

AGENDA

VERNONIA SCHOOL BOARD SPECIAL MEETING

Wednesday, March 4 2026

5:30 p.m.

Vernonia Schools Building, 1000 Missouri Avenue, Vernonia, OR 97064

Join Zoom Meeting

<https://us06web.zoom.us/j/82118172363?pwd=c0pVtwVFSiSdgCTouRptzEblSBHZyz.1>

Meeting ID: 821 1817 2363

Passcode: 9V8mg1

1. CALL MEETING TO ORDER

1.1 Flag Salute

2. AGENDA REVIEW

I move to approve the agenda as (presented or amended).

3. DISCUSSION

2.1 Superintendent Search Agency

4. ACTION

3.1 Hire Superintendent Search Agency

I move to enter into a contract with (insert name of agency) for the purposes of conducting a search for a new superintendent.

5. RECESS to EXECUTIVE SESSION under O.R.S. 192.660 (2) (i)) "To review and evaluate the performance of the chief executive officer or any other public officer, employee or staff member..."

6. RETURN TO SPECIAL MEETING

7. OTHER ISSUES

8. ADJOURN



Grundmeyer Leader Services

Prepared for:

Vernonia School District **Superintendent Search**



www.grundmeyerleadersearch.com



GrundmeyerLeadS

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INTRODUCTION

Dear Vernonia School District Board of Education,

Grundmeyer Leader Services (GLS) is ready to go to work for you in recruiting and hiring the next superintendent for the Vernonia School District. GLS is confident you will be pleased with the services our firm can provide, from recruiting a diverse candidate pool, to landing your top candidate.

Since its first search in 2013, GLS has grown into a trusted partner for schools looking to hire visionary and effective leadership. GLS proudly serves school districts across the country. For a full list of successful hires, visit the search firm website at www.grundmeyerleadersearch.com. We put our name behind the leaders we help hire and have a team in Oregon ready to serve you!

Highlights of what GLS can offer you:

- The leaders we hire stay longer than the national average of four years. In the last seven years, more than 90 percent of GLS hires are still leading in the same district in which they were hired.
- We get the local and national context and can effectively market to both to get you the most diverse and deep candidate pool possible.
- We will ensure your new superintendent is successful. Between the information we provide candidates throughout the search to the entry plan we help them create, their success is ours and we are committed to helping them be successful long-term.

The firm has grown significantly over the years because of quality service to districts at a fair price. Our quality service includes twenty-first century recruiting measures, advanced screening tools, and a clear process that leads to candidates who are truly the best fit for the district.

As a firm, we understand that you know your school district and community best. We understand how to lead a successful search process. As partners, we can facilitate a thorough and effective superintendent search to ensure the best leader is hired to take your district to the next level and add to your community.

Your Partners in Education,



Dr. Trent Grundmeyer



Dr. Robb Hess

CONSULTANT QUALIFICATIONS

Dr. Rob Hess

Dr. Rob Hess is a visionary leader with a primary focus on building leadership capacity to drive breakthrough results for students. Dedicated to action and results, he has a proven track record of improving graduation rates, attendance, and student achievement, alongside advancing board development. His deep expertise spans school and district improvement, educational reform, data analysis, process management, crisis management, facility enhancement, foundation development, state reform, systems improvement, and community engagement. Dr. Hess brings a wealth of experience, having served ten years as a superintendent, ten years at the district office level, eight years as a principal, and ten years as a teacher.

In 2018, he established Breakthrough Consulting, a grassroots network dedicated to assisting schools and districts in achieving exceptional improvement outcomes. He is the conceptualizer and developer of the Priority Leadership G.R.O.W. coaching program, which supports superintendents and principals and includes the proprietary Priority Leadership assessment tool. His firm has also created evaluation and support tools to facilitate the professional growth of teachers and principals. Breakthrough Consulting specializes in executive searches, strategic planning, evaluation systems, and community engagement.

Dr. Hess has held teaching positions at the University of Oregon, Oregon State University, Willamette University, and Lewis & Clark College, where he has instructed on teacher leadership, professional development for administrators, school improvement planning, data analysis for school improvement, and teacher/principal evaluation.

He has authored and co-authored four books focusing on educational reform, school improvement, and leadership. Additionally, he has partnered with various districts and educational organizations to conduct presentations and professional development activities. His inspiring "Mt. Everest Keynote" presentation guides educators and leaders through the necessary steps to achieve extraordinary results in their professional and personal lives.

Dave Kline

Dave Kline is a seasoned educational leader and superintendent with more than two decades of experience advancing student-centered improvement in rural and small-school districts. He currently serves as superintendent of the Colton School District in Oregon, where he leads K–12 instructional systems, fiscal operations, and long-range strategic planning. Under his leadership, the district successfully passed a \$2.4 million seismic bond to modernize facilities and improve safety, while implementing transparent, conservative budgeting practices that moved the district from deficit spending to a strong projected fund balance.

Dave's career spans roles as a teacher, coach, principal, and district administrator, giving him deep operational and instructional insight across systems. As K–8 Principal and Director of Early Learning in the Sheridan School District, he guided a school out of its state "Focus School" designation through targeted MTSS/RTI implementation, strengthened PLC structures, enhanced reading systems, and embedded equity-focused instructional practices. The school was later recognized by the Oregon Department of Education for significant academic growth.

Known for systematic organizational improvement, Dave prioritizes developing leaders from within, building structures that endure beyond individual leadership tenure, and cultivating cultures rooted in clarity, collaboration, and shared accountability. He has mentored numerous aspiring administrators who have advanced into leadership roles across the region.

Dave has also contributed to statewide initiatives addressing chronic absenteeism and school improvement and has presented at state and national events, including engagements with Studer Education and Oregon's state administrators association. He holds an Educational Leadership Certificate from George Fox University, a Master of Arts from Concordia University (River Forest), and a Bachelor of Science from Taylor University. His leadership philosophy centers on integrity, fiscal responsibility, community partnership, and unwavering belief in students' potential.

CONSULTANT QUALIFICATIONS

Aaron Bayer

Aaron Bayer is a dynamic leader with over three decades of experience elevating people and organizations through strategic collaboration and relational care. As a public-school Superintendent for 15 years, he is widely recognized for driving outcomes while building deep trust across diverse stakeholder groups.

He partners with boards, community organizations, leadership teams, and executives to align vision and values—delivering measurable, lasting impact. His practice is rooted in strategic clarity, human-centered growth, and systems-level transformation.

Aaron's career in education began in Glide, Oregon in 1995, where he first served as a coach. Over the years, he has served communities in the Riddle SD, Oakridge SD, Winston-Dillard SD, South Umpqua SD, and the Oregon Trail SD. His roles have included classroom teacher, school counselor, dean of students, vice principal, principal, and Superintendent. He holds a Master's Degree in Teaching and a Master's Degree in Counseling.

Whether facilitating executive retreats, leading multimillion-dollar capital projects, or coaching senior leaders, Aaron brings a rare blend of operational insight, collaborative leadership, and relational depth. His work spans public and private sectors, consistently focused on building responsive, resilient systems that honor the people within them.

Fueled by an uncommon passion for purposeful leadership, Aaron champions continuous improvement and helps leaders reflect, refine, and renew their mission. His approach empowers organizations to evolve with integrity and lead with clarity—transforming vision into action and values into results.

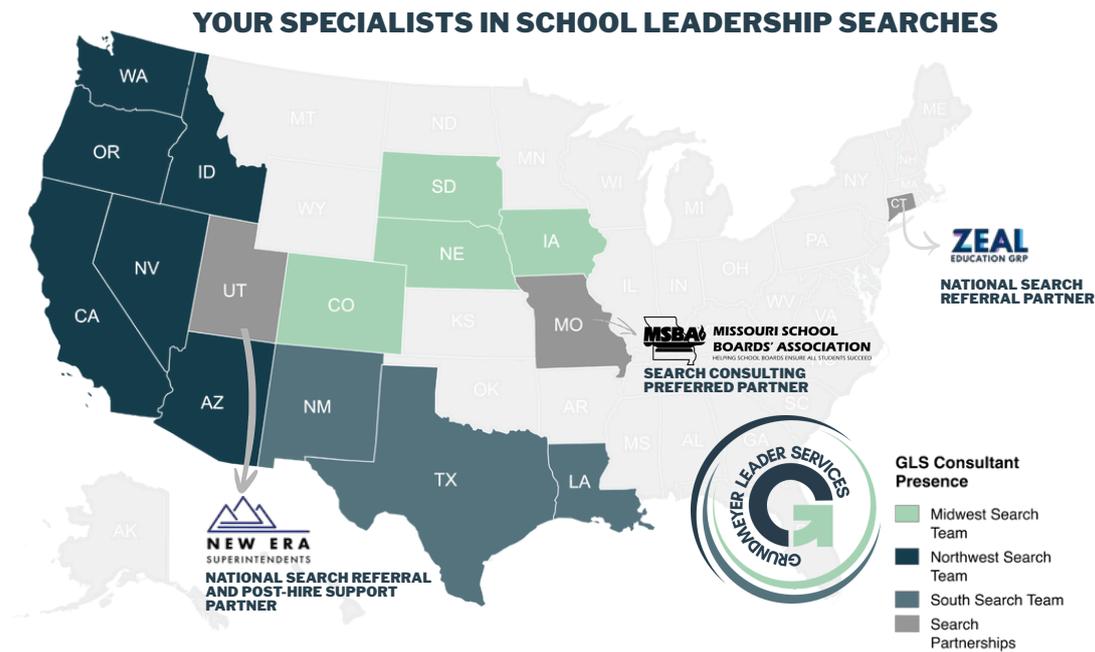
Dr. Trent Grundmeyer

Trent is the founder of Grundmeyer Leader Search LLC. He currently serves as an Associate Professor of Education Leadership at Buena Vista University. His prior experience includes serving as a professor at Drake University and serving as a high school principal at Hampton-Dumont and Indianola High School.

