **PROACT Search** found 44 candidates, 15 of whom were presented to the board for interviews. 6 were chosen as finalists. In the second round, **PROACT Search** presented 3 additional candidates for interviews. In total, the search took 28 weeks. Ultimately, **PROACT Search** found 47 candidates and Dr. Bernard Taylor was hired.