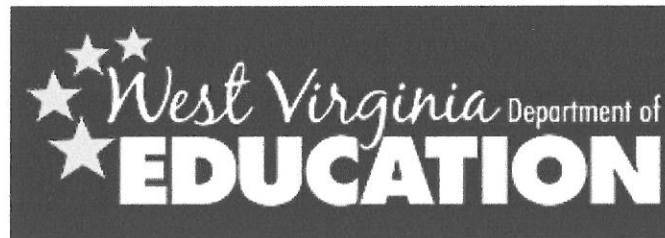


Title Page

A Technical Proposal RFP# EDD403074

For the Selection of a State Superintendent of Schools

Presented To:



Submitted By:

Original

Ray and Associates, Inc.

CORPORATE OFFICE
4403 1ST AVENUE SE, SUITE 407
CEDAR RAPIDS, IOWA 52402-3221
PHONE: 319-393-3115
FAX: 319-393-4931
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

EASTERN OFFICE
11701 SCOOTER LANE
FAIRFAX, VA 22030
PHONE: 319-393-3115
FAX: 319-393-4931
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

Finding Leaders for America's Schools

01/06/14 10:12:59AM
West Virginia Purchasing Division

Title Page, continued

Executive Plaza Building
4403 First Avenue SE, Ste 407
Cedar Rapids, IA 52402

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

Ray and Associates, Inc.

Leaders in Executive Searches

January 7, 2014

West Virginia Department of Education
ATTN: Mrs. Gayle C. Manchin, Board President
1900 Kanawha Blvd East
Charleston, WV 25305

Dear Mrs. Manchin and members of the State Board of Education:

Ray and Associates, Inc. is fully capable of meeting all the requirements of the RFP # EDD403074. We clearly understand the search process that is necessary for the state department of education to follow to be successful. In fact, we very typically receive more fully completed applications for the clients we represent than any other search firm in the country.

As I'm sure you are aware, the selection of state superintendent will be one of the most important tasks your State Board of Education will perform. The board's success in the search process will affect your State Department of Education's programs for years to come. It is extremely important to find the "right fit" for the department. We recently conducted the state superintendent of public instruction search for the Ohio Department of Education, state superintendent search for the Mississippi Department of Education and Wyoming Department of Education, the executive director search for the Oregon School Boards Association and previously assisted the Florida Department of Education and Rhode Island Department of Education with their commissioner of education searches. Our firm has also conducted educational leadership searches for the Iowa Board of Educational Examiners, Arizona School Boards Association, Broward County Schools, Florida; Santa Clara County Office of Education, California and Milwaukee Public Schools, Wisconsin to name a few.

We are a national search firm that is uniquely equipped to assist you in the selection of a state superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your board, including women and minorities. Most other consultants do not seek out candidates for a position as we do for our clients. With our extensive national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country as well as within the state. We have often found excellent in-state candidates, who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process, and screen the most successful candidates for a State Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the board.

Title Page, continued

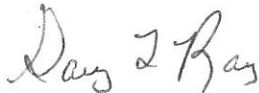
Our firm has exhibited at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for over thirty-eight years. This year the firm will exhibit and present at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient, and successful to assure your complete satisfaction with our services. It is quite common for a board to be concerned about the quality of candidates who might be available in today's chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the board, but the community and faculty as well.

Ray and Associates, Inc. strives to provide the West Virginia Department of Education with the best match possible based on what we learn in our extensive interaction with the board and key players in the search. It is our desire to activate our network in your behalf to locate individuals that can effectively assume the state superintendent position.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

A handwritten signature in cursive script that reads "Gary L. Ray".

Gary L. Ray
President

CERTIFICATION AND SIGNATURE PAGE

By signing below, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid or proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Ray and Associates, Inc.
(Company)

Gary L Ray
(Authorized Signature)

Gary L Ray, President
(Representative Name, Title)

319.393.3115 319.393.4931
(Phone Number) (Fax Number)

January 7, 2014
(Date)

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CERTIFICATION AND SIGNATURE PAGE

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PURCHASING AFFIDAVIT

ADDENDUM ACKNOWLEDGEMENT FORM

Attachment A: Vendor Response Sheet

Section 4, Subsection 4: Qualifications and Experience

1. An overview of the company – address, telephone and fax numbers, e-mail address; whether company is local, regional, or national firm; areas of specialization.

Vendor Response:

Overview of the company

Address: 4403 1st Avenue SE, Suite 407, Cedar Rapids, Iowa 52402

Telephone: 319-393-3115

Fax: 319-393-4931

E-Mail: glr@rayassoc.com

Whether company is local, regional, or national: Ray and Associates conducts local, statewide, regional and national business.

Areas of specialization: Ray and Associates, Inc. has performed various types of national executive searches over the past thirty-eight (38) years, including state superintendent searches for state Departments of Education, superintendent, assistant superintendent, chief executive officer, chief financial officer, principal, business manager, executive director and administrator, for which we recruit traditional and non-traditional candidates.

2. The length of time the vendor has been in business under the present name and structure, any other names under which the vendor has done business, dates it operated under each name, and the locations at which it operated under each name.

Vendor Response:

Ray and Associates, Inc. has been in business for thirty eight (38) years under the present name.

3. Provide an outline of the Vendor's background and qualifications to conduct an executive search for the position of State Superintendent of Schools.

Vendor Response:

BACKGROUND OF THE ORGANIZATION

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a national executive director, corporate director, six regional directors and over one hundred sixty (160) associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.



Our firm has exhibited and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty-eight (38) years. In fact, past president of the American Association of School Administrators (AASA), Dr. Don Kussmaul, is an active associate with our firm. In addition, we have exhibited at various state school board conventions, including such states as Virginia, Illinois, Iowa, Arizona, California, Texas, Washington, Oregon, Nebraska and others. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. We also have associates who are affiliated with the Council of Great City Schools, Broad Urban Superintendents Academy, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as with other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We recently conducted the state superintendent of public instruction search for the Ohio Department of Education, state superintendent search for the Mississippi Department of Education and Wyoming Department of Education, the executive director search for the Oregon School Boards Association and previously assisted the Florida Department of Education and Rhode Island Department of Education with their commissioner of education searches. Our firm has also conducted educational leadership searches for the Iowa Board of Educational Examiners, Arizona School Boards Association, Broward County Schools, Florida; Santa Clara County Office of Education, California and Milwaukee Public Schools, Wisconsin to name a few. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we can state, without reservation, that you will be quite pleased with our services.

4. Provide evidence of financial stability

Vendor Response:

Please see following page.

Our people make
 the difference

Financial Statement 12-31-2013
Ray and Associates, Inc.

ASSETS	Beginning of Tax Year		End of Tax Year	
	(a)	(b)	(c)	(d)
1. Cash		47,924		82,308
2a. Trade notes and accounts receivable	81,293		38,692	
2b. Less Allowance for bad debts		115,623		60,410
3. Inventories				
4. U.S. Government obligations				
5. Tax-exempt securities				
6. Other Current assets (attached schedule)				
7. Loans to shareholders		496,756		610,500
8. Mortgage and real estate loans				
9. Other investments (attached schedule)				
10a. Building and other appreciable assets				
10b. Less accumulated depreciation	60,072	44,040	60,421	52,320
11a. Depreciable assets				
11b. Less accumulated depletion				
12. Land (net of any amortization)				
13a. Intangible assets (amortizable only)				
13b. Less accumulated amortization				
14. Other assets (attached schedule)				
15. Total Assets		704,343		805,538
LIABILITIES AND SHAREHOLDERS' EQUITY				
16. Accounts Payable		89,716		41,622
17. Mortgages, notes, bonds payable in less than 1 year				
18. Other Current Liabilities		268,867		275,308
19. Loans from Shareholders				
20. Mortgages, notes, bonds payable in 1 year or more		54,733		43,820
21. Other liabilities (attached schedule)				
22. Capital Stock		5,782		23,488
23. Additional Paid-in capital		122,292		
24. Retained earnings		162,953		421,300
25. Adjustments to shareholders equity (attached schedule)				
26. Less cost of treasury stock				
27. Total Liabilities and shareholders' equity		704,343		805,538

5. The Vendor should show experience in the business of performing executive search services and should include a minimum of three (3) professional references to substantiate the Vendor's capacity and qualifications. References should be current (within the past five years) and should include name, title, organization name, address, phone number and e-mail address, what search was conducted, and the date the search was completed. The Vendor needs to grant permission to Agency to Contact the references.

