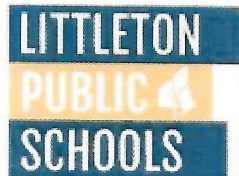


# ***A Proposal for the Selection of a Superintendent***

*Presented To:*



*Submitted By:*

***Ray and Associates, Inc.***

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## ***Finding Leaders for America's Schools***

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***Ray and Associates, Inc.***  
***Leaders in Executive Searches***

August 29, 2022

Littleton Public Schools  
ATTN: Robert Reichardt, President  
5776 South Crocker Street,  
Littleton, Colorado 80120

Dear Mr. Reichardt and Members of the Board of Education:

This letter is in response to a request regarding the need for our services to assist you in the search for a new Superintendent. We are confident the Board will be quite pleased with the services we can provide. We have been very successful in providing Superintendent search services for districts that are similar in terms of size, cultural diversity and geographic location.

As I am sure you are aware, the selection of Superintendent will be one of the most important activities your Board will perform. The Board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the District.

We are familiar with Colorado as we recently conducted the Chief Academic Officer search for Aurora Public Schools and previously conducted Superintendent searches for Colorado School for the Deaf and the Blind, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Colorado Springs School District 11, Jeffco Public Schools and Eagle County Schools, Colorado. In the Western region we have assisted Bozeman Public Schools and Missoula County Public Schools, Montana; North Clackamas School District, Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J and Medford School District 549C, Oregon; Educational Service District 123, Edmonds School District, Everett Public Schools, Granite Falls School District, Lake Washington School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington; Anchorage School District and Matanuska-Susitna Borough School District, Alaska; Clark County School District, Nye County School District and Lander County School District, Nevada; Blaine County School District, Idaho; Culver City Unified School District, Palos Verdes Peninsula Unified School District, Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Berkeley USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California; Salt Lake City School District, Utah; Madison School District, Alhambra Elementary School District, Paradise Valley Unified School District, Balsz School District, Marana Unified School District, Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico.



Nationally we have assisted Waterbury Public Schools, Greenwich Public Schools, Bridgeport Public Schools, Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut; Greenburgh Central School District, the City School District of New Rochelle, Wyandanch Union Free School District and Amityville Union Free School District, New York; Calvert County Public Schools, Baltimore County Public Schools, Anne Arundel County Public Schools, Howard County Public School System, Wicomico County Public Schools and Prince George's County Public Schools, Maryland; Millcreek Township School District, Woodland Hills School District, Lewisburg Area School District, Wissahickon School District, Millville School District, Montgomery County Intermediate Unit and Benton Area Public School District, Pennsylvania; Teaneck Public Schools, Paterson Public Schools, Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Lynchburg City Schools, Montgomery County Public Schools, Mecklenburg County Schools, Bedford County Schools, Newport News Public Schools, Hampton City Schools, Prince William County Public Schools and Williamsburg-James City Schools, Virginia; Savannah-Chatham County Public School System, Georgia; Rogers Public Schools, North Little Rock School District, Pulaski County Special School District, Rogers Public Schools, Cotter Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; Broward County Public Schools, the School District of Lee County Marion County Public Schools, Hillsborough County Public Schools, Lake County School District, The School District of Palm Beach County, Florida State University Schools, Brevard Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Cleveland Heights-University Heights City School District, Shaker Heights City Schools, Cincinnati Public Schools and Lorain City Schools, Ohio; Williston Basin School District #7 and Fargo Public Schools, North Dakota; Millard Public Schools, Omaha Public Schools and Westside Community Schools, Nebraska; Lakeville Area School District, Minnesota; Northville Public Schools, Ferndale Public Schools, Grand Rapids Public Schools, Bloomfield Hills Schools, Benton Harbor Area Schools, Detroit Public Schools Community District, Ecorse Public Schools and Ann Arbor Public Schools, Michigan; Kingman-Norwich USD 331, Geary County Schools USD 475, Shawnee Mission School District, Lawrence Public Schools and Kansas City Kansas Public Schools, Kansas; Park Hill School District, Columbia Public Schools, Hickman Mills C-1 School District, Joplin Schools and Kansas City Public Schools, Missouri; Bloomington Public Schools District 87, Champaign Unit 4 School District, DeKalb CUSD 428, Illinois Indian Prairie School District 204, Orland School District 135, Butler School District 53, Rock Island-Milan School District #41, Hazel Crest School District 152½, Illinois.

We have also assisted the Michigan Department of Education, Alabama Department of Education, Hawaii Department of Education, Colorado Department of Education, West Virginia Department of Education, Ohio Department of Education, Florida Department of Education, Rhode Island Department of Education and Wyoming Department of Education with their State Superintendent searches.

