

SUMMARY OF RESPONSES TO QUESTIONS ON PROPOSALS

Opening text of email sent to all proposal contacts.

Thank you for submitting a proposal to consult with North Kitsap School District on our Superintendent Search. The board reviewed the proposals and has a couple follow-up questions for you. Could you please provide a response by Wednesday, October 12th at 5:00 PM?

Specific questions and answers summarized below by consulting firm.

HYA

Your proposal states that successful superintendent candidates would be unlikely to apply if the finalists would be asked to participate in community forums with stakeholders. Can you please clarify the relationship between the openness of the selection process and the quality of candidates that you can recruit?

Beth Worthington received phone call from Carol of HYA the following is a summary. In their experience, we will likely not get some candidates if we are not completely confidential. The result is a diminished candidate pool. It's a real risk. Some candidates are willing to expose themselves to their current employer and others are not. She had a most recent experience where the three final candidates generated equal support from the community members providing feedback. Each got a third. In her opinion, the feedback may not be that helpful in making a selection or in improving the success of the hired superintendent.

Each school district has a unique process and will use process is desired by the board. She did not have statistics on placements that would demonstrate the impact or effect of open processes. The Seattle School district search in 2012 was open for the two candidates and they were interviewed by 20 committees.

McPherson & Jacobson

In your description of Phase III of the process, you indicate candidates will submit a video and that will be shared with the selection committee. Can you please clarify what the selection committee is and their role in the selection process?

It has been stated that successful superintendent candidates may not participate if the selection process involves open community forums with final candidates. Can you share your experience balancing the openness of the selection process and the quality of candidates that you are able to recruit?

Email from Thomas Jacobson of McPherson & Jacobson

President Worthington,

Thank you for your request for additional information concerning our search process.

In most instances the selection committee is the Board of Directors however in some states in which we work, the Boards are required of have a selection committee that includes others than just the Board. That is why we use the generic term selection committee.

Open vs. Closed searches – McPherson & Jacobson recommends a very transparent search process allowing for high involvement of your stakeholders, while keeping the Board in complete control of the process. During our 25 five years of helping Boards conduct superintendent searches, we have devised a process that allows for input into the process by your stakeholders. We believe that the public business should be done in public.

Open vs. Closed searches – effect on applicant pool: Our average number of applicants for districts with enrollments between 5,000 & 10, 000 students has been consistently between 40 & 45 applicants. A more telling statistic is that “According the National School Boards Association and the Council of Greater City Schools, the average tenure of superintendents is between 3.6 years and 4.6 years.” The retention rate for the placement of superintendents by McPherson is 80% for the past 5 years, 60% for the past 10 years; and, 50 % for the past 15 years. If an open process didn’t work we would not have that level of retentions. We have found that when stakeholders have been meaningfully involved in the process, and know they have be listened to, they support the decision.

Confidentiality of Applicants – We assure all applicants that their names will not become public unless they are selected to be a finalist. However, we feel there is a time that the finalists need to step up and declare that they are a finalist for the position and are proud to be considered a finalist.

All of that being said, the search process is yours. We are there to assist you in a decision-making process and to make recommendations. As long as it is not illegal, immoral, unethical McPherson & Jacobson will adept our search process to meet your unique needs. If your Board would prefer a closed search, we can accommodate that.

Please let me know if you need additional information.

Northwest Leadership Associates

Your proposal did not include the following from the RFP...

Provide a statement describing your understanding of the unique aspects of the North Kitsap School District and what will be important to consider in the superintendent search.

Please provide a statement.

It has been stated that successful superintendent candidates may not participate if the selection process involves open community forums with final candidates. Can you share your experience balancing the openness of the selection process and the quality of candidates that you are able to recruit?

Email from Dennis Ray of Northwest Leadership Associates

I apologize for not responding to these questions in our original proposal. I have no excuse — I just missed them. The following statements constitute our response:

Provide a statement describing your understanding of the unique aspects of the North Kitsap School District and what will be important to consider in the superintendent search.

We are very familiar with the North Kitsap community and the surrounding area, having conducted superintendent searches for nearly every district on the Kitsap Peninsula and for the Olympic Educational Service District 114. In addition, three of our associates (Dennis Ray, Lloyd Olson and Jim Howard) spent a portion of their professional careers in neighboring districts (South Kitsap, Chimacum and Central Kitsap, respectively.) We will highlight the many, many positive aspects of the area's natural beauty, friendly people, and family-oriented life style in our advertising of the opening. We anticipate this being one of the major attractions of the position.

It has been stated that successful superintendent candidates may not participate if the selection process involves open community forums with final candidates. Can you share your experience balancing the openness of the selection process and the quality of candidates that you are able to recruit?

Although we realize that it may cause some concern with a small number of candidates, we firmly believe that school districts must err on the side of openness and transparency in the superintendent selection process. We will recommend that both the preliminary and the final interviews be conducted in open session, and that community and staff members be encouraged to submit written comments regarding their perceptions of the candidates. The board should then adjourn to executive session to consider the qualifications of the finalists. The final decision to hire, of course, must be made in an open meeting in accordance with Washington State law.