Vendor response:

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations. The Agency may contact the below references.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Wyoming Department of Education (Director of the Department of Education)	Cheyenne, Wyoming	Paige Fenton-Hughes	State Board of Education Coordinator	Cell: 307-349-4506 paige.fentonhughes@gmail.com
Ohio Department of Education (Supt. of Public Instruction Search)	Columbus, Ohio	J.C. Benton	Director of Board Relations	Wk: 614-466-3825 j.c.benton@education.ohio.gov
Rhode Island Dept. of Education (Commissioner Search)	Providence, Rhode Island	Clark Greene	Chief of Staff	Wk:401-222-8705 clark.greene@ride.ri.gov
Arizona School Boards Association (Executive Director Search)	Phoenix, Arizona	Michael Hughes	Board President	Cell: 480-797-5043 Hm: 602-723-5485 mhughes@turnanewleaf.org

This is not a complete list, and more references can be provided upon request.

6. The vendor should provide resumes for the key project staff, which included information on the individual's skills related to this project, education, experience, significant accomplishments, and any other pertinent information.

Vendor response:

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the West Virginia Department of Education. In addition, we have professional contacts throughout the Northeastern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Gary L. Ray, President

Principal/Project Coordinator
Cedar Rapids, IA

Gary is president of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the West Virginia Department of Education and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards over the past thirty-eight years.

Dr. Bill Newman

National Executive Director
Mountain Home, AR

Bill serves our firm as the National Executive Director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned Ph.D., is a former superintendent of schools and is a retired military veteran.

Mr. Ryan Ray

Corporate Director
Cedar Rapids, IA

Ryan serves our firm as a corporate director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned master's degree from Lindenwood University in St. Louis and a bachelor's degree from the University of Missouri in Columbia, Missouri.

Dr. James Oglesby

Regional Search Director
Fairfax, VA

Jim serves our firm as a regional search director and will monitor and direct team efforts as well as recruit and screen candidates. He is a retired Commanding Officer for the United States Army and has been in the field of education and corporate business for well over 30 years.

Dr. Bill Adams

Regional Search Director
Manahawkin, NJ

Bill serves our firm as a regional search director and will monitor and direct team efforts as well as recruit and screen candidates. Dr. Adams has an earned doctorate from Rutgers University and was a superintendent in New Jersey for 35 years until retiring in 2008.

6. Key project staff, continued

Dr. Shenita Ray

Regional Search Associate
Richmond, VA

Shenita serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. She has a Ph.D in Educational Leadership & Policy Analysis from the University of Wisconsin.

Dr. T. Kenneth James

Regional Search Associate
Greers Ferry, AR

Ken serves our firm as a regional search associate, team member and background investigator and as such performs recruiting and screening of candidates. He has served as a state Commissioner of Education, consultant, superintendent, assistant superintendent, principal, director of athletics and teacher for over 40 years.

SUMMARY OF PROJECT ASSOCIATES

Dr. Edward Albert
Lebanon, PA

Dr. Jon Rednak
Mt. Joy, PA

Ms. Nilsa Gonzalez
Mount Laurel, NJ

Dr. Mike Rush
Lakewood, NJ

Mr. Al Johnson
Atlanta, GA

Mr. Ricardo Medina
Bridgeport, MI

Dr. Karen Stinson
Platteville, WI

Dr. Tom Morgan
St. Louis, MO

Dr. Gary Emanuel
Flagstaff, AZ

Dr. Don Kusssmaul
East Dubuque, IL

Mr. Jim Mabbott
Beaverton, OR

Dr. Jim Shoemake
Tacoma, WA

Ms. Toni Cordova
Tucson, AZ

Dr. Diane Reed
Pittsford, NY

Dr. Mark Freeman
Shaker Heights, OH

Ms. Isreal Tyler
Columbia, SC

Dr. Michael Glascoe
Millsboro, DE

Mr. Don Long
Hendersonville, TN

Ms. Linda Brock
Fort Dodge, IA

Dr. Richard Christie
Council Bluffs, IA

Dr. Mary Fasbender
St. Charles, IL

Dr. Joe Joyner
St. Augustine, FL

Dr. James Davis
Plano, TX

Mr. Allun Hamblett
Fort Myers, FL

Mr. Noel Gallo
Oakland, CA

Mr. Ed Rastovski
Wahoo, NE

Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.

6. Key project staff, continued

VITA FOR

GARY L. RAY

President, Ray and Associates, Inc.

Executive Plaza Building
4403 1st Avenue S.E., Suite 407
Cedar Rapids, Iowa 52402-3221
319/393-3115 (Work)

EDUCATIONAL BACKGROUND

<u>Degree</u>	<u>University</u>	<u>Date</u>	<u>Field of Study</u>
Ed.S.	Iowa State University Ames, Iowa	1972	School Administration
M.A.E.d.	Northeast Missouri State University Kirksville, Missouri	1970	School Administration
B.S.E.	Northeast Missouri State University Kirksville, Missouri	1969	Health and Physical Education/English

PROFESSIONAL TRAINING

A frequent presenter at various national and state conventions. Some of the topics presented have been as follows:

- ◆ Shortage of School Administrators
- ◆ Confronting School Crime and Violence
- ◆ School District Assessment
- ◆ Effective Hiring Practices
- ◆ Strategic Planning
- ◆ Recruiting, Selecting and Retaining Excellent Teachers
- ◆ Infusing Technology in Schools
- ◆ Board and Administrative Roles and Responsibilities
- ◆ A Simplified Approach to ADA Compliance
- ◆ Professional Advancement
- ◆ Enhancing School Climate by Shared Decision Making

6. Key project staff, continued

Vita

Gary L. Ray

President Ray and Associates, Inc.

- ◆ Dealing with Special Interest Groups
- ◆ Staff Motivation
- ◆ Improving Staff Morale
- ◆ Evaluating and Improving Administrative Performance
- ◆ Developing the Administrator Compensation Package
- ◆ The New Administrator's Workshop
- ◆ Building Public Support for Your Schools
- ◆ Professional Growth and Advancement

Distinguished Faculty Member, Broad Urban Superintendents Academy; to participate in the mentoring program for Urban Superintendents.

Has exhibited at the National School Boards Association and American Association of School Administrators for over twenty-seven years.

Has exhibited in the following states: Arizona, Florida, Illinois, Iowa, Missouri, Texas and Washington.

Published in American Association of School Administrators — Critical Issues Report, "Collective Bargaining Problems and Solutions."

PROFESSIONAL EXPERIENCE

- | | |
|----------------|--|
| 1975 - Present | President of Ray and Associates, Inc., a national firm that specializes in human resource services, labor relations, and executive searches for school districts, cities, counties and private sector. |
| 1973 - 1976 | High School principal — Linn Mar Community School District, Marion, Iowa. |
| 1972 - 1973 | High School and Middle School principal — Colo Community School District, Colo, Iowa. |
| 1972 - 1973 | English Teacher — Lenox Community School District, Lenox, Iowa. |

6. Key project staff, continued

Résumé

WILLIAM L. NEWMAN

Office Address

Ray and Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, Iowa 52402

Home Address



Educational Preparation

Iowa State University Ames, Iowa	1994-97	Graduate	Iowa School Business Management Academy
The University of Iowa Iowa City, Iowa	1984-85, 1992	Post Doctoral Studies	Science Curriculum
The University of Iowa Iowa City, Iowa	1977	Ph.D.	Counselor Education/ School Administration Dissertation: Factors that Affect the Decision to Refer: Conceptual Level of Teachers and Sex and Race of the Child.
Northern Illinois University DeKalb, Illinois	1969	M.S. in Education	Counseling/Guidance
Olivet Nazarene College Bourbonnais, Illinois	1967	B.A.	English/Psychology

Educational/Professional Experience

1999 - Present	National Executive Director , Ray and Associates, Inc.
1993 - 1999	Superintendent of Schools , Mediapolis Community School District, Mediapolis, Iowa.
1986 - 1993	Superintendent of Schools , Central City Community Schools, Central City, Iowa
1987	Principal , Central City Elementary and Middle Schools, Central City, Iowa
1986	Curriculum Project Leader , Cedar Rapids Community Schools, Cedar Rapids, Iowa
1983	Principal , Summer Programs, Cedar Rapids Community Schools, Cedar Rapids, Iowa
1969 - 1985	Elementary Counselor , Cedar Rapids Community Schools, Cedar Rapids, Iowa
1967 - 1968	Teacher of Language Arts , Momence Junior High School, Momence, Illinois; <i>William L. Newman</i>

Military Experience

- 1983 - 2003 **United States Army Reserve**; Served in 73rd Combat Support Hospital; 474th and 450th Military Intelligence Detachments; Joint Reserve Intelligence Support Element, Joint Analysis Center, Molesworth, England, UK. (Retired November 2003)
- 1961 - 1964 **United States Navy**; Served during Vietnam Era aboard U.S.S. Lowe (DER-325)