Trent was recognized as 2013 Secondary Principal of the Year by the School Administrators of Iowa organization. He was also named the 2009 Character Counts! Administrator of the Year in Iowa. He earned his doctorate degree in educational leadership at Iowa State University in 2013 and focuses much of his research around technology integration and leadership.

Trent has many connections around the state and Midwest which provides advantages to the districts he serves through the recruiting and hiring process. Grundmeyer Leader Search continues to grow based on Trent's integrity in the search process ensuring that the leader who gets hired is truly the best fit for the job. GLS is now Grundmeyer Leader Services which has expanded the team of consultants to serve schools in leading the hiring process to onboarding new superintendents as well as leading administrative and school board retreats.

GLS' NATIONAL REACH



WWW.GRUNDMEYERLEADERSEARCH.COM

Visit the GLS website for more information about the GLS team and bios for each consultant.

THE GLS DIFFERENCE

- A personalized and professional approach to the search with the belief that the firm works for the board
- Recruitment and marketing strategies all aimed at the right fit rather than a pool of predetermined candidates
- A front-loaded search process that aligns a leader's professional skills and qualifications to the needs of the district
- Search support personalized to meet the specific needs of the board
- New marketing strategies to reach a more diverse pool of potential candidates
- Guidance through the hiring process based on research, experience, and current best practices
- Applicants apply online through Applitrack, eliminating extra paperwork
- Having the same search consultants to work with throughout the entire search process
- Using feedback from the search process, a detailed entry plan is drafted with the successful hire to set the candidate up for success in their new role

BENEFITS OF A SEARCH FIRM

Recruiting candidates- A search firm can help recruit candidates both locally and nationally through personal connections, established networks, and marketing outlets that your organization most likely does not have. This traditionally increases your candidate pool.

Time dedicated to the hiring process- The search process is time intensive in getting stakeholder feedback, recruiting candidates, making reference calls on each candidate, and preparing for the actual interviews.

Objectivity in the hiring process- Your search team has a vested interest in your search process but is not invested in your organization and community like you are as a board member. Thus, the consultant can guide the process and ensure objectivity throughout the hiring process.

Tools to screen candidates- Making sure the best candidates surface is the science to the hiring process. Having the right screening tools is paramount to screening candidates and promoting those who are truly the best fit for your organization. The search firm has screening tools most organizations do not have.

Support with entry plan- The search firm can work with your successful candidate to tailor an entry plan so that they get off to a good start in your specific organization. Advice from stakeholders from the survey, financial and student achievement information, and data from the interview process shall all be considered in tailoring the entry plan and getting the new hire off to a successful start.

Validation to the board- Even if there is a strong internal candidate, a thorough and objective search process validates the successful candidate who surfaces to the board, stakeholders, and larger community base. New hires also get training and support long term from the GLS team.

BOARD SATISFACTION



TESTIMONIALS

You helped bring us together as a board when it came to finding our top candidate. DO NOT HESITATE HIRING GRUNDMEYER. First rate team, quality experience, excellent process! — Anamosa School Board

It was a pleasure to work with Grundmeyer Leader Services in the selection of our Superintendent for Harlan Community Schools. Over my nearly 15 years on the School Board this is the third time I have been involved in the search process. Your firm offered quality "Cadillac" service. I would recommend your company for any institution looking for education leadership recruiting. — Harlan (Iowa) School Board Member

Utilizing the services of Grundmeyer Leader Search the right choice for our district. We could not have had as successful of a process or outcome without the guidance they provided. Our board would not hesitate to work with them if the need arose again in the future. — Decorah (Iowa) Board President

Trent supported -- but did not control -- our search for a new superintendent. He provided connections, top-notch resources, and best practices for our process and did the background work to make everything run smoothly...yet it was clear that this was OUR process, not his. The end result was an excellent new hire and buy-in from the entire school community. — Emmetsburg (Iowa) Board President

If you want a consulting firm that continually puts your school district best interests first, this is the firm to work with. You treated us as we were your only client and was always available whenever any questions arose. Their research and guidance proved invaluable. A must hire! — Treynor (Iowa) Board President

GLS was a tremendous value in organizing our search process from start to finish. The direction and advice we received throughout allowed us to exceed our hopes and expectations. — Fort Dodge (Iowa) Board Member

My experience with Grundmeyer Leader Services was phenomenal. They facilitated a process that was personable and authentic, helping me and the board truly get to know each other and determine whether the fit was right. The interview preparation and coaching were highly effective, and Trent Grundmeyer's hands-on leadership gave me confidence throughout the process. Grundmeyer goes beyond a search, they provide a relational, professional, and supportive experience that sets leaders up for success. — Stratton School District R-4 (Colorado) Superintendent

Trust the GLS's process and follow the process. This is my 3rd search and the only search that the teachers, staff, parents, students, and community members were pleased with after the BOE's announcement. By far a much better outcome than the outcry and protest from previous searches. — Clarke (Iowa) Board Member

Grundmeyer Leader Services helped make the process of hiring our new superintendent go very smooth. Their knowledge and guidance through every step was welcomed and appreciated! — Sibley (Iowa) Board Secretary

As a board member who was going through the hiring of a superintendent for the first time I questioned if we really needed a firm to assist us. After the first meeting with the Grundmeyer Team I knew that the services they were providing was a necessity to ensure a fair and in-depth process and that no steps were missed or overlooked. They met all of those expectations. Thank you! — Center Point-Urbana (Iowa) Board President

I would highly recommend Grundmeyer Leader Services. Dr. Grundmeyer and his team helped the district navigate the process of hiring our next Superintendent through a highly efficient and effective process. — South Tama (Iowa) SBO

TIMELINE

The proposed timeline for the hiring of the Vernonia School District superintendent position is given below with a more specific timeline to be developed in conjunction with the board of directors.

PROPOSED HIRING TIMELINE	DESCRIPTION OF EVENTS
<p style="text-align: center;">PLAN February</p>	<p>Establish salary range and benefits package Establish interview process and timeline Post-survey for stakeholder feedback Host stakeholder input meetings (optional)</p>
<p style="text-align: center;">RECRUIT February–March</p>	<p>Advertise position Recruit candidates for the position Develop screening interview questions</p>
<p style="text-align: center;">SCREEN April</p>	<p>Screen candidate application materials Present candidates to the board Establish interview teams Establish formal interview questions Initial interviews</p>
<p style="text-align: center;">HIRE May</p>	<p>Formal interviews Feedback and debrief with the board Job offer to successful candidate Conduct formal background check Solidify contract with new hire Announce hire to staff and community</p>
<p style="text-align: center;">ONBOARD May–July</p>	<p>Share stakeholder survey advice Ensure proper licensure Develop an entry plan Develop first year goals</p>



DEVELOPING COMPENSATION PARAMETERS

Establishing a salary and benefit range prior to hiring will help in recruiting candidates and negotiating the successful candidate’s contract.

GLS will provide comparative data based on school size, location, region, and other factors. Benefits are compared to recent hires of the same position type. We also provide actual sample contract language to help the school board establish a fair but enticing salary and benefits package. Collaboratively, we are positioned to act as a liaison between the successful candidate and the school board.

IDENTIFYING DESIRED QUALIFICATIONS

GLS makes data-driven decisions to establish criteria specific to your organization, which are used throughout the search process to ensure a good fit and a successful candidate.

To develop an understanding of the core qualities and skills desired in your next leader, GLS will facilitate a community stakeholder survey (digital) to obtain direct feedback from stakeholders. The search firm may also conduct constituent meetings if requested by the board. At the conclusion of the survey, we will present the results to the board and assist the board in identifying themes which will be the basis for identifying desired qualifications for the position. These desired qualifications are then used throughout the search process, including recruiting and screening, as well as formulating interview questions to help ensure boards truly find the right fit.