Thank you for this opportunity to correct the oversight in our original proposal. If there is any additional information I can provide, please do not hesitate to contact me.

Ray & Associates

In your description of Stage Four of the process, you indicate candidate videos will be provided where they are interviewed with questions designed to the Ohio Department of Education State Superintendent of Public Instruction search. Can you please clarify what the Ohio Department of Education State Superintendent of Public Instruction is and why that is beneficial to our search?

It has been stated that successful superintendent candidates may not participate if the selection process involves open community forums with final candidates. Can you share your experience balancing the openness of the selection process and the quality of candidates that you are able to recruit?

Email from Gary Ray of Ray & Associates

Beth,

Please find below the answers to your questions regarding the proposal that we submitted:

- 1) In your description of Stage Four of the process, you indicate candidate videos will be provided where they are interviewed with questions designed to the Ohio Department of Education State Superintendent of Public Instruction search. Can you please clarify what the

Ohio Department of Education State Superintendent of Public Instruction is and why that is beneficial to our search?

We apologize that this stated "Ohio Department of Education". This was a computer glitch on our end as it should have stated the following:

Stage Four is candidate presentation. Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Board members will have the opportunity to not only review the application packet submitted by each top candidate but they will also have the opportunity to observe each top candidate interviewed with questions specifically designed to the North Kitsap School District search through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. Ray and Associates is the only search firm that provides this video technology screening of candidates. In addition to the top candidate packets provided to the Board, we will have available to the Board each and every completed file for their perusal if they so choose.

The proposal has been looked at and states the above. Again, we apologize for the error.

- 2) It has been stated that successful superintendent candidates may not participate if the selection process involves open community forums with final candidates. Can you share your experience balancing the openness of the selection process and the quality of candidates that you are able to recruit?

The answer to the first part of this revolves around confidentiality. With open community forums, there is no confidentiality and that discourages candidates from applying.

Our candidate pool ranges around 70 completed files. We review those files for the top 10-12 most qualified candidates, based on the Board and Community's feedback for the characteristics wanted in the candidate. We have never had an issue with the quality of the candidates that we bring forward as our screening and vetting process makes sure the candidates are the best for the District.

Please let me know if you have any further questions or concerns.

JG consulting

Thank you for submitting a proposal to consult with North Kitsap School District on our Superintendent Search. The board reviewed the proposals and has a couple follow-up questions for you. Could you please provide a response by Wednesday, October 12th at 5:00 PM?

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SEE ATTACHED PDF



North Kitsap School District

Provide a statement describing your understanding of the unique aspects of the North Kitsap School District and what will be important to consider in the superintendent search.

North Kitsap School District serves a diverse community in the Kitsap Peninsula of more than 100 square miles in the great state of Washington. The geographic locale is home to six different communities and two sovereign tribes in close proximity to Puget Sound.

North Kitsap School District serves approximately 6,000 students and has more than 1,000 educators (full-time and part-time). The school district is the embodiment of a culturally rich population with a third of the student body classified as Title I. The district is managed by a five-person Board and has support from committees dedicated to the district's mission.

The district has celebrated a number of awards including the identification of having one of America's "Best High Schools" and has also received "AP District of the Year" honors. North Kitsap School District is in desirable location making it a destination school system for families.

It has been stated that successful superintendent candidates may not participate if the selection process involves open community forums with final candidates. Can you share your experience balancing the openness of the selection process and the quality of candidates that you are able to recruit?

Highly experienced Superintendents are less likely to participate in community forum meetings unless he/she is named the "lone finalist" due to the risk of jeopardizing their current employment status. Once a community forum meeting takes place the candidate's confidentiality becomes available for public consumption. Our experience in working in states that have an open records act or similar laws (i.e. Sunshine Law) is to manage the confidentiality with extreme care. Each member of the Board, district leadership, executive search firm and candidates associated with the process will be required to sign a "Confidentiality Oath" provided by the executive search firm. The Board may defer any and all media inquiries to the Principal Consultant managing the executive search for a Superintendent of Schools.

JG Consulting works tirelessly to recruit candidates from around the country. We have successfully recruited candidates nationally to serve districts and state departments in and

JGCONSULTING

outside of their home states. Our networks range from traditional to non-traditional candidates including leaders who also work in public and private sectors. We have never had a superintendent resign or retire after participating in our recruitment process. Many of our placed Superintendents continue to work with our firm to support the recruitment process of their executive leadership teams and staff. We have managed 27 executive-level (central office) searches in the last 12-months. Lastly, we have an experienced faculty consisting of retired Superintendents from around the country. Many of our faculty members still serve as advisors for national entities such as the American Association of School Administrators (AASA), Council of Great City Schools (CGCS) and the National School Board Association (NSBA).