Professional Memberships

Distinguished Faculty Member, Broad Urban Superintendents Academy
American Association of School Administrators
School Administrators of Iowa
Association for Supervision and Curriculum Development
Iowa Association for Supervision and Curriculum Development
Parent Teacher Organization

Professional Service

Panel member/moderator at American Association of School Administrator's National Convention
President Cedar Rapids, Iowa Chapter of Phi Delta Kappa
Vice-President for Membership of Cedar Rapids, Iowa Chapter of Phi Delta Kappa
Member of Grant Wood Area Education Association Strategic Planning Team
Speaker at National Learning Disabilities Convention; La Crosse, Wisconsin
Speaker at American Personnel and Guidance Convention; Chicago, Illinois

Honors and Distinctions

Nominee for Superintendent of the Year, SE Iowa 1994 and 1999 (declined)
Phi Delta Kappa
Who's Who in American Education by National Reference Institute of Washington, D.C.
Who's Who in American Educational Leadership by American Association of School Administrators of Arlington, Virginia
Administrator of the Year for Elementary Art Programs in Iowa, 1987-88
Dean's List for Semester GPA's of 4.0

6. Key project staff, continued

Ryan M. Ray

EDUCATION

- Masters Degree in Human Resources Management with emphasis in Business 2005
Lindenwood University, Saint Charles, Missouri
- Bachelors Degree in Business and Communications 2001
University of Missouri at Columbia, Columbia, Missouri

EXPERIENCE

- Corporate Director, Ray & Associates Inc., Cedar Rapids, Iowa 2005-Present**
- Integral leader of teams whose mission is to recruit superintendents and top executive administrative positions for school boards across the United States
 - Leader of website production and all media related projects for Ray and Associates including a new website launched in the fall of 2007
 - Direct engagement teams, and supervise up to twenty-three search associates per engagement
 - Prepare confidential reports of search candidates to present to boards of education
 - Train and mentor associates in recruitment of candidates and policies
 - Work with diverse social /economic backgrounds within school districts and boards of education
 - Develop company brochures for promotion as well as for schools seeking superintendent hires
 - Participation as an exhibitor and presenter in national conventions, (AASA-American Association of School Administrators, NSBA-National School Boards Association)

KEY ACCOMPLISHMENTS

- Representation at mediation, fact-finding and impasse arbitration
- Team successfully placed 7 superintendents in recent years, for urban districts having large budgets
- List of recent placements:
 - Superintendent, DeKalb County School System, GA (Current Search)
District Budget: \$1.45 Billion
 - Superintendent, Brevard County Public Schools, FL.
District Budget: \$910.75 Million
 - Chief Executive Officer, Prince George's County Public Schools, MD
District Budget: \$1,376,818,700
 - Superintendent/CEO, Charlotte Mecklenburg Schools, NC
District Budget: \$1.2 Billion
 - Chief Financial Officer, Pittsburgh Public School District, PA
District Budget: \$531.4 Million
 - Superintendent, Ladue School District, MO
District Budget: \$43.5 Million
 - Superintendent, Lee's Summit R-7 School District, MO
District Budget: \$181 Million

- Mac Specialist Mentor, Apple Computer, Saint Louis, Missouri 2004-2005**
- Taught classes for new Apple Computer users.
 - Required to keep current on all Apple as well as PC software and hardware to advise users and employees from all platform backgrounds
 - Store trainer/mentor for new employees

6. Key project staff, continued

- Store trainer for all employees at the launch of new products
- Top sales representative at the Apple Store, St. Louis Galleria Mall
- Completed Apple CORE Training

Human Resources Manager of Three Stores, Target Corporation, St. Louis, Missouri 2002-2004

- Attended Target Business School
- Oversaw opening, remodeling and closing of three stores
- Responsible for over 100 employees

Human Resources Associate, Ray and Associates, Cedar Rapids, Iowa 1997-2001

- Telephonic interviewing of potential candidates for Superintendent/C.E.O. positions
- Recruited potential candidates nationally
- Referral follow-up and interviews
- Attended national conventions

Recruiter (Internship), McLeod USA, Cedar Rapids, Iowa 1998

- Scheduled and conducted interviews
- Hired employees in Sales/ Technology/ Management
- Referral follow-up
- Planned and scheduled job fairs on college campuses
- Organized meetings with potential clients

SKILLS

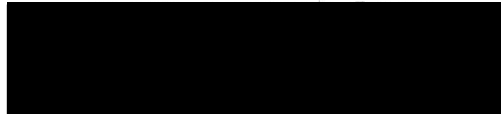
- Outstanding presenter and trainer
- Computer skills include: MS Windows and Apple Macintosh platforms. Proficient skills in MS Word, MS Excel, Word Perfect, MS Publisher, MS Excel, MS Power Point, People Soft Training, Adobe Acrobat, Adobe Image Maker, Adobe Photoshop, Final Cut Pro, Motion, Logic, Soundtrack Pro, DVD Studio, Shake, Xsan, Keynote, Pages, Garage-band, File-maker, iwork, ilife, Bento.
- Skilled with internet navigation, research, data collection and e-mail applications
- Behavioral Based Interviewing
- Languages spoken: English first language and advanced knowledge of Spanish, oral and written.

AFFILIATIONS

- SHRM, Society for Human Resources Management
- American Association of School Administrators
- National School Boards Association
- ArtLink Board Member and Technology Advisor, Saint Louis – 2007-2010
- University of Missouri Football Team, Player -1998-2001
- Big XII Football Conference University of Missouri, Two Time All Academic Team
- Boy Scouts of America, Eagle Scout

6. Key project staff, continued

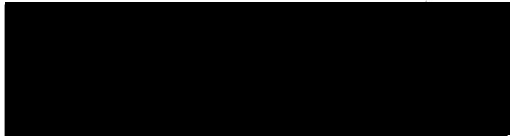
Résumé James R. Oglesby, Ph.D.



Personal Profile



Marital Status:
Children:
Health:
Ethnicity:



Professional Education:

- * B. S. Degree, South Carolina State University 1966
- * M. ED., Degree, University of Missouri- Columbia 1970
- * Ph. D., Degree, University of Missouri- Columbia 1972

Professional Experiences:

Program Director

Program Officer in the Directorate of Education and Human Resources, Division of Education System Reform at the National Science Foundation. Responsibilities include identifying and funding programs that support the educational aspects of the Foundation's mission. In the Division of Education System Reform, works with programs that support educational reform in states, urban centers, and rural regions to catalyze local resources targeted toward improvements in the teaching and learning of science, mathematics, and technology for all students. (1999 -2002)

Program Director

The National Science Foundation, Elementary, Secondary, and Informal Education. Serving under an Institutional Personnel Arrangement (IPA) between the University of Missouri- Columbia and NSF (1997- 1999)

Dissemination Director

American Association for the Advancement of Science's Project 2061
(On Leave from MU) (1993- 1996)

Responsibilities: Developed plans and strategies for the implementation of Project 2061, a K-12 Science, Mathematics, and Technology education reform initiative.

Professional Employment

University of Missouri Columbia	1972-2002
Research Assistant Professor and Interim Executive Director of Missouri Partnership for Educational Renewal	1996- 1999
Assistant to the Chancellor	1991- 1992
Director of Campus Planning	1985 -1991
Director of Facilities Utilization	1979- 1985
Assistant Provost for Administration	1974- 1979
Coordinator, Facilities Utilization	1972- 1974

Assistant to the Chancellor and Assistant Professor of Education

University of Missouri- Columbia 1991-1993

Responsibilities: Provide general administrative assistance to the Chancellor which included budget management, communications, advisory, committee appointments, and manage the administrative review process.

Director of Campus Planning and Assistant Professor of Education

University of Missouri- Columbia 1985-1991

Responsibilities: Direct the Capital Budget Planning Process for the campus. Assist in the preparation of the Campus Legislative Capital budget Request. Direct the Educational Enhancement Program, an initiative designed to attract minority undergraduate students to the Columbia Campus.

6. Key project staff, continued

Director of Facilities Utilization and Assistant Professor of Education

University of Missouri- Columbia 1979- 1985

Responsibilities: Direct the financial, operational, personnel and facilities utilization activities for the campus. Directed the allocation, renovation and assignment of facilities assigned to the academic and academic support units. coordinated the classroom utilization program. Continued the development of the Educational Enhancement Program.

Assistant Provost for Admin. & Assistant Professor of Education

University of Missouri- Columbia 1974- 1979

Responsibilities: Direct the allocation, renovation, and assignment of facilities to the academic and academic support units. Coordinated the classroom utilization program. Assisted with the preparation of the Campus Legislative Capital Request. Continued the development of the Educational Enhancement Program.