All of this data will also be used as a guide to creating an entry plan for the successful candidate, ensuring a smooth transition of leadership. Our firm will also recommend an interview process that includes input from all stakeholder groups: teachers, administrators, parents, students, board of education, and community members.

RECRUITING DIVERSE & QUALIFIED CANDIDATES

It is recommended that candidates can confidentially apply through Grundmeyer Leader Services and are only made public when finalists are announced for the position. This confidential process ensures candidates can apply without losing credibility in their current job, which traditionally increases the overall quality of the candidate pool.

The position is marketed on Indeed, K12 Job Spot, social media, iHire, Applitrack, Handshake, through university preparation programs, and the GLS website. The position will also be posted on The School Superintendents Association (AASA) website. GLS is well-networked across the nation to recruit a diverse candidate pool. Personal phone calls and emails are the best way to recruit the highest qualified candidates. Any names of potential candidates shared with GLS are contacted.

GLS will assist the board in conducting a nationwide search that generates a diversified pool of qualified candidates for the position. The firm has recently utilized Handshake, National Alliance of Black School Educators, and multiple university alumni channels to strategically recruit a more diverse candidate pool.



Superintendent search statistics from the 2024-2025 academic year.

GLS recruits candidates who are believed to be a good fit for the organization based on the desired skills and qualifications established by the district stakeholder survey. Stakeholders are also asked to assist in recruitment by supplying the names of potential candidates to GLS. The board is also asked what candidates may surface that are not a good fit for the organization. Recruitment entails solicitation of current leaders in area school districts as well as other leaders around the country who are deemed a good fit for the position. Although other firms may promote being able to recruit from a national pool or have consultants around the United States, the truth is that each firm posts to similar national boards.

Grundmeyer Leader Services has hired multiple candidates from out of state. Many of these candidates were contacted personally to apply for a position for which they were identified as a good fit. Other candidates have inquired about the position on state posting boards and reached out to the firm directly. Regardless of how the candidates hear about the position, we will recruit the best candidates both locally and nationally and facilitate a hiring process that ensures the best candidate for your district is hired.



SHARED CANDIDATE INFORMATION

To ensure a thorough and confidential review process for our current hiring initiative, we will implement a three-phase approach in collaboration with the school board. In the first phase, board members will receive weekly updates with application materials for each candidate as they are submitted, including detailed cover letters, resumes, and reference letters, which allows for continuous evaluation. Following the application deadline, the second phase will provide comprehensive information on all candidates and initial screening results. Finally, the third phase will involve an in-person board meeting in a closed session to review all candidates, incorporating confidential references and social media checks to ensure a well-rounded assessment. This structured approach will facilitate informed decision-making and maintain the integrity and confidentiality of the selection process.

PHASED CANDIDATE UPDATES TO THE BOARD



ESTABLISH INTERVIEW TEAMS & QUESTIONS

Formal interviews are normally conducted on your campus but can be a combination of Zoom and face-to-face. Usually formal interview teams include one or more mixed teams consisting of multiple stakeholder groups, an interview with the board, and a community and district tour. Stakeholder interviews may include representatives from the following groups: administrative team, classified and certified staff, students, and community members. It is the responsibility of the district to be purposeful in the selection of interview team members as districts know its constituents at a much deeper level than GLS.

Interview questions for each stakeholder team are provided after input is garnered from interview team members.

CANDIDATE REVIEW

A search firm's role is to objectively rate candidates based on their skills and experiences in relation to an organization's desired qualifications. Something unique to GLS is that we will present materials for all candidates for the board's consideration. We will advise based on objective data, but the decision on who to move forward with is a board decision. While each hiring process is unique and tailored to the individual district or organization, GLS ensures that all legal standards are met, key dates are clearly shared, and input from all stakeholders involved is gathered throughout the process. The stakeholder survey, screening protocols, interview questions, reference calls, and candidate comparisons are all aligned to the desired qualifications the board wants in the successful hire.

CANDIDATE SCREENING

The GLS List of Screening Tools and Resources:

- Online applications submitted via Frontline Technologies
- Stakeholder survey with comprehensive summary reports
- Education Simulations available for use during finalist interviews
- 3rd Degree Screening for education verification, and social media and background checks
- Leadership Style, Motivators, and Attributes Inventory
- Interview feedback forms tailored to desired qualifications
- Finalist feedback chart to facilitate objective review of finalists

SAMPLE CANDIDATE SUMMARY REPORT

MOST QUALIFIED	<ul style="list-style-type: none">• CANDIDATE APPLICATION MATERIALS ARE COMPLETE AND PROFESSIONAL• CANDIDATE HAS EXPERIENCE IN A LEADERSHIP OR ADMINISTRATIVE ROLES• CANDIDATE HAS POSITIVE RECOMMENDATIONS AND ACCOLADES RELATING TO THIS ROLE
QUALIFIED	<ul style="list-style-type: none">• CANDIDATE APPLICATION MATERIALS ARE MOSTLY COMPLETE AND PROFESSIONAL• CANDIDATE HAS SOME EXPERIENCES IN LEADERSHIP OR ADMINISTRATIVE ROLES• CANDIDATE HAS MOSTLY POSITIVE RECOMMENDATIONS RELATING TO THIS ROLE
NOT QUALIFIED	<ul style="list-style-type: none">• CANDIDATE APPLICATION MATERIALS ARE EITHER NOT COMPLETE OR PROFESSIONAL• CANDIDATE HAS LITTLE OR NO EXPERIENCES IN LEADERSHIP OR ADMINISTRATIVE ROLES• CANDIDATE DOES NOT HAVE POSITIVE RECOMMENDATIONS RELATING TO THIS ROLE

FORMAL INTERVIEW PROCESS

An organization's location, hiring timeline, benefits package, and other factors contribute to the total number of applicants. During the application period, the board will receive digital copies of applicant cover letters and resumes. Board members will have the opportunity to observe applications weekly throughout the process. Once the application period has closed, GLS will screen all candidates based on the desired qualifications developed earlier from the stakeholder survey. GLS will present a one-page Candidate Summary Report (an example is shown on the previous page) on every candidate and board members will receive materials from any and all applicants for the position. GLS will rate the candidates objectively and present that information to the board; however, it is the board's responsibility to select semifinalists to interview. Using the desired qualifications and data provided by GLS, the board will work to narrow the field to two or three finalists. Often, boards will select five to eight semi-finalists, and GLS will schedule 30-minute Zoom interviews so that the board can hear from each of the semi-finalists. After the screening interviews the board can again review all the data and select two to three finalist candidates for formal interviews. Sometimes, boards choose to move right to formal interviews with finalists.

During the actual interviews, a GLS consultant will be present to guide the process but will not participate in the actual interviewing of candidates. This includes talking with each interview team before the interview begins, introducing the candidates to the interview team, escorting the candidate between interview groups, and ensuring illegal interview questions are not asked throughout the process.

Each stakeholder team is provided interview questions by GLS. Traditionally, two to three minutes should be allotted for each interview question.

