



Proposal

RFP #26010: Executive Search and Recruitment Services for Senior Positions

Presented to:

Barrington Public Schools

Submitted by

Ray and Associates, Inc.

RECRUITING. DEVELOPING. ENGAGING

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Working Together: Ray and Associates Proposal for RFP #26010

Robert Mitchell
Interim Superintendent of Schools
Barrington Public Schools
283 County Road
Barrington, RI 02806

Dear Superintendent Mitchell,

Thank you for the opportunity to submit this proposal in response to RFP # 26010: Executive Search and Recruitment Services for Senior Positions. We are excited to share how Ray and Associates can support your leadership and organizational priorities. For more than five decades, Ray and Associates has partnered with school districts, charter organizations, and education-focused institutions nationwide to strengthen leadership capacity, organizational effectiveness, and student outcomes.

Since 1975, Ray and Associates has specialized in school executive leadership searches, including superintendents and senior leadership positions, with expanded expertise in executive coaching, organizational assessment, and strategic advisory services. Our long-standing reputation for integrity and results has earned national recognition, including acknowledgment by *The School Administrator* Journal as one of the top education search firms in the United States.

As a national, independent firm, we bring a proactive and objective approach to every engagement. In our executive search work, we believe outstanding leaders must be intentionally recruited. Through our extensive regional and national network and targeted outreach, we attract and assess high-quality candidates while remaining grounded in each organization's unique context. We do not accept placement fees from candidates, ensuring a fully impartial and client-centered process.

Beyond search, our coaching and advisory services are designed to support senior leaders and executive teams as they navigate complex organizational challenges. Through intentional, relational, and customized engagements, we provide actionable insights that strengthen leadership effectiveness, align strategy with mission, and support sustainable organizational growth.

We would be honored to partner with you in advancing your leadership goals and organizational mission. Along with myself, Molly Schwarzhoff, Vice President of Leadership Acquisition, will be your main contact and she can be reached at molly@rayassoc.com or at 319-393-3115.

Thank you for your consideration, and we look forward to the opportunity to work together.

Warm regards,

Dr. Stephanie Burrage
CEO/President
burrage@rayassoc.com | 319-393-3115



Overview and Background

Who We Are

Ray and Associates is a premier professional services firm specializing in school executive recruitment, leadership coaching, and strategic advisory. Since 1975, we have partnered with school districts and charter networks nationwide to build leadership capacity and improve organizational effectiveness. Consistently recognized by *The School Administrator Journal* as a top-tier national search firm, we are defined by our commitment to integrity and measurable results.

What We Do

We deliver comprehensive leadership solutions tailored to the unique culture and priorities of Barrington Public Schools (BPS). Rejecting "one-size-fits-all" models, we utilize a relational, step-by-step process designed for lasting impact.

- **Executive Search:** Our practice is rooted in proactive recruitment and professional rigor. We leverage a vast national associate network to identify high-caliber leaders who may not be actively seeking new roles. As an independent firm, we never accept candidate placement fees, ensuring our recommendations are entirely impartial and client-focused.
- **Coaching and Advisory:** Beyond recruitment, we strengthen executive teams and governing bodies through customized coaching and organizational assessments. We provide the actionable insights and facilitation necessary to align strategy with mission and navigate complex leadership dynamics.

How We Work

The strength of Ray and Associates lies in the diversity and experience of our team. Our consultants are located across the United States and include:

- Former Superintendents and District Leaders
- Executive Coaches and Organizational Development Practitioners
- Higher Education and Business Executives
- Governance and Legal Experts

Supported by our dedicated administrative team, our associates approach every engagement with professionalism, discretion, and deep cultural awareness. This combination of national reach and local insight ensures we deliver the trusted leadership solutions required to advance student success within the district.

Our purpose is identifying and placing the visionary leaders that school systems require to enhance educator effectiveness, amplify student voices, and drive lasting community impact.



Relevant Experience

Listed below are senior position searches completed over the past ten years. Additional years of experience can be provided upon request.