Coordinator of Space & Facilities Utilization; Asst. Prof. of Education

University of Missouri- Columbia 1972- 1974

Responsibilities: Assignment of space and facilities to academic and administrative units. Carried out assigned administrative duties for the Assistant Provost for Administration. Teaching responsibilities in Agricultural Education.

K-12 Teaching Experience:

Columbia Public Schools 1971-1972

Responsibilities: Taught the basic Life Science for seventh graders at Jefferson Junior High School. Served on the Policies and Objectives committee. Vice President of the PTA.

Graduate Teaching Assistant

University of Missouri- Columbia, Agriculture Education,
College of Education. 1970- 1971

Responsibilities: Assisted with the instruction of undergraduate and graduate courses. Coordinated the departments' audio- visual equipment. Prepared instructional materials for the Instructional Materials Center.

Graduate Research Assistant

University of Missouri- Columbia, Agriculture Education,
College of Education 1969-1970

Responsibilities: Assisted with the instruction of undergraduate and graduate courses. Coordinated the departments' audio- visual equipment. Prepared instructional materials for the Instructional Materials Center.

Military Service

United States Army 1966- 1968

Responsibilities: Commissioned in the U. S. Army, 2nd Lieutenant, Quartermaster Corp. Completed the Officers Basic Course at Fort Lee, Virginia and was assigned to the 959th Quartermaster Detachment at Fort Bragg, NC as Commanding Officer. Commanded the 959th in Quin Nhon, South Vietnam. Upon returning to the United States, assumed command of Company "C", Special Troops, USASC at Fort Benjamin Harrison, Indiana.

Additional Professional Activities:

- 1982 Appointed by Governor Christopher "Kit" Bond to serve on the State of Missouri's Balance of State Manpower Planning Council.
President of the Ambassador's Club, a welcoming branch of the Columbia Chamber of Commerce.
Served on a National Task Force sponsored by the National Science Foundation on Mathematics, Science and Technology.
Served as Missouri School Boards Association's liaison on the Missouri State High School Athletic Association Board of Directors.
- 1980 Appointed as member of the Board of Directors of the Mid- Continent Regional Educational Laboratory.

6. Key project staff, continued

- 1980 Served as member of the Board of Directors of the Columbia Missouri Chamber of Commerce.
- 1979 Appointed to a National School Boards Association Task Force title "What Children Should be Taught About Critical Television Viewing."
- 1978 Served on a North Central Association Accrediting Team evaluating Hickman High School, Columbia, Missouri
- 1978 Served as Central Region Representative to the National Schools Boards Association Meeting.
- 1979 Appointed to attend an "Education Act Strategy Conference" sponsored by the White House Conference on Education.
- 1978 Elected as member, Board of Directors, Missouri Schools Boards Association. Ninth Congressional District Representative to NSBA's Federal Relations Network that meets annually in Washington, D. C. Alternate Delegate representing Missouri to the NSBA'S Annual Convention.
- 1978 Site visitor and Panelist for the U. S. Department of Education's Secondary School Recognition Program.
Appointed to serve as member of the Columbia College Board of Trustees. Served two terms as Secretary of the Board of Trustees.
- 1977 Served on NSBA'S Task Force "Minority Representative on Local Boards of Education".
Served on North Central Association Evaluation Team for St. Joseph, Missouri's Lafayette High School.
Elected President of the Central Region, Missouri School Boards Association.
- 1974 Appointed to fill an un-expired term on the Columbia Board of Education. Later, elected to seven three-year terms. Served two terms as Vice President, 1976-77, and 1978-79. Served two terms as President, 1979-81.
- 1980 Initiated the Columbia Career Awareness Related Experiences (CARE) Program.
- 1973-89 Served as President, Columbia Day Care Cooperation Board of Directors Columbia, Missouri.
- 1986 Initiated the MU Educational Enhancement Program for Minority High School students to attend the University of Missouri- Columbia.
- 1989 Developed a NSBA initiative that produced the report entitled " Education Reform for the '90's: The School Board Agenda."

National Affiliation:

- 1983- 1991 Served with the National School Boards Association on the Board of Directors, 1983- 1986; Secretary- Treasurer in 1986; Vice President in 1987; President- Elect in 1988; President in 1989; and Immediate Past President in 1990. While an officer with NSBA, served as a member of many committees, the Nomination Committee, the Policy and Resolution committee, the Executive Committee, convened a Dues Committee, and Convened a national Task Force to look at school boards role in "Education in the '90's".
- 1995 Served on a Task Force for the Future Farmers of America. Chaired the Partners, Allies, and Volunteers group that produced the document: *Local Program Success for Agricultural Education*.
- 1992 Appointed to serve on the National Academy of Science's National Research Council's National Committee on Standards and Assessment. This group produced the National Academy's *National Science Standards*.
- 1992 Selected to serve on a Task Force created by The Twentieth Century Fund of the Century Foundation. This group produced the publication *Facing the Challenge: Report of the Task Force on School Governance*.

6. Key project staff, continued

- 1990 Selected to serve with the American Association for the Advancement of Science's Project 2061: National Council on Science, Mathematics, and Technology. This group produced the publication: *Science for All Americans and Benchmarks for Science Literacy*.
- 1990 Appointed by President George Bush to serve on the Presidents Education Advisory Committee.
- 1988 Selected to serve as a member of the National Board for Professional Teaching Standards NBPTS. This group produced the *National Board Certification* process.
- 1984 Served as Panelist and Site Visitor for the United States Department of Education's Secondary School Recognition Program.
- 1983 Selected to represent the State of Missouri on the Board of Directors of The Mid Continent Regional Educational Laboratory (McREL). This group has produced a body of research on school based reform.
- 1983 Selected to serve as a member of the National Science Foundation's Task Force on Mathematics, Science, and Technology. This group produced the publication *Educating Americans for the 21st Century: A plan of action for improving mathematics, science and technology education for all American elementary and secondary students so that their achievement is the best in the world by 1995*.

Selected Workshop Presentation:

Presented numerous workshops to associations and other groups on school board governance, board operations, and board / superintendents' relations, board/superintendent evaluation, board communications: internal and external to the district, and conflict resolution.

Presented numerous workshops to associations and other groups on science education reform for the 21st century. Presented the reform initiatives of the American Association for the Advancement of Science's Project 2061 in workshops at the National Science Teachers Association's regional and annual meetings, at American Federation of Teacher's Quest Conference, at Quality Education for Minorities (QEM) conference and Oglethorpe College in Atlanta, Georgia, and others.

Selected Consultant Activities:

- ♦ Panel Reviewer for the National Science Foundation's Urban Systemic Initiative.
- ♦ Panel Reviewer for the National Science Foundation's Formal Science Initiative.
- ♦ Panel Reviewer for the National Science Foundation's Informal Science Initiative.
- ♦ Board Retreat Facilitator for the Gary, Indiana School Board.
- ♦ Retreat Facilitator for the Gary, Indiana Public Water and Sewer district.
- ♦ School Board Conflict Resolution Facilitator for the Columbus, Ohio Board of Education.
- ♦ Kansas City Missouri Desegregation Monitoring Committee.
- ♦ West Virginia State Department of Education.
- ♦ The Nebraska Vocational Education Council.
- ♦ The Missouri School Boards Association's Certified Board Member Program.
- ♦ Birmingham Public School System, Birmingham, Alabama.

Selected Publications exclusive of collaborative works:

The following are samples of articles that were written for the National School Board Association Publications:

"Corporate America is on our side", *The American School Board Journal*, p.37, August 1989.

"The Role of Education in our Changing Nation", *School Board News*, Vol. 9, No. 14, p.2, August 2, 1989.

6. Key project staff, continued

"Don't Follow the Leader, Be The Leader", *School Board News*, Vol., p. 2, May 24, 1989.

"Education is an Investment, Not a Cost," *School Board News*, Vol. 9, No. 11, June 21, 1989

"The Role of Parents in the education of Children", Written for the Parent Teachers Association Journal.

Congressional Activity:

Presented testimony before both the upper and lower Houses of the United States Congress on Education Issues. Presented information to individual Congressmen and Senators on Education Issues.

Dr. Russell Thompson
Former Superintendent/ CPS
6300 S. Hwy 163
Columbia, MO. 65201

Dr. Carter Ward
Executive Director/MSBA
2100 I-70 Drive, S. W.
Columbia, MO. 65203

Dr. Eugene Eubanks
Former Dean COE/ UMKC
136 W. 104th Street
Kansas City, MO 64114

Dr. Henry Givens
President: Harris Stowe
3026 Laclede Avenue
St. Louis, MO. 63103

Dr. Bob Watkins
Superintendent
Independence School District
1231 S. Windsor
Independence, MO 64055

Dr. Ida Love
Deputy Superintendent
KC Metro. Sch. Dist.
1211 McGee
Kansas City, MO. 64106

6. Key project staff, continued

WILLIAM H. ADAMS, ED.D.