FEEDBACK & DEBRIEF

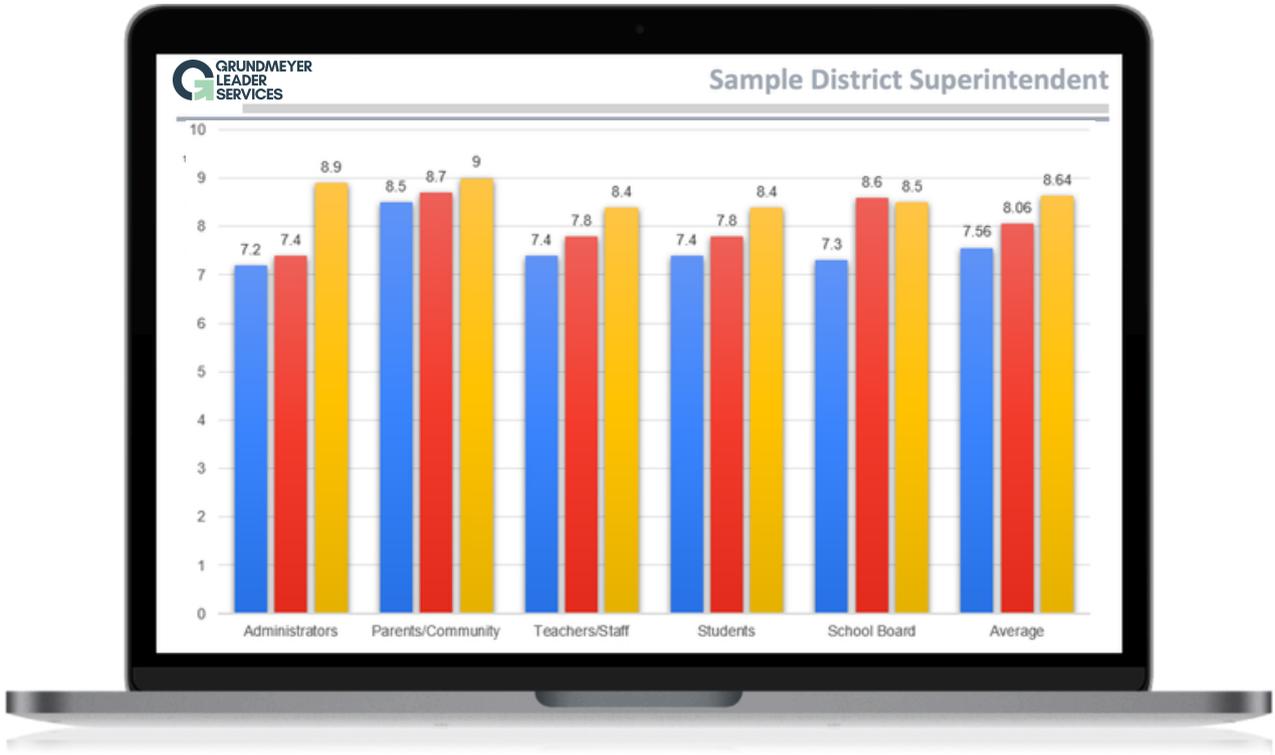
At the conclusion of the formal interview, stakeholder teams provide feedback and identify strengths and concerns regarding each candidate. Each individual on the interview team provides their individual feedback, and group discussions are not allowed until all feedback forms are gathered to ensure everyone has an equal and unbiased voice in the process. Stakeholder groups will NOT rank candidates, as it is the board's responsibility to review data and make the decision on the superintendent of the Vernonia School District. To make this important decision, the board can expect a comprehensive feedback report from the search firm consultants with accurate data collected from all interview team members and groups. GLS consultants will also share any factors for consideration with the finalists that may contribute to, or take away from, the candidate's capacity to lead and be successful in the position.

GLS provide support and guidance throughout the entire process, while keeping objectivity as much as possible. Just as it should be, it is the board's responsibility to actually decide semifinalists, finalists, and ultimately which candidate gets the official job offer. Finally, we will prepare multiple press releases for the district throughout the process. These are sent to the district for approval and dissemination as wanted.



FINALIST FEEDBACK CHARTS

The search consultant provides the school board succinct candidate feedback charts with themes from each interview team, key considerations, and final interview team ratings. This targeted data helps the board objectively review the finalists and make the best decision for their organization.



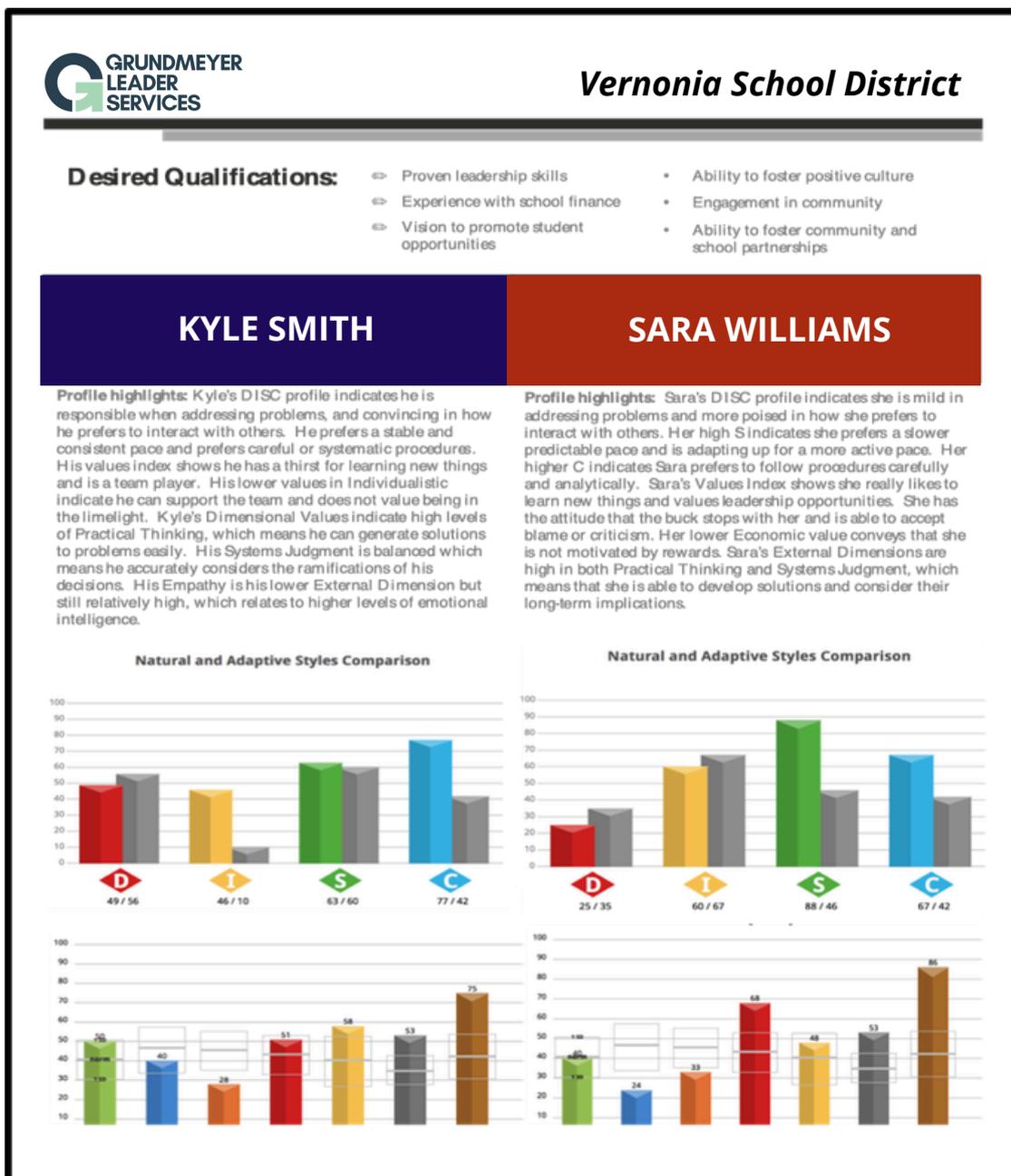
Candidate 1	Candidate 2	Candidate 3
<p>Strengths:</p> <ul style="list-style-type: none"> + Relationship builder + Communicates effectively + Confident + Would be visible in schools and the community + Passionate about education + Understands southern Iowa + Could be a culture builder + Would bring kids to the district + Could grow into position long-term + Cares about students and staff + Asked good questions to students 	<p>Strengths:</p> <ul style="list-style-type: none"> + Genuine and approachable + Effective and transparent communicator + Understands the district and community + Reflective and open to feedback + Natural relationship builder + Very organized + Student-centered + Passionate about education + Led district initiatives (calendar, Title I) + Builds capacity of others + Would promote sports and fine arts programs 	<p>Strengths:</p> <ul style="list-style-type: none"> + Superintendent experience + Diverse K-12 background + Collaborative leadership style + Calm and professional + Experience overseeing building projects + Experience with online program + Knows the area + Understands school finance + Values alternative education + Data-driven decision maker + Clear integrity + Follows district policies and procedures
<p>Concerns/Weaknesses:</p> <ul style="list-style-type: none"> - Limited total years in education - School finance experience - Using data to make decisions - Little experience overseeing major projects - Naive to how visible he can be and ideas he has 	<p>Concerns/Weaknesses:</p> <ul style="list-style-type: none"> - Holding former colleagues accountable - No superintendent experiences 	<p>Concerns/Weaknesses:</p> <ul style="list-style-type: none"> - Some general examples - Recent media reports - Lower energy than other candidates - No entry plan and didn't seem to do as much homework



ADVANCED INSIGHTS PROFILE (FOR FINALISTS)

The ADVanced Insights Profile provides a depth of understanding of candidates that is unmatched. There are three different, yet intricately connected profiles: DISC (focuses on HOW a person responds to problems, people, pace of work, and procedures/precedents); Values Index (focuses on WHY a person does what they do and what their motivators are); and Attributes Index (in WHAT order a person thinks and processes). This combination of profiles is a powerful tool in understanding candidates prior to actually hiring them. The ADVanced Insights Profile has been used in the business world very successfully and in several school districts throughout the Midwest.

The tool is EEOC compliant and researched-based. The Results Group of West Des Moines, Iowa, helps to administer the inventory and interpret the candidate's results.



BACKGROUND CHECK PROCESS & DUE DILIGENCE

Once top candidates are identified, consultants contact their current and previous employers and complete extensive reference checks on the finalists. Any concerns will be brought to the attention of the board president and/or board secretary. We also administer the Advanced Insights Inventory to surface each finalist's communication, motivation, and problem-solving style.