School District	District Enrollment		School District	District Enrollment
Benton Harbor Area Schools Benton Harbor, MI	2,200		Evansville Community School District Evansville, WI	1,820
Balsz School District Phoenix, AZ	2,300		Glendale-River Hills School District Glendale, WI	1,050
Whitefish School District Whitefish, MT	1,500		Bexley City Schools Bexley, OH	2,400
Williams County School District #8 Williston, ND	900		North Polk Community School District Alleman, IA	1,800
East Cleveland City Schools East Cleveland, OH (Director of Diversity, Equity and Inclusion)	2,100		Seymour Public Schools Seymour, CT	2,160
East Cleveland City Schools East Cleveland, OH (W. H. Kirk Middle School Revitalization Principal)	2,100		Pine City Public Schools Pine City, MN	1,500
East Cleveland City Schools East Cleveland, OH (Shaw High School Revitalization Principal)	2,100		Berlin Area School District Berlin, WI	1,400
Kingman-Norwich USD 331 Kingman, KS	1,100		Booker T. Washington Academy Hamden, CT (Charter School - Middle School Principal)	420
Nevada State High School Las Vegas, NV (Executive Director)	700		Cary School District 26 Cary, IL	2,500
Greenburgh Central School District Hartsdale, NY	1,700		Anchorage Independent School District Anchorage, KY	400



Recruitment Methodology

Ray and Associates specializes in high-level searches for state education agencies, large-scale school systems, and complex public organizations. Our portfolio includes the recruitment of state superintendents, state commissioners, and senior executive leaders. We maintain the rigorous standards of professionalism, discretion, and exhaustive screening expected by BPS.

Stage 1: Discovery – Input and Preparation

- Customize the search process to meet the needs and expectations of BPS.
- Establish a timeline that lists each step in the search process.
- Discuss the requirements and salary range for the open positions.
- Work with the District liaison and those selected in the development of accurate job descriptions and application forms.

Stage 2: Profile Development and Process

- Develop all required forms for the applications and screening process.
- Provide the District liaison with cost saving options to minimize expenses by utilizing Zoom, conference calls or Google Meet to reduce paper copies, travel expenses and shipping costs.

Stage 3: Recruiting and Screening

- 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 the firm's database whose interests match the criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Discuss with all candidates the BPS characteristics and the criteria for the positions.
 - Advertise in local, regional, national and diverse venues known for high readership by school leaders which venues are approved by the District such as: EdWeek, AASA, NABSE and ALAS.
- Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with Districts criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Districts expectations. Those who emerge successfully from this screening are deemed viable candidates.
- Check references provided and conduct additional background investigation of leading candidates. Our firm interviews each viable candidate that meets the criteria and verifies their qualifications and experience. Our background research team then conducts extensive investigations into those individuals. The investigations go well beyond listed references and their current position.



Stage 4: Candidate Presentation

- If desired, provide BPS with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates through video technology. This will allow a better perspective of each candidate in order to determine which candidates to interview. By offering this opportunity, this will save on expenses and time.
- Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist in determining the finalists for an interview.
- If desired, assist BPS in establishing the interview format and in developing interview questions.
- Help arrange the details of interviews for leading candidates, if requested by BPS.

Stage 5: Selection of Finalists and Future Planning

- After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by BPS.
- Assist BPS in preparing a press release, upon request, announcing the appointment of the new hires.

The search services and process provided above can be adjusted to meet the specific needs of BPS.





Screening, Reference Checks, Interviews and Final Selection

- Once recruited, all applicants are screened from the perspective of a viable match with BPS's criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with BPS's expectations.
- Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive background investigations and internet checks 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), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE).
- Our firm also checks current and past relationships with administrators and verifies a 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 BPS become top candidates.
- As part of the candidate presentation, Ray and Associates will bring 8-12 top candidates for the district's consideration.
- The District will have the opportunity to observe each top candidate interviewed with questions specifically designed for the search through video technology and will also have a chance to review the application packet submitted by each top candidate.

Additional Tasks: Background Checks

Ray and Associates will provide the District with information on 8–12 highly qualified semifinalist candidates, ensuring each individual meets the desired qualities and criteria identified by the Client (e.g., teaching experience, leadership competencies, instructional vision, stakeholder engagement, etc.). All semifinalists will undergo a comprehensive screening process conducted by our experienced search team, which includes the following steps:

- **Online and media screening:** We review internet sources, news publications, and relevant social media platforms to identify any articles, public records, or information that could impact candidacy.
- **Candidate interest confirmation:** We confirm that each candidate remains interested, available, and committed to the timeline and expectations of the search.
- **Structured candidate screening interview:** If no concerning issues are identified online, candidates are contacted and asked a series of screening questions.
- **Reference and reputation checks:** We contact both candidate-provided references and non-listed professional references to gather a complete picture of performance, leadership style, and organizational fit.