OBJECTIVE

To utilize extensive leadership experience at the local, state and national level and a continuing enthusiasm and passion for the work to develop and support relevant highly effective educational options.

EDUCATION

Rutgers University, New Brunswick, NJ
Ed.D. - Doctorate of Education

Rowan University, Glassboro, NJ
M.A. – Educational Administration

Rowan University, Glassboro, NJ
B.A. – Teacher Education
Areas of Concentration: Secondary Mathematics & Science; Middle Level Pedagogy

EXPERIENCE

Superintendent of Schools 3/73 – 6/08
Salem County Vocational Technical Schools
Salem County Arts, Science and Technology Academies
Woodstown, NJ

Responsibilities & Duties: To assist the governing board in the development of policies that are focused on the core mission of a complex county education system and to provide the leadership for student achievement and success through the development of small learning communities and applied learning opportunities.

High School Principal 8/69 – 3/73
Camden County Vocational Technical Schools – Pennsauken Campus
Pennsauken, NJ
Responsibilities & Duties: Provide building level leadership and management for the implementation of a highly effective applied learning educational program.

Teacher/Coordinator/Assistant Principal 9/65 – 7/69
Lower Camden County Regional High School District – Edgewood Middle School
Atco, NJ
Responsibilities & Duties: Development and implementation of a new middle school and leadership for staff and student development.

6. Key project staff, continued

AWARDS

AASA Distinguished Service Award	2010
NJASA Designated Superintendent Emeritus	2009
National School Boards American School First Place MAGNA Award	2008
New Jersey Association of School Administrators Distinguished Service Award	2005
New Jersey Superintendent of the Year	1994
AASA James R. Kirkpatrick Legislative Award for testimony before the US Senate, House and GAO	1991
Rutgers University Graduate School of Education "Distinguished Alumni Award" Executive Educator, formerly published by the National School Boards Association, Top 100 School Administrators in North America	1992 1980

SELECTED PRESENTATIONS AND PAPERS

"Strategic Planning Model for Future Success"

Speaker at NJASA Spring Conference,
Atlantic City, NJ - 2010

"Thinking Out of the Box: Where Education Meets Innovation"

Speaker at Urban Superintendents of America Association, Dallas,
Texas – 2007

"A Changing World Requires Changing Skills and Attitudes"

Guest Speaker at National Center for Educational Research and Technology,
Dana Point, CA – 2007

*"Leadership for Effective and Productive Schools: A Reasoned
Approach"*

Paper presented at American Association of School Administrators,
San Diego, CA – 2006

"Strategic Vision 2000 and Beyond: How Do We Get There?"

Paper presented at American Association of School Administrators, San Francisco, CA 2000

*Numerous other presentations have been made before the National School Boards Association, the National Association of School Administrators, the Council for Exceptional Children and the Association for Career and Technical Education during the period between 1985 and 2008.

6. Key project staff, continued

PUBLICATIONS

"State Policies for Excellence in Career and Technical Education"
A Report from the NASBE Study group on Excellence for Career and Technical Education,
Alexandria, VA 2008

"The Modern Face of Voc-Ed: Career Academies"
AASA The School Administrator, January 2006

"New Jersey Vocational Technical Schools Offer Focused Career Academy Options"
NJASA On Target, September 2005

"Reading at Risk: The State Response to the Crisis in Adolescent Literacy"
The Report of the NASBE Study Group on Middle and High School Literacy, Alexandria, VA 2005

"Most Likely to Succeed: Policymaking in Support of a Restructured High School"
A Report from the NASBE Study Group on Restructuring High Schools: Rethinking the Institution,
Alexandria, VA 2002

"Vision for the Year 2002"
NJASA Perspective, Volume XI, No. 2, 1995

"Five Year Technology Implementation Plan"
SCVTS, Woodstown, NJ, 1996

PROFESSIONAL ACTIVITIES

National Center for Educational Research and Technology (NCERT) – Board of Directors (2007)

AASA Corporate Advisement Team (2006)

AASA Publications Review Board (2006 – present)

American Association of School Administrators Executive Committee (1998–01 & 2004–07)

Salem County One Stop Management Team for the Cumberland/Salem Workforce Investment Act
(2000 – 2008)

New Jersey Association of School Administrators

Treasurer (1994 – 1995)

Secretary (1995 – 1996)

President-Elect (1996 – 1997)

President (1997 – 1998)

AASA Legislative Corps (1990 - present)

State Advisory Council for the Gifted and Talented (1984 – 1987)

N.J. Commissioner's Advisory Council for the Handicapped (1978 – 86), Chairperson (1978 – 1982)

6. Key project staff, continued

EDUCATIONAL CONSULTING ACTIVITIES

Strategic Vision for 2020 Burlington County Institute for Technology	2010
EIRC Study for Cumberland County Technical Schools	2009
Ray & Associates, Cedar Rapids, IA	2006 - present
National superintendent searches and recruitment – Regional Director	
Atlantic County School District Consortium, Mays Landing, NJ	2002
Study for the development of a 21 st Century High School utilizing Career Academies	
New Jersey Veteran’s Service Council, Trenton, NJ	1990
Study and analysis of Veteran’s Placement Programs	
Burlington County, NJ Community College/New Jersey Regional Day School at Mannington	1987
Creation, implementation, and assessment of Early Childhood Para-professional program	
Radey & Fuller Associates, Cherry Hill, NJ	1984 – 1988
Development of educational specifications and technical layouts for CTE programs	
US Department of Education, Title VI Grant	1982
Project A.D.V.A.N.C.E. – Nationally validated secondary program for behaviorally challenged students	
NJ Council on Vocational Education, Trenton, NJ	1977
Study of New Jersey’s State Manpower Training Delivery System	

References will be provided upon request.

Section 4, Subsection 1: Recruitment

1. Describe your experience in recruiting and successfully placing a State Superintendent or a local School Superintendent.

Vendor Response:

Ray and Associates, Inc. has been recruiting and successfully placing state and local superintendents for over thirty-eight years and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

The following is a list of successful state-level and local superintendent searches our firm has conducted over the past three years:

School District	School District
Wyoming Department of Education Director of the Department of Education	Oregon School Boards Association Executive Director
Ohio Department of Education Superintendent of Public Instruction	Mississippi Department of Education State Superintendent of Education
Florida Department of Education Commissioner	Rhode Island Department of Education Commissioner
Arizona School Boards Association Executive Director	Anne Arundel County Public Schools Annapolis, MD
Albany Unified School District Albany, CA	Indian Prairie School District 204 Indian Prairie, IL
Baltimore City Public Schools Baltimore, MD	Millville School District Millville, PA
Medford School District 549C Medford, OR	Wyandanch Union Free School District Wyandanch, NY
Port Angeles School District Port Angeles, WA	Ann Arbor Public Schools Ann Arbor, MI
Beaufort County School District Beaufort, SC	Berkeley Unified School District Berkeley, CA
Bradley-Bourbonnais CHSD No. 307 Bradley, IL	Camden City Public Schools Camden, NJ
School District of Cheltenham Twnshp Elkins Park, PA	Des Moines Public Schools Des Moines, IA
East Aurora School District 131 Aurora, IL	FL Department of Education Tallahassee, FL
Gilbert Public Schools Gilbert, AZ	Harrison School District 36 Harrison, IL

1. Experience, continued

Glen Ellyn School District 41 Glen Ellyn, IL	Hood River County School District Hood River, OR
Interstate 35 Community Schools Truro, IA	Lake Oswego School District Lake Oswego, OR
Madison Metro. School District Madison, WI	Manara Academy Irving, TX
Marlboro Township School District Marlboro, NJ	MS Department of Ed. (State Supt.) Jackson, MS
Mount Pleasant Community School District Mount Pleasant, IA	Muscatine Community School District Muscatine, IA
Oak Ridge Schools Oak Ridge, TN	Pekin Community School District Packwood, IA
Papillion-La Vista Public Schools Papillion, NE	Racine Unified School District Racine, WI
Plymouth-Canton Community Schools Plymouth, MI	Shawnee Mission School District Shawnee Mission, KS
Roosevelt Union Free School District Roosevelt, NY	Van Buren Community Schools Keosauqua, IA
St. Johns Public Schools St. Johns, MI	Consolidated School District of New Britain New Britain, CT
Wareham Public Schools Wareham, MA	Eldora-New Providence CSD Eldora, IA
Alburnett Community Schools Alburnett, IA	Fairfield City Schools Fairfield, AL
East Side Union High School District San Jose, CA	Freeport School District 145 Freeport, IL
Elmbrook Schools Brookfield, WI	Jackson Public Schools Jackson, MS
Fargo Public Schools Fargo, ND	Montclair Public Schools Montclair, NJ
Howard Co. Public School System Ellicott City, MD	North Cedar CSD Stanwood, IA
Keokuk CSD Keokuk, IA	Oswego CUSD 308 Oswego, IL
Norfolk Public Schools Norfolk, VA	Rochester City Schools Rochester, NY
Nye County School District Parumph, NV	Santa Fe Public Schools Santa Fe, NM
Pleasant Plains CUSD #8 Pleasant Plains, IL	West Bloomfield School District West Bloomfield, MI