Grundmeyer Leader Services coordinates with 3rd Degree Screening to provide comprehensive, structured background and reference checks. This includes social media screening to flag job-relevant risks on finalists, education verification, and state licensure/endorsements verification with the Board of Educational Examiners.

In addition to licensure and criminal background screening, your district human resources department is responsible for verifying a finalist's eligibility to work in the United States. This includes completion of Form I-9 (candidate completes section 1 no later than the first day of work; the district examines acceptable documents and completes section 2 within three business days) and, if the district participates, initiating E-Verify (a free DHS/SSA service) to confirm employment authorization. Because federal law requires the employer to perform these checks, the search firm cannot legally complete them on the district's behalf. However, GLS will coordinate timelines, provide checklists, and assist with documentation logistics so all required HR verifications are completed in accordance with law prior to the board's final contract action and onboarding. Note that E-Verify confirms work authorization—not citizenship—and must be used uniformly and only after an offer is accepted.

JOB OFFER TO SUCCESSFUL CANDIDATE

As it should be, it is the board's responsibility to actually decide semifinalists, finalists, and ultimately which candidate gets the official job offer.

A salary and benefit range as well as other potential benefits (such as cell phone stipend, relocation fee, TSA, or insurance) is normally established early in the search process. The search firm consultant is in a good position to act as a liaison between the successful candidate and the school board. Once a candidate is chosen, the board should decide on their first offer and provide some leeway to the search firm consultant. The consultant will then make the offer and keep the board updated until a formal hire is made. In the event that the successful candidate counteroffers the board's offer, the search firm consultant will communicate with the board by phone or email.

PUBLIC ANNOUNCEMENT

We will share communication templates for press release announcements throughout the hiring process. These are sent to the district for approval and dissemination as requested, including the final announcement naming your new superintendent.



DEVELOPING A SUCCESSFUL ENTRY PLAN

When a candidate is hired with GLS, the process is not over. We work with the new hire to establish an entry plan that ensures the candidate is well-informed to be successful in their new role. The entry plan includes key meetings, tasks, and people with whom to meet.

Advice for the new superintendent and feedback from the stakeholder survey will also be shared with your new hire. This information, paired with information gleaned throughout the hiring process, helps your new leader draft a customized entry plan to get off to a great start in your system. We also recommend first-year goals for the new leader.

The new leader will also go over their ADVanced Insights Profile with GLS consultants. This briefing will help give them a better understanding of their natural talents, leadership motivators, and potential blind spots. This data, too, will be used to create an effective entry plan and first-year goals.

FOLLOW-UP SUPPORT

GLS takes great pride in making sure that new hires are indeed a good fit for the organization. Our ongoing support for your new leader intentionally connects them to experts on finances and facilities through our annual onboarding workshop.

Grundmeyer Leader Services (GLS) supports new superintendents beyond hiring through strategic partnerships that ensure long-term success. New Era Superintendents offers a GLS-funded pilot membership with coaching, leadership resources, and national networking. The Donovan Group strengthens communication through stakeholder surveys, press releases, videos, and strategic planning. ISFIS provides financial insights and legislative updates, especially during the New Superintendent Onboarding Workshop. Denovo equips leaders with tools to assess facilities and manage bond issues. Together, these partners provide ongoing support to help new leaders thrive.

GLS PARTNERS



FEE STRUCTURE

GLS is confident in our process, networks of candidates, and ability to hire a leader who is truly a good fit for the Vernonia School District. The organization is billed \$2,500 at the start of the search to cover marketing and travel costs. The remaining balance of the search fees is invoiced upon substantial conclusion of the search process.

DESCRIPTION	COST
Marketing and Consultation	\$10,240.00
Travel	Waived
PROPOSED SEARCH TOTAL:	\$10,240.00

The proposed invoice includes all necessary travel (up to five trips) and associated expenses, including marketing and consultation services. Mileage fees are waived. The proposed search total is guaranteed to be the maximum amount the district will pay.

We recommend the full search with all screening tools and steps to leverage the best outcome. However, the board may choose to remove or conduct some steps on their own. In this event, the total invoice is reduced. Again, the GLS philosophy is that the firm works for the board so the customized support will be what the board values to ensure they get the best hire.

Key steps and resources included in the proposed search invoice:

- Stakeholder survey and/or in-person meetings
- Salary and benefits comparable and planning
- Recruitment of highly qualified candidates
- Marketing on proposed outlets (websites, pools, social media, personal contacts)
- Disclosure of any and all known qualifications and concerns about all candidates
- Reference calls for all qualified candidates
- Objective candidate ratings for all candidates
- Hiring update document drafted to share with the public
- Initial screening interviews
- ADVanced Insights Profile of each finalist
- Facilitating formal interviews
- Candidate summaries presented to the board
- Contract negotiations
- A final announcement to share with the public
- A full day with the new leader and to explain the ADVanced Insights Profile
- Development of an entry plan
- Mileage and travel



Optional steps and resources included in the proposed search invoice:

- Extra advertising/marketing
- ADVanced Insights for screening semifinalists

Responsibilities of the Vernonia Board of Education not included in the proposed search invoice:

- Printing and copying of interview materials
- Sharing the stakeholder survey
- Contacting stakeholders for interviews
- Following open and closed meeting laws
- Travel costs for finalists (as necessary)
- Completing legally required background checks

SEARCH MATERIALS

GLS accepts full responsibility for the cost associated with advertising for the district's superintendent opening. As previously stated, the position will be marketed on K12JobSpot, social media, the AASA job bulletin, university preparation programs, Handshake, and the GLS website. GLS assumes the cost associated with posting the position on these sites. The district would assume the costs on any other marketing outlets.

PROFESSIONAL LIABILITY INSURANCE

GLS will maintain \$1 million in Professional Liability Insurance coverage. No workers' compensation insurance, or any other type of insurance should be obtained by the organization, on account of GLS.

GUARANTEE OF SERVICE

Grundmeyer Leader Services (GLS) guarantees the selected candidate for one year from their contract start date. If the candidate leaves within the first 12 months, GLS will conduct a replacement search at no professional fee; the district will only cover direct expenses (e.g., mileage, advertising). If the candidate departs during the second year, GLS will provide:

- **Career Advancement:** A replacement search at a reduced fee if the candidate resigns for a promotional opportunity.
- **Board Termination/Non-Fit:** A replacement search with no professional fee; the district pays only actual, direct expenses

SATISFACTION FEEDBACK

GLS follows up regularly after the new leader starts the job and sends a formal six-month survey to get feedback about their performance and the board's satisfaction. To date, over 92% of organizations have reported ongoing satisfaction with their new hire. Many organizations rehire GLS for future searches because of how satisfied they are with their new leader and the value they found in the hiring process.

90% or more candidates hired with the support from Grundmeyer Leader Services are still in their current role six plus years later. This is a sign that the hires placed with the support of Grundmeyer Leader Services are truly a good fit for the organization they are serving. The longevity of the leader is also a positive sign for the district and what is best for staff and students.

SEARCH FIRM REFERENCES

SCHOOL DISTRICT	POSITION FILLED	CONTACT INFORMATION
Woodland Park CSD (Colorado)	Superintendent	Carol Greenstreet (Board Vice President) cgreenstreet@wpsdk12.org
School Administrators of Iowa	Executive Director	Dr. Lisa Remy (Executive Director) 515-633-5111
Stratton CSD (Colorado)	Superintendent	Julie Shue (Superintendent) 712-251-1712
Missouri School Board Association	Partner	Linda Quinley (Finance Director) 573-208-7872
Clear Creek CSD (Colorado)	Superintendent	Karen Quanbeck kquanbeck1987@gmail.com
Hannibal CSD (Missouri)	Superintendent	Blane Mundle (Board President) 573-249-9120
Gilbert CSD (Iowa)	Superintendent	Andrew Ricklefs (Board President) 515-570-5088
The Donovan Group	Partner	Jerry Gallagher 319-883-1628
Fort Dodge CSD (Iowa)	Superintendent	Stu Cochrane (Board President) 515-570-5088
Decorah CSD (Iowa)	Superintendent	Ron Faldness (Board President) 563-380-2026
Lewis Central CSD (Iowa)	Superintendent	Dorene Scheffel (Board President) 402-677-7342
Gallatin CSD (Missouri)	Superintendent	Jeff Donovan (Board President) 660-334-1415
Madrid CSD (Iowa)	Superintendent	Lauren Clark (Board President) 913-660-3712
Fort Dodge, St. Edmond (Iowa)	Principal	Mike Johnson (Board President) 515-570-6921
Okoboji CSD (Iowa)	Superintendent and AD	Juli Johnson (Board President) 712-330-5430
Roland-Story CSD (Iowa)	Superintendent	Chris McIlrath (Board President) 515-310-7162
Hubbard-Radcliffe CSD (Iowa)	Superintendent and Principals	Jacob Bolson (Board Member) 563-379-2337
Iowa Girls High School Athletic Union	Executive Director	Erin Gerlich 405-334-2547
Clear Creek-Amana (Iowa)	Superintendent	Dr. Alison Momany allisonmomany@ccaschools.org

FREQUENTLY ASKED QUESTIONS

How many candidates do you think will apply?