In addition, all viable candidates are required to successfully complete a formal background screening process prior to final consideration. Ray and Associates will coordinate and/or facilitate background checks in alignment with the district requirements, which may include criminal history



checks, credential verification, employment verification, and other screenings as appropriate. This step helps ensure each candidate presented meets professional standards and has the integrity required for executive leadership.

Following candidate review, the interview committee will be asked to complete an individual evaluation matrix, allowing them to assess each top candidate against the others. The Ray and Associates representative will then compile and present a summary of the responses to support a structured, consensus-driven selection process. These steps ensure each interview committee member has an equal opportunity to contribute to the evaluation and decision-making process.

Diversity Recruitment Strategy

At Ray and Associates, we are deeply committed to ensuring that the recruitment process is equitable, accessible, and inclusive, particularly for candidates from communities that have been historically marginalized. We recognize that recruiting diverse leaders isn't just about expanding the applicant pool but also about actively addressing systemic barriers and implicit biases that can limit opportunities for underrepresented candidates.

To ensure an equitable and accessible process, we take several deliberate steps:

- **Outreach to Diverse Communities:** We proactively engage with networks, professional organizations, and affinity groups that serve historically marginalized communities, ensuring our outreach goes beyond traditional channels. This helps us attract diverse talent, particularly candidates from BIPOC, LGBTQ+, and other underrepresented groups, ensuring they are well-represented in the applicant pool.
- **Removing Barriers to Entry:** We critically examine job descriptions and qualifications to ensure they are inclusive and do not create unnecessary barriers for capable candidates. For example, instead of emphasizing traditional metrics like years of experience, we focus on skills, lived experiences, and the potential for impact, creating more opportunities for candidates from diverse backgrounds.
- **Equity in the Screening Process:** We use structured, equitable evaluation criteria to assess candidates based on their competencies, experiences, and values rather than relying on subjective impressions. By using a standardized framework, we minimize the potential for unconscious bias to affect how candidates are reviewed.
- **Transparency and Accessibility:** We ensure the recruitment process is accessible by offering multiple ways for candidates to apply, providing accommodation when needed, and maintaining transparent communication throughout the process. Our goal is to create a recruitment experience where all candidates feel welcomed and supported.

By implementing these strategies, we aim to build an applicant pool that is not only diverse but also reflective of the communities our schools serve. We believe that addressing implicit bias and ensuring equitable access are critical to finding leaders who can drive positive, inclusive change within Rhode Island's educational landscape.



Satisfaction Guaranteed

Ray and Associates or Barrington Public Schools (BPS) may terminate this contract at any time for any reason by giving at least fourteen (14) days' notice in writing. If the contract is terminated by BPS as provided herein, Ray and Associates shall be paid a mutually agreed upon payment as negotiated between Ray and Associates and BPS for the work completed as of the date of notification of termination. Ray and Associates shall incur no additional fees and expenses payable by BPS after notice of termination without written authorization from BPS.

If any of the hired candidates depart from the position(s) during the first year due to dissatisfaction and not health related matters, personal or familial reasons, Ray and Associates will recruit new candidates for the District at no additional cost barring travel, advertising, and due diligence expenses.

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 District.**

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



Proposed Timeline

During the first stage (as described on page 5), our goal is to learn more about your specifications and unique district culture to target needs with precision. Ray and Associates will customize the search process to meet the needs and expectations of the District, working with the designated District staff to establish a timeline that lists each step in the search process. Below is a timeline template that will be updated after discussions with District staff to reflect the searches for the senior positions and not a superintendent search as listed.