1. Experience, continued

Santa Clara County Office of Education San Jose, CA
Trenton Public Schools Trenton, NJ
Ann Arbor Public Schools Ann Arbor, MI
Bellevue Public Schools Bellevue, NE
Broward County Public Schools Ft. Lauderdale, FL
Colfax-Mingo CSD Colfax, IA
DeKalb County School District Stone Mountain, GA
Eugene School District 4J Eugene, OR
Green Bay Area Public Schools Green Bay, WI
Meridian CUSD #223 Meridian, IL
Nye County School District Parumph, NV
Pearland ISD Pearland, TX
Spring-Ford Area School District Royersford, PA
Tuscaloosa City Schools Tuscaloosa, AL

Ardmore City Schools Ardmore, OK
Bismarck Public Schools Bismarck, ND
Caroline County Public Schools Denton, MD
Collier County Public Schools Naples, FL
Derry Township School District Hershey, PA
Ferguson-Florissant School District Florissant, MO
Lander County School District Battle Mountain, NV
Minooka Community High School District 111 Minooka, IL
Pasadena USD Pasadena, CA
Shenandoah Comm. School District Shenandoah, IA
Sumner County Schools Gallatin, TN
W. Des Moines CSD West Des Moines, IA
Willingboro Township Public Schools Willingboro, NJ

2. Describe your experience in identifying and successfully placing a diverse and qualified pool of Superintendent candidates, including average number of states or origin for candidates.

Vendor Response:

Ray and Associates is a very diverse firm; 40% of our associates are women and/or minorities. We have developed the most comprehensive pool of candidates of any executive search firm in the country. Our firm has a national reputation for the recruitment of outstanding candidates that match the expectations of the board and community. We are extremely successful in recruiting women, minorities and non-traditional/hybrid candidates for our clients. Our firm has placed more women and minorities in the country than any other firm averaging a 42% placement. The firm aggressively recruits candidates outside our database because many candidates currently have a good job and are not seeking a new position. Because of our 160 associates we have around the country, we can recruit candidates who have the specific skills for your district and conduct a thorough investigative process and background checks on all viable candidates to ensure you are looking at quality school leaders in all aspects. We not only use our associates but utilize various state and national conventions. 74% of candidates we placed are not in our database pool of candidates. While a database is important, actively seeking and recruiting candidates specifically for the districts we serve is a strength of our firm. The average number of states of origin for candidates is between 38 and 42 states for each search we conduct. It will be our shared goal with the state board to make the selection process inclusive, professional, efficient and successful so we can state without reservation you will be quite pleased with our services.

Ray and Associates, Inc. complies with all equal opportunity laws in the firm's search for the best and brightest candidates for our placement services and within our organization.

3. Of the searches you have conducted, what % has resulted in successful placements?

Vendor Response:

Of the searches we have conducted all have resulted in the successful placement of a leader in an executive position. Our firm will continue the search as long as necessary in order to find a State Superintendent who meets the profile.

4. Provide the average length of time from initiation of search activities to successful search completion.

Vendor Response:

Searches vary from client to client, but typically take about three months. A thorough search is one that commences with establishing position criteria, the timeline, and salary for the position and proceeds through recruiting, advertising, screening and presentation of semi-finalists. The search is only termed complete when the new State Superintendent is contracted for the position and our clients are totally satisfied.

5. Describe a typical search process in detail

Vendor Response:

SEARCH PROCESS FOR THE WEST VIRGINIA DEPARTMENT OF EDUCATION THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of the West Virginia Department of Education.
2. Conduct individual state board member interviews to assess the board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the state superintendent position.
3. Work with the state board to establish a timeline that lists each step in the search process.
4. Discuss with the board the requirements and salary range for the state superintendent position.
5. Work with the West Virginia Department of Education staff and those selected by the board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the district's promotional flyer. The printing of the flyer will be the responsibility of the department of education.
6. Provide sample letters to be used by the West Virginia Department of Education in its correspondence regarding the vacancy.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

7. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the board. In addition, our firm has the resources to offer an online survey option. We will provide a link to the survey to post on the department's website. The consultants will receive and organize all input data and then report the results to the board. **Please see page 32 for additional information.**
8. Provide the board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
9. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match the department's criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the district's characteristics and the state board of education's profile and criteria for the new state superintendent position.
 - Advertise nationally in the following as selected by the board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the West Virginia School Administrators and West Virginia School Boards Publications, Women in Higher Education, Hispanic Outlook, The School Administrator Publication, Executives Only Website and other publications selected by the board.

Please see page 36 for additional information.

5. Search process, continued

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

11. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with the established criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Board expectations. Those who emerge successfully from this screening are deemed viable candidates.
12. Check references provided and conduct additional background investigation of leading candidates. Our firm interviews each viable candidate that meets board criteria and verifies their qualifications, experience and eligibility of certification. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and various national leadership organizations. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Bing, Facebook, Twitter and other social media sources as well as checking for blogs through candidate's local newspaper.

STAGE 4 - CANDIDATE PRESENTATION

13. Provide the state board with an opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the West Virginia Department of Education superintendent 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. By offering this opportunity, this will save the board members on expenses and their time.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the board in determining the finalists for an interview. We have been extremely effective working with boards who are divided on issues and candidates.
15. Assist the board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the board. **Please see page 33 for additional information.**
17. Help arrange the details of interviews for leading candidates.
18. Coordinate with the West Virginia Department of Education Business Office the procedure for reimbursement of candidates' expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

19. Assist district legal staff in negotiating the contract with the successful candidate at no additional cost.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the board.
21. Assist in preparing a press release, upon request, announcing the appointment of the new superintendent.

The state superintendent search services and process provided above can be adjusted to meet the specific needs of the West Virginia Department of Education.

5. Search process, continued

Vendor Response:

GENERAL PROVISIONS CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the West Virginia Department of Education. If the West Virginia Department of Education or Ray and Associates, Inc. terminate this agreement, the West Virginia Department of Education will be charged for only the work performed and expenses incurred up to the date of termination.

If the board is dissatisfied with the new state superintendent within two years from the date of employment of the superintendent and if either party dissolves that relationship by resignation or termination within a two year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new superintendent search at no cost to the department, except for expenses.



6. Describe in detail how the Vendor will work with the Board of Education during each phase of the process, including the support the vendor would provide during interviews, site visits, open forums, etc.

Vendor Response:

The state board will be involved in each phase of the search process. **Stage One** is board input and preparation; the firm will meet with each board member individually to obtain input for the profile development and meet with the entire board to set the timeline for the search, finalize procedures and services desired by the board, establish the board contact person, discuss the application process, set the advertising and determine the salary.

Stage Two is the profile development and process. Our firm takes the development of the profile very seriously. We will meet with employees and stakeholders as identified by the board. We also will hold morning and evening open forums to collect input from the community. The purpose of the interviews and meetings are to gather and organize information that will contribute to the development of an accurate profile for the position. The board will have the opportunity to review our recommendations and make the final decision on the desired profile.

Recruiting and screening is **Stage Three** of the process. The firm's dialogue with constituents and interviews with individual board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and screening of applicants.

Stage Four is candidate presentation. Ray and Associates will bring before the board 8-12 semi-finalists for the board's consideration. Board members will have the opportunity to not only review the application packet submitted by each semi-finalist but they will also have the opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the West Virginia Department of Education State Superintendent 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 semi-finalist packets provided to the board, we will have available to the board each and every completed file for their perusal if they so choose.

Upon the completion of the review, board members will be asked to individually complete a matrix which allows them to assess each semi-finalist against the others. The Ray and Associates representative will then provide the board with a summary of the individual board responses. This summary assists the board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all board members have an equal opportunity to be involved in the selection process. Ray and Associates will assist the board in establishing the interview format and in developing interview questions.