Traditionally you can expect around 20 - 25 superintendent candidates. The location, hiring timeline, and benefits package, among other factors will contribute to the total number of applicants.

Will the board see all candidates that apply?

Yes. Candidate materials (cover letter, resume, and references) are shared with the board each week.

When are candidates' names made public?

Candidates' applications are confidential until they would be named as finalists for the position. Normally, there would not be more than two to three finalists made public. The board will decide when/if finalists names are shared publicly.

What if a candidate is not brought to the board as a finalist who a board member thinks should be?

GLS will present EVERY candidate to the board; an objective rating (based on the desired qualifications identified earlier in the process) will be made by the firm and shared with the board. However, the board will select semifinalists and finalists. We do the behind-the-scenes work, but it is the board's responsibility to make these decisions.

What if the board does not agree on a candidate after the formal interviews?

The board has the final say in who is offered a contract. The board can expect a final report from the search firm consultants with summaries and data from the formal interviews. Any factors for consideration with the finalists will be brought to the board's attention so the board can determine the factors that may contribute to, or take away from, the candidate's capacity to lead and be successful in their district. The consultants will also prompt the board when there is not an agreement, to try to reach consensus on a final candidate.

Thank you!

Executive Search Services Proposal



Vernonia – February 24, 2026

Vince Adams, Board Development Specialist | 971-446-0904 | vadams@osba.org

Executive Summary

The Oregon School Boards Association (OSBA) partners with school districts to conduct superintendent searches that are well organized, credible, and focused on attracting a strong pool of qualified candidates. We provide a complete, start-to-finish process that supports the board from early planning and community input through finalist selection, transition, and governance alignment.

Superintendent searches involve real risk for boards, including public trust, legal compliance, process missteps, and long-term leadership fit. OSBA's search process is intentionally designed to help boards manage these risks through clear criteria, consistent evaluation tools, and a process that can be clearly explained and confidently defended.

OSBA's approach keeps the board firmly in its role as the hiring authority while providing structure and guidance at every step. Our consultants lead a clear and disciplined process that helps districts attract a strong and diverse pool of candidates, evaluate applicants consistently based on community priorities, and make well-informed decisions grounded in evidence rather than impressions.

OSBA manages every phase of the search, including community input, leadership profile development, recruitment and outreach, screening and interviews, finalist activities, and post-hire transition support. We remain engaged beyond the hiring decision to support a successful leadership transition and a strong board–superintendent working relationship. Our work is grounded in deep Oregon-specific experience, practical governance expertise, and a consistent process to fit each district's size, context and capacity.

By the end of the search, board members can clearly explain how community input, adopted criteria, and candidate evidence informed their decision. OSBA's role is to ensure the board reaches its final selection with confidence, both in the candidate chosen and, in the fairness, and consistency of the process that led to that decision.

How to Use This Proposal

- If you want a quick overview: Read Sections 2–5.
- If you want to know what OSBA will deliver: See Section 6.
- If you want to understand costs: See Section 7.
- If you want to know who you'll work with: See Sections 8–9.

1. About OSBA

Founded in 1946, the Oregon School Boards Association (OSBA) is a nonprofit membership organization that serves Oregon’s public-school boards, education service districts, and community colleges. Our work is guided by a single purpose: to strengthen local governance so students, families, and communities thrive.

OSBA supports boards by providing practice services that help districts operate effectively and make sound decisions, including:

- Governance training and development to help boards work together with clarity and confidence
- Policy services that keep districts aligned with state and federal requirements
- Labor and legal guidance that supports stable and compliant district operations
- Executive search services designed specifically for Oregon’s governance and legal environment

Our superintendent search services reflect OSBA’s broader mission and values:

- **Board-centered:** We respect and protect the board’s role as the hiring authority. OSBA structures and facilitates the process, but all hiring decisions remain with the board.
- **Structured and consistent:** We use clear criteria, practical tools, and experienced facilitation to support fair and consistent evaluation through the search.
- **Oregon-specific:** Our organization understands Oregon law, labor relations, funding structures, and community dynamics, which helps boards avoid common risks and missteps.
- **Committed to continuity:** We support districts early in the process and remain engaged after the hire to help boards and new executives begin their work aligned and prepared.

Across all areas of service, OSBA is dedicated to helping boards govern effectively, communicate clearly, and make decisions that reflect community priorities and support student success.

2. OSBA's Approach to Executive Searches

OSBA conducts executive searches using a clear and consistent approach that keeps the board in control while providing structure, support, and guidance through the process.

OSBA searches are designed to be:

- **Board-Centered:** The school board is the hiring authority. OSBA structures and facilitates the process, but all hiring decisions remain with the board. Our role is to provide clear criteria, reliable information, and practical tools so board members can discuss candidates effectively and make decisions together with confidence.
- **Structured and Consistent:** OSBA uses essential tools such as evaluation guides, screening matrices and standardized interview formats to help board members and screening panel participants focus on the leadership profile rather than personal impressions. This structure supports fair and consistent evaluation from the first application review through final interviews and keeps discussions grounded in evidence.
- **Fair and Accessible:** OSBA designs searches to reduce unnecessary barriers for qualified candidates and to build trust in the process. Clear instructions, virtual participation options, flexible scheduling, and advance interview questions help candidates participate fully while reinforcing public confidence in the board's work.
- **Confidential:** Protecting candidate confidentiality is critical to attracting strong applicants, particularly sitting superintendents. OSBA safeguards candidate information through required training, confidentiality agreements and secure digital systems to create a process candidates and boards can trust.
- **Intentionally designed:** No two districts and no two searches are the same. OSBA works with each board to design a search that reflects local context, community expectations, and board priorities. Engagement methods, timelines, and participation options are scaled to district needs while maintaining a clear and consistent structure.

Overall, OSBA's approach is designed to support confident governance. Our process helps boards gather meaningful input without overburdening staff or volunteers and ensures the process is understandable, fair, and trusted by the community.

3. Search Process Integrity

Protecting the integrity of the superintendent search is essential for attracting strong applicants and helping the board do its work with confidence. OSBA uses clear and consistent practices to protect candidate information, follow public meeting requirements and maintain a fair, secure and trustworthy process.

Information Security & Confidentiality

Confidentiality is a key part of a successful executive search. OSBA uses clear safeguards to protect candidate information and support legal and ethical compliance, including:

- Confidentiality training for all board members and screening panel participants
- Signed confidentiality agreements before anyone receives access to candidate materials
- Secure access to applications through the REVELUS online system, which prevents sharing materials by email or personal devices
- Clear procedures for handling candidate files, screening discussions and interview materials
- Guidance on Oregon public meetings law, including when and how executive session authority may be used

These practices help candidates feel comfortable entering the process and allow the board to proceed with clarity and confidence.

Semi-Closed Searches

In a semi-closed search, the applicant names remain confidential during the early stages of screening. Once the board selects its finalists, the district publicly announces the individuals who will participate in finalist activities.

This approach preserves candidate privacy during the competitive phase of the search while still allowing the community to meet with finalists and provide input. Semi-closed searches are the most common model OSBA supports because they balance candidate protection with meaningful public engagement.

Fully Closed Searches

In a fully closed search, finalist names are not released to the public. Only the selected superintendent's name is announced at the conclusion of the process. This model is often used when high-quality candidates may be reluctant to apply if their interest could become public.

To ensure community perspectives are still considered, OSBA convenes a confidential community advisory panel. Panel members represent key community groups and meet privately with finalists. Their feedback is shared with the board in a structured, non-evaluative way to inform the board discussion without compromising candidate confidentiality.

Fully closed searches require careful planning, consistent protocols and strict confidentiality. OSBA manages these elements so the board can focus on thoughtful deliberation and sound decision-making.

4. Roles & Responsibilities

OSBA serves as the process leader for the superintendent search. We design, manage, and facilitate each phase of the process to ensure clarity, consistency, and follow-through. Our role is to handle the organization and process coordination so the board can stay focused on its core responsibility: making a well-informed leadership decision.

How OSBA Supports the Process

OSBA manages the search from start to finish. We design the process, keep it on schedule and make sure everyone involved understands what to expect at each step. Our responsibilities include:

- Facilitating planning and community input
- Drafting the leadership profile and position announcement
- Managing the posting, marketing and candidate communication
- Providing screening tools and training participants on how to use them
- Facilitating screening and interview sessions
- Coordinating finalist visits and collecting feedback
- Supporting board deliberations and next-step planning
- Providing transition and governance training after the hire

In short, OSBA provides the structure, coordination and facilitation so the board can focus on thoughtful decision-making.