USA SCHOOL DISTRICT	
SUPERINTENDENT SEARCH SUGGESTED PROCESS AND TIMELINE	
Items highlighted in yellow indicate an in-person meeting with the consultant(s)	
DATE	
Stage 1 Board Input & Preparation	Consultant planning meeting with the Board and individual Board member interviews. (Time: TBD) (option to conduct via Zoom, conference call or gotomeetings.com)
	Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).
	Notify all associates and other professional contacts of vacancy.
	Contact constituents and stakeholders for input meetings on _____.
Stage 2 Profile Development & Process	Online survey link, for input on developing the profile, available on District website from _____ to _____.
	Meetings with constituent and stakeholder group representatives.
	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	Promotional flyer draft due.
Stage 3 Recruiting & Screening	Board to finalize Superintendent profile for the promotional flyer and online application form. (Time: TBD) (option to conduct via Zoom, conference call or gotomeetings.com)
	Print promotional flyer. Forward to consultant.
	E-mail promotional flyer and online application instructions to interested candidates.
Stage 4 Candidate Presentation	Deadline for all application materials. (*See note below.)
	Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: TBD)
	Interview candidates (1 st round).
Stage 5 Selection of Finalist & Future Planning	Meeting with consultant following the last interview. (Time: TBD)
	Interview finalist candidates (2 nd round). (Optional)
	Final meeting with consultant following the last interview. (Time: TBD) (option to conduct via Zoom, conference call or gotomeetings.com)
	Consultant will discuss contract terms with the finalist.
	Offer the contract.
Press release of new Superintendent.	
Board Self-Assessment Survey Results presented to the Board.	

*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.

(Actual dates to be determined in the first meeting with the Board.)

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Staffing Plan and Key Personnel

The Ray and Associates team possesses a depth of expertise unmatched in the executive search industry. Our consultants are a collaborative group of former school administrators, business executives, and legal experts who bring decades of specialized experience to every engagement.

National Presence, Professional Rigor

Beyond our corporate headquarters in Minneapolis, Minnesota, our associates are strategically located across the country to provide national reach with local insights. Supported by a full-time administrative staff, our team maintains the highest standards of:

- **Confidentiality:** Protecting the integrity of the search for both the client and the candidates.
- **Ethical Practice:** Adhering to strict professional standards and transparent business conduct.
- **Discretion:** Ensuring a smooth, professional experience for all stakeholders.

Commitment to Success

Our approach is grounded in collaboration and transparency. We do not just find "candidates"; we identify leaders who specifically align with the BPS's vision, values, and strategic goals. We are confident that our proven process will secure a superintendent capable of driving sustained success and positive outcomes for your students, staff, and community.

Project Team and Recruitment Strategy

The principal coordinators and associates listed below will lead the recruitment, screening, and background check processes for BPS. By strategically selecting associates from across the country, we ensure comprehensive national coverage and access to an elite pool of candidates.

Our team prioritizes local presence, pairing our national network with associates who understand your region's specific landscape. This local expertise fosters the "personable connection" necessary to elicit honest, high-quality feedback from your stakeholders while ensuring a deep, nuanced understanding of the district's needs.

Meet the Team



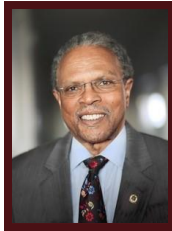
Dr. Stephanie Burrage, CEO/President

Dr. Burrage joined Ray and Associates as CEO/President, and Colorfuel, Inc., parent company of Ray and Associates, as CEO/CRO after serving as the first chief equity officer for the State of Minnesota. Prior to that she was appointed as the deputy commissioner of education for the Minnesota Department of Education. Burrage has been an educator for more than 35 years, serving in a variety of roles such as superintendent, principal and teacher. She believes that every student should have opportunity and access to education and through her work she sought to change systemic inequities to eliminate disparities. She focuses on creating meaningful change based on the needs and priorities expressed by communities. Burrage believes in connecting with the community by engaging in heart-felt conversations, amplifying community voice, and advocating for a bold future for all.



Molly Schwarzhoff, Vice President

Molly is Vice President of Leadership Acquisition of Ray and Associates. She oversees all searches conducted by the firm and will directly interact with BPS and any committee that may be established on all details of this search. She attended Iowa State University and has been with Ray and Associates for over 13 years.



Dr. Michael Rush, Director of Special Projects and Networking

Michael serves our firm as Director of Special Projects and Networking. He oversees major searches conducted by the firm and will directly interact with school board members and any committee overseeing the superintendent search as well as other cabinet level positions. He earned his doctorate in Educational Leadership from Nova Southeastern University and was an Assistant Commissioner of Education, a State Fiscal Monitor, a Superintendent, a Deputy Superintendent, a Principal, a Supervisor of Special Education and a Teacher all in the state of New Jersey. Michael served as a school board member as well. Michael is a State Approved Mentor for School Superintendents and other cabinet level positions for individuals pursuing their superintendent license in New Jersey. Michael has been with our firm for more than 15 years and has traveled to several states assisting school board members in their pursuit of seeking a superintendent to lead their school district.