Selection of the finalist and future planning is the **Stage Five**. At the conclusion of the last interview, the representative from Ray and Associates will once again be onsite to lead the board through a similar consensus building activity which has proven to be very successful in assisting board members to reach a final determination of their finalist(s). It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the district for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

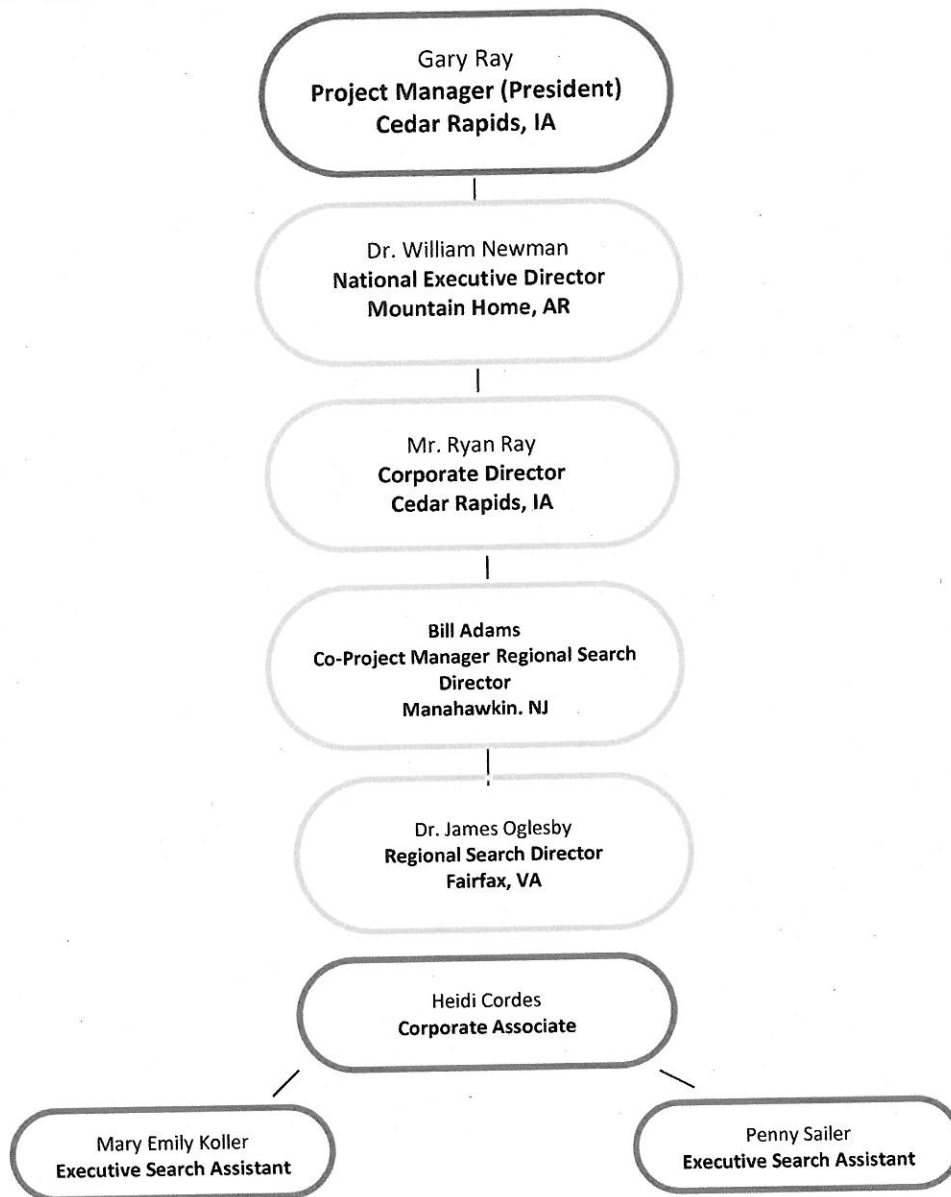
We believe strongly that this process allows the final selection of candidates to be in the control of the Board of Education. When boards are provided with a limited number of candidates from whom to consider, the board has only limited involvement in the search process. Through the outstanding discussions fostered by the consensus building instrument provided by Ray and Associates, board members have overwhelmingly been appreciative of their strong involvement.

Section 4, Subsection 2: Staffing Plan

1. Identify the name of the Vendor's principal who will be responsible for supervising this project, as well as staff who will be assigned direct work on this project. Detail their qualifications, education, and work experience and provide a narrative description of the work responsibilities of each.

2. A contingency plan that shows the ability to add more staff if needed to ensure meeting benchmarks and deadlines.

Vendor Response:



Each listed key team member on our staffing plan will be involved in all activities and tasks of the project plan. The corporate office maintains a full-time administrative staff to assist in the executive search business. We have a national executive director, corporate director, six regional directors and over one hundred sixty (160) associates located throughout the country so we can easily add additional or replacement staff as needed to ensure meeting the Project's due date(s). Our staff will work with and be responsive to the West Virginia Department of Education staff and be available for consultation with the board or staff on an as-needed basis. Board members will also receive business, cell and e-mail addresses of the consultants.

Section 4, Subsection 3: Proposed Search Plan

1. Approach method used by firm to accomplish task of RFP.

Vendor Response:

Ray and Associates, Inc. is fully capable of meeting all the requirements of the RFP # EDD403074. We clearly understand the search process that is necessary for a state Department of Education to follow to be successful. In fact, we very typically receive more fully completed applications for the clients we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying board members as well as any constituencies as identified by the board. Our search involves looking for candidates with the appropriate skill sets and personality traits that will be a close fit for our clients.

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university, or any other organization. This allows our firm to be objective in the search process. As a national firm, we stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large database of top candidates who are interested in new, challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. It is important, however, for our clients to know that we are not a placement service that owes any favors to potential candidates, and that we actively recruit women and minority candidates. Our professional objective is to recruit and advertise for the best candidate that meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, here highlighted by the following steps:

- Inform all of the firm's associates of the position including profile information.
- Advertise in effective media known for high readership by school leaders.
- Consult our extensive database for precise matches between department and candidate profiles.
- Contact directly successful school leaders who are in good positions currently for them to consider the West Virginia Department of Education.
- Contact other organizations at state, regional and national levels regarding the position.
- Actively seek out potential candidates at state and national conventions.

Once recruited, all applicants are screened from the perspective of viable match with the established criteria. Those who emerge successfully from this screening are termed true candidates and our background research team then conducts extensive investigations on those individuals. The best of those candidates become semi-finalists and Board members will have the opportunity to not only review the application packet submitted by each semi-finalist but they will also have the opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the department's state superintendent 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 semi-finalist packets provided to the board, we will have available to the board each and every completed file for their perusal if they so choose.

We have been highly successful in placing outstanding candidates in all of our searches for over thirty-eight years. We organize the interview process and offer an objective method for determining the board's top candidate by consensus. Very rapidly at this point we gain assent to the position from the lead candidate which is followed by the negotiations to finalize a mutually agreeable contract.

2. Describe the methods used to communicate and work with a supervisory body such as the Board of Education.

Vendor Response:

Our firm likes to establish a designated State Board of Education liaison. Once a person has been identified we will be in constant communication with that individual. Establishing a relationship with the liaison is important to communicate effectively with the board on the search process.

3. Describe your role in assisting the State Board of Education in establishing appropriate criteria for the selection of candidates.

Vendor Response:

ESTABLISHING CRITERIA - BUILDING THE PROFILE

Ray and Associates, Inc. firmly believes in staff and stakeholder participation, especially in the development of accurate criteria for the position. Our firm takes developing the criteria very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each state board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the board. Our firm also offers the opportunity for the stakeholders to participate in morning and evening forums that are organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new state superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of accurate criteria for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offer's an online survey option with space for written comments/recommendations which is available in various languages. We will provide you with a link to place on the department's website. Our office will maintain, collect and analyze all information received and include this in the report to the board.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the board. At the encouragement of the consultants, many survey respondents will provide additional comments to the board which are presented as a part of this report. Our dialogue with constituents and interviews with individual board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

4. Describe the method in obtaining community participation in the evaluation of candidates.

Vendor Response:

INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the community during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the board itself are prepared for this by our consultants. Likewise, we meet with any groups, who are to have direct contact with the candidate, to explain their roles and to ensure that they operate as ambassadors for the district. We explain in detail the limits of their roles – that they should not rank the candidates, nor should they ask any questions of personal/illegal nature. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each board member's review.

It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

5. Timelines inherent in your search, pre-qualification, and final recommendation processes.

WEST VIRGINIA STATE BOARD OF EDUCATION STATE SUPERINTENDENT *SUGGESTED* SEARCH PROCESS AND TIMELINE

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

DATE

Stage 1 Board Input & Preparation

Wk of 02/03/14	Individual state board member interviews.
02/05/14	Consultant planning meeting with the state board. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)
02/05/14	Begin preparing informative flyer and online application form with the department liaison representative(s).
02/06/14	Advertise position and consultant to notify all associates and other professional contacts of vacancy.
02/06/14	Contact stakeholders for input meetings on <u>02/17-18/14</u> .