The School Board's Role

The board is the hiring authority. Board responsibilities focus on key decisions and active participation throughout the process, including:

- Approving the search calendar and leadership profile
- Reviewing all applicants and participating in interviews
- Maintaining confidentiality
- Selecting semifinalists, finalists, and ultimately the superintendent
- Participating in transition and governance work with the new leader

District Staff's Role

District staff provide important logistical and communication support to help the process run smoothly. This typically includes:

- Serving as the primary contact for scheduling and coordination
- Providing meeting spaces and technology support
- Sharing district materials and communication assets for marketing
- Assisting with finalist visit arrangements

District staff do not manage the search. OSBA leads the process, while district staff support local logistics.

Screening Panel's Role

When used, screening panels support the board by offering additional perspectives during application review. Panel members help keep the focus on the leadership qualities and criteria the board and community have identified as most important. They review materials using the same tools and criteria as the board and help surface common strengths, themes, and questions for board consideration.

Screening panels are advisory only. They do not select candidates or make recommendations. All screening input is shared with the board to support thoughtful discussion and informed decision-making.

This approach allows the board to benefit from broader insight while maintaining full authority and responsibility for all hiring decisions.

What the screening panel members typically do:

- Review applications using established criteria
- Share perspectives focused on leadership qualities and alignment
- Participate in interviews when requested (optional)
- Take part in the finalist activities when appropriate (optional)

5. Search Phases & Timeline Overview

Typical Search Timing

Executive searches for school districts historically began after the winter holidays; however, Oregon's recruitment patterns have shifted in recent years. To attract the strongest possible candidate pool, OSBA now recommends launching searches **earlier in the school year**, ideally between **late October and January**. Many districts across the state have moved their timelines forward, and earlier launches help ensure that strong candidates are not already committed elsewhere.

A full, standard superintendent search typically takes **12–20 weeks** from kickoff to appointment, depending on board availability, holidays and finalist scheduling. Accelerated searches, often used for interim positions, can be completed in **4–6 weeks**.

OSBA works with each board to intentionally design a search calendar that reflects district needs, staffing capacity and timing considerations while allowing enough time for meaningful engagement, careful evaluation and high-quality finalist consideration.

The phases below outline a **proposed full-featured search calendar for this spring** and the pacing of each component. All dates are subject to change based on changes to the search program configuration.

Phase 1: Planning & Community Input

Duration: usually 3–4 weeks.

Early engagement sets the foundation for a successful search. OSBA designs community input processes to help boards understand local priorities, strengthen confidence in the hiring process, and clearly define the leadership qualities most important to the district. Input methods are scaled to district context and capacity while ensuring feedback is gathered early enough to shape the leadership profile and overall search strategy.

The search begins with early planning and immediate community engagement. OSBA works closely with district leadership to understand local context, clarify expectations and prepare for key decisions. Early activities typically include:

March 12, 2026 Regular Meeting

- Kickoff meeting with OSBA and district leadership
- Establishing the search calendar
- Launching the community input survey as early as possible
- Optional focus groups to gather more detailed input from specific community groups

March 26, 2026 Special Meeting

- Public hearing on superintendent qualities and qualifications
- Board approval of superintendent qualities and qualifications
- Determine the salary range

Phase 2: Position Announcement & Search Launch

Duration: usually 2 weeks.

March 27 – April 7

After reviewing and summarizing community input, OSBA prepares a clear report highlighting key themes. Based on this information, OSBA:

- Works with district staff to assemble marketing materials such as photos, videos and district information
- Drafts the superintendent position announcement
- Develops digital marketing materials for social media and targeted outreach (graphics, formatted messaging)
- Completes an internal quality review to ensure accuracy, clarity and alignment with district context

Phase 3: Recruitment & Outreach

Duration: generally 6–8 weeks.

April 7 – April 28 (3 weeks)

During this phase, OSBA launches a coordinated recruitment effort designed to reach a broad and qualified pool of candidates. Activities typically include:

- Posting the position announcement on national, regional and Oregon-specific education job boards
- Nationwide email outreach to professional networks and prospective candidates.
- Coordinated social media promotion of prepared digital assets from Phase 2 on:
 - LinkedIn
 - Facebook
 - Instagram
 - X (formerly Twitter)

For standard searches, the application window is typically eight weeks. When circumstances require an accelerated timeline, such as an interim search, the application period may be shortened to four weeks.

All recruitment efforts are aligned to the district’s leadership priorities, context and timeline to support a strong and competitive applicant pool.

Phase 4: Screening & Semifinalists

Duration: approximately 4 weeks.

Screener training: April 23

Screen applications: April 24 – April 29

Select interviewees: April 30

Conduct interviews: May 7

OSBA provides structured screening tools and facilitates application review by the board and, when used, a screening panel. Screening panels serve in an advisory role, helping surface common themes and perspectives for board consideration. OSBA does not rank candidates or make recommendations. All evaluation information is provided to the board to support discussion and decision-making.

This phase is designed to support fair, consistent, and well-organized evaluation of all applicants. Key activities typically include:

- Training for the board and screening panel participants on confidentiality and reducing bias
- Secure access to applications through REVELUS after required training and confidentiality agreements are completed
- Board review of the full applicant pool, with advisory input from a screening panel when used. OSBA does not pre-screen or withhold candidates
- Use of structured screening tools such as evaluation guides and screening matrices aligned to the adopted leadership profile
- Facilitated debrief with the screening panel to identify shared observations and questions
- Board deliberation and selection of semifinalists
- Support in developing interview questions aligned to district priorities
- Facilitation of screening interviews, including scheduling, logistics and compliance support

Phase 5: Finalist Activities

Duration: 1-week of preparation plus 1–2 days of finalist visits.

Week of May 18th

After screening interviews, the board selects its finalists. OSBA then works with the board to design finalist activities that provide meaningful interaction and information to support confident decision-making.

Finalist activities are tailored to district preferences and may include:

- Customized finalist schedules, developed with the board and district
- Facility and classroom tours
- Student interactions when appropriate
- Staff forums for employees to meet finalists and share feedback
- Community forums or meet-and-greet events based on board preference and search model
- Final interviews with the board, facilitated by OSBA
- Optional meetings with the outgoing superintendent when appropriate
- Structured debriefs with groups who interacted with finalists

All feedback gathered during finalist activities is shared with the board to support thoughtful deliberation and final decision-making.

Phase 6: Decision & Transition

Duration: immediate upon finalist process completion.

Ratify the negotiated contract by May 28

At the conclusion of finalist activities, the board deliberates and selects the next superintendent. OSBA supports this phase by facilitating discussion, providing decision tools, and ensuring all relevant information is considered.

After the appointment, OSBA remains engaged through a comprehensive transition phase. OSBA provides six hours of governance and transition training tailored to the needs of the board–superintendent leadership team. This work often includes:

- Clarifying governance roles and responsibilities
- Developing or revising the board–superintendent operating agreement
- Establishing communication protocols to support a strong partnership
- Reviewing established superintendent evaluation procedures and best practices

These sessions help set clear expectations, strengthen alignment and support a smooth, well-supported and successful leadership transition.

6. Deliverables Summary

OSBA provides a complete superintendent search service, from the earliest planning conversations through transition with the new superintendent. Our transition and governance support is a key part of this work and reflects our commitment to long-term leadership success, not just a filling a position.

Below is a summary of the core deliverables districts can expect as part of an OSBA-led superintendent search.

Core Deliverables

- Kickoff consultation and development of the search calendar
- Community input survey in English and Spanish, with a summary report of key themes
- Leadership profile developed from community and staff input and adopted with board facilitation
- Professional position announcement tailored to the district
- Digital marketing materials for online and social media outreach
- Comprehensive posting and recruitment across national, regional and Oregon-specific platforms
- Secure candidate management through OSBA's online REVELUS system
- Structured screening tools, including evaluation guides, matrices and scoring forms
- Training for all screeners on confidentiality and reducing bias
- Facilitated screening interviews, including support with interview question development
- Customized finalist visit design, with options for staff, student, and community engagement
- Final board interviews facilitated and supported by OSBA
- Structured collection and organization of feedback from finalist activities
- Decision-making support during board deliberations
- Six hours of transition and governance training for the board-superintendent leadership team

OSBA Guarantee

OSBA stands behind its executive search process. If the district completes the full OSBA search, including the six hours of post-hire transition training, and the newly hired superintendent leaves the district within the first year for any reason, OSBA will conduct a new search with the **base professional fee waived**. The district would be responsible only for travel expenses and any optional add-on services.

This guarantee reflects OSBA's confidence in its process and its commitment to thoughtful planning, strong transitions and long-term leadership success.