Jamie Glasser, Regional Search Associate

Jamie serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. She received her Bachelor's degree in Pre-Professional Studies from the University of Notre Dame and her J.D. degree from the University of Pittsburgh School of Law. Jamie's background consists of serving as a Legislative Assistant, Legislative Counsel, District Chief of Staff for State Senator Jay Costa, Jr., Senior Director of Government Affairs and she is currently a partner with Commonwealth Consulting Partners. Additionally, she has over 7 years of Board member experience with the Woodland Hills School District.



John Ramos, Regional Search Associate

Dr. John Ramos, Sr. serves our firm as a Regional Search Associate where he leverages his decades of executive experience to shape the future of school district leadership, conducting high-level Superintendent searches, ensuring districts find visionary leaders capable of navigating modern educational complexities.. Dr. Ramos is an internationally recognized educational leader whose career is defined by a commitment to transformative leadership and equity. From serving as a high school principal in Rhode Island and Connecticut to holding the prestigious role of State Deputy Commissioner, Dr. Ramos has navigated the highest levels of academic administration. His extensive tenure as a Superintendent includes leading districts in Bridgeport, Groton (Interim), and Watertown, CT, as well as South Orange, NJ.



Dr. Patricia Garcia, Regional Search Associate

Dr. Patricia Garcia is a Regional Search Associate for Ray and Associates. As an educator of more than three decades of experience, including serving as a superintendent for 17 years in Virginia, Connecticut and New York, Dr. Garcia has held various roles including as a teacher, principal, assistant superintendent and regional superintendent.

She was also a college professor and lecturer (Barton college, University of Connecticut and New England College) and is currently an assistant professor at Lasell University, Department of Education where she teaches second language acquisition and teacher education courses.

Dr. Garcia earned a Bachelor of Arts Degree in Spanish Education from the University of Panama and a Master of Arts Degree in Foreign Language Education from the University of South Florida. She has a Doctor of Education Degree in Educational Leadership from the University of Sarasota and a Doctor of Philosophy in Spanish and Second Language Education from Florida State University. She completed advanced studies at the University of Virginia in Studies in Educational Leadership and graduate studies in TESOL/Bilingual Education at George Mason University.



Dr. Dale Caldwell, National Search Associate

Dr. Dale Caldwell serves our firm as a National Search Associate. He oversees major searches conducted by the firm and will directly interact with school board members, district staff, and any committee overseeing the search. Dale has a Bachelor's degree in Economics from Princeton University, an MBA in Finance from the University of Pennsylvania Wharton School and a Doctorate in Education

Administration from Seton Hall University. He has over 39 years of experience as a public school board member and 23 years of experience as board president. Dale is also certified to be a school superintendent in New Jersey. The New Jersey School Board Association certified him as a Master Board Member (MBM) and named him the 2009 New Jersey School Board Member of the Year. He has extensive experience leading superintendent searches, addressing board conflict and providing strategic planning services for school boards.



Cost Proposal and Fee Structure

BPS will be guided and assisted by Ray and Associates at every step in the search process, from the initial phase of determining the desired qualities for the position, through the actual hiring of the candidate. Our process is flexible. If desired, a different approach or would prefer certain options other than those provided in our Proposal, we can adjust our process to meet your specific requirements.

Pricing Structure Options

We offer flexible pricing models designed to align with the BPS's hiring needs and anticipated search volume.

- For **individual, à la carte searches**, our standard fee typically ranges from **\$9,000 to \$10,500 per position**, depending on the complexity and scope of the role.
- For **multiple positions**, we are pleased to offer a reduced bulk pricing structure. Under this model, specialized or hard-to-fill positions would be priced between \$12,500 and \$15,000 per search.
- As an alternative, BPS may opt for a **retainer-based partnership**. This model includes a fixed monthly fee covering an agreed-upon level of search activity and ongoing recruitment support. Retainer agreements can be structured for either a nine-month or twelve-month term, depending on the BPS's preferences and hiring cycle.

We are happy to further customize any of these options to best meet the BPS's specific staffing goals and timelines.