Stage 2 Profile Development & Process

02/06/14	Online survey link, for input on developing the profile, available on department website from <u>02/06/14</u> to <u>02/19/14</u> .
02/13-15/14	Recruitment at AASA Conference in Nashville, Tennessee.
Wk of 2/17/14	Conduct phone interviews with stakeholder group representatives identified by state board of education members.
02/17-18/14	Open forums.
02/19/14	8 a.m. (MST) deadline for survey/input from stakeholders and board members, including online survey.
02/25/14	Promotional flyer draft due.
02/25/14	State board to finalize director profile for the promotional flyer. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)

Stage 3 Recruiting & Screening

02/26/14	Print promotional flyer. Forward to consultant.
02/26/14	E-mail promotional flyer and online application instructions to interested candidates.
04/09/14	Deadline for all application materials. (<i>*See note below.</i>)

Stage 4 Candidate Presentation

04/22/14	Consultant develops and finalizes interview questions and procedures with the governor and state board. Semi-finalists are presented to the state board and governor and consultant assists in selecting finalists for the interviews. <i>(Time: TBD)</i>
Wk of 4/28/14	State board to interview semi-finalist candidates (1 st round).
Wk of 4/28/14	Meeting with consultant following the last interview. <i>(Time: TBD)</i>

Stage 5 Selection of Finalist & Future Planning

Wk of 05/05/14	Interview finalist candidates (2 nd round).
Wk of 05/05/14	Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)
TBD	Optional on-site visit of leading candidate(s) current place of employment by state board members.
TBD	Offer the contract.
TBD	Press release of new state superintendent.

**All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the state board.)*

6. Specify the information you will require from the Board and staff to enable you to conduct the search.

Vendor Response:

When the Board identifies the designated liaison, we will be in constant communication with that individual via e-mail, phone, Skype or fax. Establishing a relationship with the liaison is important in order to communicate effectively with the Board on the search progress and any other details that arise.

7. Describe the Vendor's candidate identification process that identifies a diverse pool of highly qualified and competent candidates in districts with a similar achievement and community context, reflecting a familiarity with our students' needs.

Vendor Response:

CANDIDATE IDENTIFICATION - RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Inform the firm's 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between department and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the West Virginia Department of Education position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



Ray and Associates, Inc. is a very diverse firm; 40% of our associates are women and/or minorities. Our firm has placed more women and minorities in the country in the last ten years than any other firm.

Ray and Associates has developed the most comprehensive pool of candidates of any executive search firm in the country. Our firm has a national reputation for the recruitment of outstanding candidates that match the expectations of the board and community. We have also been extremely successful in recruiting women, minorities and non-traditional candidates for our clients. It is only a matter of reality that outstanding administrators already have good jobs and will need to be recruited. However, even more important, is the investigative process and background checks we perform on all viable candidates to ensure you are looking at quality school leaders in all aspects. It will be our shared goal with the board to make the selection process inclusive, professional, efficient and successful so we can state without reservation you will be quite pleased with our services.

Ray and Associates, Inc. complies with all equal opportunity laws in the firm's search for the best and brightest candidates for our placement services and within our organization.

8. Describe the selection process approach with community involvement.

Vendor Response:

Please see Section 4, Subsection 3: Proposed Search Plan, Item 3. Describe your role in assisting the State Board of Education in establishing appropriate criteria for the selection of candidates.

9. Provide a collaborative model, with milestones that include feedback and can be flexible, should be warranted.

Vendor Response:

THE SEARCH PROCESS – COLLABORATIVE MODEL

The board's role is the most important one in the search process. Although we assist you in the process by actively recruiting, identifying, and recommending qualified candidates, you alone will determine which candidate you will hire.

Our search process is set up in a manner that provides the board with a collaborative monitoring capability which features clearly defined checkpoints:

Timeline	• Establish a timeline for the process
Input	• Determine the input process
Qualifications	• Set the state superintendent qualifications
Flyers	• Review and approve informational flyers and application forms
Progress Reports	• Receive regular progress reports from the consultant
Interview Process	• Approve format and questions for the interview process
Candidates	• Select candidates for final interview
On-Site Visits	• Optional on-site visits of leading candidates
Hiring	• Hire the candidate
Contract	• Determine and approve the contract
Press Release	• Approve the press release

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.

10. Describe your method in conducting background checks and how all sensitive information is shared with the Board.

Vendor Response:

Once recruited, all applicants are screened from the perspective of a viable match with established criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with district expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive investigations on those individuals. Our firm will interview each viable candidate that meets the criteria and verifies their qualifications, experience and eligibility of certification. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. A complete check of a candidate's work history is completed utilizing online resources such as Google, Yahoo, Bing, Facebook, MySpace, Twitter and other social media sources as well as checking for blogs through candidate's local newspaper. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession.

Ray and Associates will conduct credit, criminal, financial, civil litigation, motor vehicle record checks and verify educational degrees on the top candidate(s) through an outside service for an additional fee.

11. Describe the development of the application process for the position.

Vendor Response:

Our firm will provide for the State Board's review, a copy of our online application form. Once approved, the candidate will be able to complete the online application through our website. We require candidates to submit the online application along with a letter of interest, current resume and at least four letters of recommendation.

Section 4, Subsection 4: Work Plan

1. A plan that will be used to create a consistent, coherent management plan of action that will be used as a guide for this RFP.

Vendor Response:

Please see Section 4, Subsection 1: Recruitment, Item. 5. Describe a typical search process in detail and Section 4, Subsection 3: Proposed Search Plan, Item. 5. Timelines inherent in your search, pre-qualification, and final recommendation processes.

2. Describe your method in reducing the qualified pool of candidates to only those recommended to the State Board.

Vendor Response:

Once recruited, all applicants are screened from the perspective of a viable match with district criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with department expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the board become semi-finalists, and we will provide a detailed written Candidate Report for each of them for the Board's review.

As part of the candidate presentation to the board, Ray and Associates will bring before the board 8-12 semi-finalists for the board's consideration. Board members will have the opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the West Virginia Department of Education state superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each semi-finalist and will be provided with individual candidate reports. Candidate reports consist of questions and responses of candidates along with the consultants' investigative background research of current and previous positions of the applicant. Candidates will be who they say they are. There will be no surprises! In addition to the semi-finalist packets provided to the board, we will have available all completed application files for board members to review.

Upon the completion of the review, board members will be asked to individually complete a matrix which allows them to assess each semi-finalist against the others. The Ray and Associates representative will then provide the board with a summary of the individual board responses. This summary assists the board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct credit, criminal, financial, civil litigation, motor vehicle record checks and verify educational degrees on the top candidate(s) through an outside service for an additional fee.

REQUEST FOR PROPOSAL

West Virginia Department of Education EDD403074

Attachment B: Mandatory Specification Checklist

List mandatory specifications contained in Section 4, Subsection .5:

Section 4, Subsection 5: Mandatory Deliverables

1. The successful Vendor will be required to attend selected Board meetings
Notification of dates and times will be advised in advance of meetings and the schedule will be mutually coordinated, based on selected milestone/benchmark

Vendor Response:

2. The successful Vendor shall share all background information including sensitive information up to the time of the final written recommendation.

Vendor Response:

3. The successful Vendor will be required to qualify and recommend three (3) applicants to the board for final interviews.

Vendor Response:

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Ray and Associates, Inc
(Company)

Gary L Ray, President Day J Ray
(Representative Name, Title)

319.393.3115 Fax-319.393.4931
(Contact Phone/Fax Number)

January 7, 2014
(Date)

VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with West Virginia Code, §5A-3-37. (Does not apply to construction contracts). West Virginia Code, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the West Virginia Code. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

- 1. Application is made for 2.5% resident vendor preference for the reason checked: Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or, Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or, Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. Application is made for 2.5% resident vendor preference for the reason checked: Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. Application is made for 2.5% resident vendor preference for the reason checked: Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. Application is made for 5% resident vendor preference for the reason checked: Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked: Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked: Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules. Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Ray and Associates, Inc
Date: January 7, 2014

Signed: Gary J. Ray
Title: President

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Ray and Associates, Inc.

Authorized Signature: [Signature] Date: January 3, 2014

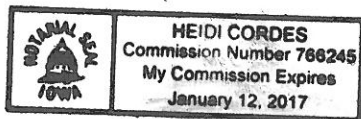
State of Iowa

County of Linn, to-wit:

Taken, subscribed, and sworn to before me this 3 day of January, 2014

My Commission expires January 12, 2017

AFFIX SEAL HERE



NOTARY PUBLIC

[Signature]

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: EDD403074

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Ray and Associates, Inc
Company

Ray & Ray
Authorized Signature

January 7, 2014
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.