7. Cost Structure & Travel

Every superintendent search is unique, but several cost elements remain consistent across OSBA-led processes. We design our work to provide clear and predictable costs and to limit travel expenses whenever possible.

Base Fee

OSBA charges a flat professional fee for the full executive search. This fee covers all core services, including:

- Planning, facilitation and overall process design
- Community input survey development and summary reporting
- Leadership profile development
- Position announcement and marketing strategy
- Screening and interview facilitation
- Support for finalist activities
- Six hours of transition and governance training

For this search, the base fee will be: **\$9700.**

The base fee includes all professional services and does not include any travel-related expenses.

Most components of the search, including planning meetings, screening and board work sessions, can be conducted virtually without reducing the quality or integrity of the process. This flexibility helps districts manage costs while maintaining a well-supported and thorough search.

Travel & On-Site Visits

In most searches, OSBA consultants may need to visit the district only once, typically during the finalist phase when candidates are on site for finalist activities. If all other meetings are held virtually, districts may not incur any consultant travel costs beyond this visit.

When in-person attendance is required, travel costs are reimbursed as follows:

- Mileage calculated from the consultant's home at the current IRS rate of **\$0.725** per mile
- Travel time billed at \$100 per hour
- Lodging and meals reimbursed at actual cost when overnight travel is necessary

All OSBA consultants live within an hour of Salem. Mileage is calculated from the consultant's home to the district, and the final consultant assignment may result in small variations in total travel cost.

Estimated Travel Cost (Template)

To help districts plan and budget for travel-related expenses, OSBA provides a customizable estimate template. Once the district location and visit logistics are confirmed, consultants will complete the actual figures.

This approach allows boards to understand potential costs in advance and avoid unexpected expenses.

Cost Category	Estimated Amount	Rate / Notes	Total Cost
Mileage	166 miles	\$0.725 per mile	\$120
Travel Time	3 hours	\$100 per hour	\$150
Other Costs	\$75	Lodging/meals if required	\$75
Total Estimated Cost			\$345

The travel cost table is provided as an estimate only. Actual costs will vary based on consultant location, district geography and timing of the visit.

Optional Focus Groups

If the district chooses to include on-site focus groups as part of the community input process, the following costs apply:

- Consultant time is billed at \$200 per hour while working in district
- An additional 2–4 hours of consulting time for reviewing, summarizing and analyzing focus group feedback
- Travel and consulting time for focus groups are billed separately from the flat professional fee.

Focus groups are fully customizable and may also be conducted virtually. Virtual focus groups can reduce or eliminate travel-related costs while still providing meaningful community input.

8. OSBA Search Team



Vince Adams

Executive Search Consultant

Vincent Adams brings a wealth of leadership experience to OSBA, having joined the organization in April 2020 after serving on the Corvallis School Board since 2013. His diverse career includes distinguished service in the U.S. Navy, emergency medical services, and business management. Before joining OSBA, Vince was the director of the Rural Communities Explorer at Oregon State University, a program that equips Oregon’s communities with vital demographic, economic, and social data to drive informed decisions.

In his roles, Vince has worked extensively with local government officials, nonprofit leaders, and community members, guiding them through data-informed decision-making processes. As a faculty search advocate at OSU, he played a pivotal role in fostering inclusive, effective hiring practices. Vince’s combination of strategic insight, a collaborative approach, and hands-on hiring expertise ensures that he brings a proven track record of success to OSBA's executive search services. His approachable demeanor and years of experience provide clients with confidence that their leadership needs will be met with professionalism and care.

Education

Oregon State University — Honors Bachelor of Environmental Science, 2007

Oregon State University — Master of Public Policy, 2010

Education Employment

2020-present Board Development Specialist – OSBA

2010-2020 Program Director – Oregon State University

Community Service

2023-present Board Secretary – Centers Against Rape and Domestic Violence

2022-present Board Chair – Oregon Coast School of Art

2018-present Tripartite Board Chair – Community Service Consortium

2013-2023 School Board Member – Corvallis School District

2018-2019 Board Member – Corvallis Housing First

2013-2016 Board Member – Central Willamette Credit Union



Jennifer Nelson

Executive Search Consultant

Jenn Nelson joined OSBA in 2022, bringing extensive experience in board governance, local government operations and policy development. She began her career as an executive assistant and municipal clerk in Newberg and Carlton, later moving into education as a substitute teacher, special education assistant and ultimately secretary to the board of directors at Newberg Public Schools. She was promoted to board development specialist and executive search consultant in 2024, where she now blends her operational expertise with a deep understanding of school system needs.

As a key member of OSBA’s executive search team, Jenn is known for her attention to detail, strong analytical skills and thoughtful approach to candidate recruitment and community engagement. With nearly two decades of experience supporting boards in hiring and working with chief executives, she is a skilled facilitator who helps districts navigate complex processes with clarity and confidence. Jenn is also dedicated to elevating the role of board secretaries and administrative professionals, championing their professional growth and building statewide networks that strengthen governance across Oregon.

Education

NW Clerks Institute/International Institute of Municipal Clerks – Certified Municipal Clerk (CMC), 2014

Arizona State University – Bachelor of Arts, English Literature, 2002

Gettysburg College – Undergraduate coursework, Theater and Visual Arts, 1997-1999

Education Employment

2022 – Present	Board Development Specialist/Senior Administrative Assistant, OSBA
2021 - 2022	Administrative Asst. & Board of Directors Secretary, Newberg Public Schools 29J
2019 - 2021	Educational Assistant IV SPED, Newberg Public Schools 29J

Local Government Employment

2014 - 2019	City Recorder/Elections Officer/HR Manager/City Manager Asst., City of Carlton
2006 - 2014	Deputy City Recorder/Assistant to the City Manager & Mayor, City of Newberg
2004 - 2006	Ops & Incident Mgr./Certified Investigator, Susquehanna Developmental Services

Community Service

2024 – present	Member – Chehalem Valley Middle School Parent Group
2019 – 2021	Board Member/Secretary – Antonia Crater Elementary Parent Teacher Group
2010 – present	Volunteer – Newberg Public Schools
2013 – 2017	Volunteer – Girl Scouts of America



Kevin Noreen

Executive Search Consultant

Kevin Noreen is a distinguished executive search consultant with a focused mission to guide organizations in identifying and securing top-tier talent. His extensive experience, highlighted by over a decade of HR leadership in various school districts and a notable tenure on the Sherwood School District Board of Directors, positions him as a trusted advisor in the executive search domain. Holding a Juris Doctor from Seattle University School of Law and certified as a Gallup Strengths Coach, Kevin’s approach is deeply informed by a comprehensive understanding of organizational dynamics and the critical importance of strategic talent placement.

At the heart of Kevin's practice is a commitment to excellence and a nuanced strategy for executive search. He recognizes untapped potential and aligns exceptional individuals with roles that demand their specific skill sets and leadership capabilities. While his background significantly emphasizes leadership development, his primary focus is executing meticulous search processes that ensure organizations benefit from skilled and effective leaders who embody professionalism and respect. Through his targeted and principled approach, Kevin endeavors to transform the leadership landscape of organizations, making a lasting impact on their success and culture.

Education

Lewis & Clark College — Bachelor of Communications, 1990

Seattle University School of Law — Juris Doctor, 1995

Education Employment

2023-present Owner, Kevin Noreen Consulting

2015-2023 Director of Human Resources, Forest Grove School District

2012-2015 Director of Human Resources, Hood River County School District

Community Service

2022-present Sherwood Rotary Club

2023 - present Treasurer, International Skiing Fellowship of Rotarians

2017-2022 Forest Grove Daybreak Rotary Club

2003-2012 School Board Member – Sherwood School District

9. References

Butte Falls SD – 2025

Katie Misfeldt, Board Chair – katie.misfeldt@buttefalls.k12.or.us; 541-890-3189

Dufur SD – 2025

Tim Fain, Board Chair – tim4dsd2@gmail.com; 503-310-2601

Mount Angel SD – 2025

Andrea Pfau, Board Chair – andrea.pfau@masd91.org; 503-871-7740

Coos Bay SD – 2024

Kim Brick, Former Board Chair – kimbr@coos-bay.k12.or.us; 541-297-4428

Alsea SD – 2023

Risteen Follett, Board Chair – risteen.follett@alsea.k12.or.us; 541-740-6037

Neah-Kah-Nie SD – 2023

Sandy Tyerer, Former Board Chair – sandrat@nknsd.org; 847-302-2699

Memo

To: Vernonia School District Board of Directors

From: Marie Knight

Date: 3/4/2026

Re: Superintendent Search funding

Hello,

Funds to be used for contracted services for a Superintendent Search, up to \$11,000, are available. This funding would come from:

Board Services: \$4,500

Other, combination of funds: \$ 6,500

Thank you,

Marie Knight