Consultant Reimbursed Expenses

Search expenses, including travel, lodging, meals, shipping, and other related items will be kept to a minimum and are to be reimbursed by BPS. Said expenses will be invoiced as they occur and will include a detailed account listing.

Price Match

Ray and Associates will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

Cost Saving Options

To support cost efficiency and budget transparency, BPS retains direct control over select variable expenses, including advertising, travel, and reimbursable costs. All other services required to deliver the full scope of work are included within our base professional fee, with no additional or hidden charges.

As an added value, we offer a discounted rate for invoices paid within 30 days of receipt. Additionally, if preferred, we can structure this engagement as an all-inclusive, not-to-exceed fee to provide maximum cost certainty and financial predictability.



Value Added Services

Ray and Associates provides several value-added services designed to streamline the search process and maximize District resources:

Cost-Efficiency and Logistics

- **Virtual Integration:** Reduces travel and overhead expenses by utilizing Zoom for meetings and first-round interviews.
- **Digital Materials:** Shares all documents electronically to eliminate printing and shipping costs.

Enhanced Candidate Screening

- **Spark Hire Interviews:** Offers one-way video clips so the District can preview candidates before formal interviews.
- **Standardized Evaluation:** Provides structured screening packets and consensus-building matrices to ensure objective, criteria-based comparisons.

Finalist and Contract Support

- **Contract Assistance:** Includes professional negotiation and development of contract terms at no additional cost.
- **Background Verifications:** Coordinates comprehensive criminal, civil, and educational checks for top candidates at no additional cost.

Extended Services and Guarantees

- **Transition Planning:** Offers optional onboarding support and leadership transition services for an additional fee.
- **Flexible Pricing:** Includes a Price Match Commitment for comparable bids and the ability to adjust fees based on a customized scope of work.

Future Planning: Executive Coaching and Board Advisory Services

Ray and Associates provides specialized coaching and advisory services designed to sustain leadership excellence long after the search is complete. These services can be engaged independently or as a comprehensive leadership development suite.

Executive Coaching and Thought Partnership

We provide senior leaders with a confidential, trusted space to navigate complex challenges and access national best practices. Our personalized coaching focuses on:

- **Leadership Effectiveness:** Enhancing decision-making, communication, and executive presence.
- **Strategic Growth:** Facilitating intentional reflection to drive long-term organizational impact.
- **Confidential Advisory:** Serving as a professional sounding board for high-stakes leadership transitions and institutional strategy.



Board Governance and Facilitation

We partner with Boards of Education to design and facilitate purposeful, results-driven retreats. Whether focused on goal-setting or governance transitions, our approach is grounded in national best practices and tailored to your specific objectives. Our end-to-end support includes:

- **Strategic Session Design:** Customized curriculum and material development.
- **Active Facilitation:** Expertly guided sessions to ensure engagement and alignment.
- **Post-Retreat Synthesis:** A structured debrief and formal report identifying key patterns, insights, and actionable recommendations to ensure the retreat's impact extends into daily operations.

Our Commitment to BPS

Ray and Associates is dedicated to providing the highest quality leadership solutions, ensuring every district we serve identifies a leader(s) capable of positively impacting the education of **all students**. We believe that a district's foundation is built upon its students, staff, families, and community.

As your partner, we commit to identifying visionary candidates who will:

- **Prioritize Instructional Excellence:** Ensure high-quality, rigorous instruction for every student, every day.
- **Foster Radical Inclusion:** Actively engage and include all students, families, staff, and community members in the district's success.
- **Drive Systemic Change:** Transform legacy systems and structures that contribute to educational inequities.
- **Build Intentional Relationships:** Cultivate reciprocal, trust-based partnerships across the district and community.
- **Lead with Transparency:** Communicate in an honest, courageous, and open manner to build long-term public trust.

Our Focus: Your Peace of Mind

At Ray and Associates, our job is to remove the administrative burden from your team. We specialize in the complex details of the search so you don't have to. Our priority is to manage the process seamlessly, allowing the District to focus on the "big picture", getting to know the potential leaders, asking critical questions, and shaping the future for your students.



Sample Deliverables

The following are the specific deliverables identified for the search for senior positions:

1. Discovery and Profile Development

- **Search Timeline:** A customized schedule listing every step of the recruitment process (example on page 10)
- **Job Descriptions and Application Forms:** Accurate descriptions for open positions and customized application materials developed in collaboration with District liaisons.

2. Recruitment and Screening

- **Candidate Pool:** Active recruitment from national associate networks, professional organizations (like AASA, NABSE, and ALAS), and the firm's private database.
- **Screening Files:** Thoroughly reviewed files for all applicants to determine viability and alignment with District criteria.
- **Background Investigations:** Extensive research into leading candidates that goes beyond listed references to include internet/social media checks and verification of work and educational history.

3. Candidate Presentation

- **Top Candidate List:** Presentation of 8–12 highly qualified semifinalist candidates for the District's consideration.
- **Candidate Video Clips:** One-way "Spark Hire" video clips allowing the District to preview candidates before formal interviews.
- **Application Packets:** Complete documentation for each top candidate presented to the Board.
- **Evaluation Matrix:** An impartial, objective consensus-building instrument to help the District assess and compare finalists.

4. Interview and Selection Support

- **Interview Format and Questions:** Assistance in establishing the structure and specific questions for the interview process.
- **Interview Logistics:** Coordination of schedules and arrangements for candidate interviews.
- **Contract Negotiation:** Professional assistance in developing and negotiating contract terms with the selected finalist.

5. Post-Selection Deliverables

- **Press Release:** Assistance in preparing and issuing the public announcement of the new hire(s).



References

School District	Contact Information
Christina School District Newark, DE	Donald Patton, Board President Cell: 302-218-5779 donald.patton@christina.k12.de.us Marilyn Moore Asst. to Superintendent/Board Clerk Work #: 302-552-2653 marilyn.moore@christina.k12.de.us
Englewood Public School District Englewood, NJ	David Matthews, Board President Cell: 201-851-6079 dmatthews@epsd.org Cheryl Balletto, Business Manager Cell: 201-448-0378 Office: 201-862-6271 cballetto@epsd.org
Roosevelt Union Free School District Roosevelt, NY	Rose Gietschier, Board President Cell: 347-672-0766 rgietschier@rufsd.org
Wyandanch Union Free School District Wyandanch, NY	Latesha Walker, Board President Cell: 631-304-6684 lwalker@wufsd.net
Erie's Public Schools Erie, PA	Dr. Jay Breneman, Board President Cell: 814-490-6872 jbreneman@eriesd.org

Additional references are available upon request.



WHAT OUR DISTRICTS SAY



"Ray & Associates guided a seamless and transparent process from start to finish. Kathy and Bridget facilitated each step, beginning with gathering community input and assisting the board in identifying our priority characteristics. They made sure our search was visible nationally, and the result was a large number of highly-qualified candidates. They used their considerable talent and experience to gather input from each of our stakeholder groups, which provided the board with valuable information as we faced the most important decision of our tenure. Throughout the entire process, Kathy and Bridget provided excellent communication of expectations and timelines. They facilitated a high-stakes, complicated situation with integrity and fidelity while also making it enjoyable. Their greatest strength was unifying the very different personalities and priorities of our board members, allowing us to come to a unanimous vote for our next district leader."

Ms. Stacy Jolley, Board President & Ms. Linda Poole, Board Vice President
Millard Public Schools, NE



"Your team guided us through the process in a seamless and transparent manner making sure our search was visible nationally, gathering input from each of our stakeholder groups, and providing the Board with valuable information as we moved toward the final selection of our next Superintendent. Our point person from Ray & Associates kept us updated and was always available to respond to our questions in a timely manner. Our overall experience with Ray & Associates exceeded our expectations, and I would not hesitate to recommend your company to other school districts."

Mr. Alan Strauss, Chief Human Resources & Equity Officer
Broward County Public Schools, FL



"As a large, public urban school district with a richly diverse student population, one of our top priorities was to conduct a national search intentionally reaching diverse candidates. Upon hire, Ray & Associates immediately heard our values and quickly proved their ability to access a multitude of resources and networks ensuring a wide range of candidates throughout our selection process. In addition to their commitment to our values, Ray & Associates was a consistent and constant guide throughout the process. Our board of education always knew what the next step in the process would be and was confident that we would be prepared for effective and wise decision-making."

Ms. Jen Schottke, Board President
Grand Rapids Public Schools, MI

Thank you for your time as you make this decision to shape the future of your District. We are extremely pleased to be considered as your partner in the process to identify and engage your next visionary leaders.