We are currently leading searches for West Orange Public Schools, New Jersey; Cary School District 26 and Geneva Community Unit School District 304, Illinois; in addition to others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a 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 search firms do not seek out candidates for a position as we do for our clients. With our extensive regional and 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 Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented 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 job market. Outstanding administrators will need to be recruited regardless of the time of year or the position needing 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 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 District 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 on your behalf to locate individuals that can effectively assume the top executive post in your District.

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 dark ink, appearing to read "M. Collins", written in a cursive style.

Michael Collins  
President



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# INTRODUCTION

## THE SEARCH

This Proposal is an example of the quality of our work for a state, regional and national search. Our firm is committed to spending the time and energy on the details necessary to perform a proper search. *We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the Board.*



*Ray and Associates, Inc.*

## BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Littleton Public Schools in a performance contract regarding our professional services for your Superintendent search.

Our Proposal consists of our consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.

## PERFORMANCE

We have developed highly effective procedures to assist schools, step by step, in selecting a Superintendent whose qualifications meet its criteria. This Proposal outlines the detailed procedures and steps that make our searches successful. *We have been highly successful in delivering outstanding candidates in all of our searches.*

### MISSION STATEMENT

*Ray and Associates, Inc.*

*Leaders in Executive Searches*

We will provide our clients with the highest quality services to assist them in hiring leaders who will meet District specific needs and positively impact the education of all students.



# HISTORY AND OVERVIEW OF THE ORGANIZATION

## PROFILE OF THE FIRM

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 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 at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-five (45) years. This year the firm exhibited and presented 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. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as 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 are familiar with Colorado as we recently conducted the Chief Academic Officer search for Aurora Public Schools and previously conducted Superintendent searches for Colorado School for the Deaf and the Blind, Sheridan School District No. 2, Boulder Valley School District, Douglas County School District, Colorado Springs School District 11, Jeffco Public Schools and Eagle County Schools, Colorado. In the Western region we have assisted Bozeman Public Schools and Missoula County Public Schools, Montana; North Clackamas School District, Lake Oswego School District, Gresham-Barlow School District, Salem-Keizer Public Schools, Eugene School District 4J and Medford School District 549C, Oregon; Educational Service District 123, Edmonds School District, Everett Public Schools, Granite Falls School District, Lake Washington School District, Seattle Public Schools, Mercer Island School District, Bellevue School District, Northshore School District, Kent School District and Federal Way Public Schools, Washington; Anchorage School District and Matanuska-Susitna Borough School District, Alaska; Clark County School District, Nye County School District and Lander County School District, Nevada; Blaine County School District, Idaho; Culver City Unified School District, Palos Verdes Peninsula Unified School District, Poway Unified School District, San Ysidro School District, Santa Clara County Office of Education, Albany USD, Berkeley USD, Pasadena USD, Sacramento City USD, East Side Union HS District and Emery USD, California; Salt Lake City School District, Utah; Madison School District, Alhambra Elementary School District, Paradise Valley Unified School District, Balsz School District, Marana Unified School District, Deer Valley Unified School District, Roosevelt Elementary School District, Gilbert Public Schools, Camelback Desert Sands, Tempe Union High School District and Cartwright Elementary School District, Arizona; Los Alamos Public Schools, Albuquerque Public Schools, Santa Fe Public Schools and Roswell Independent School District, New Mexico with their educational leadership searches. 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.

Rocky Mountain, Southwest and Midwestern Searches – Past 24 Months		
School District	District Enrollment	Year of Search
Indian Prairie School District 204 Indian Prairie, IL	27,400	2019/20
Orland Park School District 135 Orland Park, IL	5,200	2019/20
Marana Unified School District Marana, AZ	12,700	2019/20
Edmonds School District Lynnwood, WA	21,600	2019/20
Bettendorf CSD Bettendorf, IA	4,500	2019/20
Balsz School District Phoenix, AZ	2,300	2019/20
Hickman Mills C-1 School District Kansas City, MO	6,300	2019/20
North Clackamas School District Milwaukie, Oregon	17,200	2019/20
North Linn CSD-Maquoketa Valley CSD Toddville, IA and Delhi, IA	1,720	2019/20
Proviso Township High Schools District 209 Forest Park, IL	4,260	2019/20
Ottumwa Community School District Ottumwa, IA	4,700	2019/20
Urbandale Community School District Urbandale, IA	4,000	2020/21
Kingman-Norwich USD 331 Kingman, KS	1,100	2020/21
DeKalb CUSD 428 DeKalb, IL	6,500	2020/21
Nevada State High School Las Vegas, NV <b>(Executive Director)</b>	700	2020/21
Champaign Unit 4 Schools Champaign, IL	10,000	2020/21
North Clackamas School District Milwaukie, OR	17,250	2020/21
Salt Lake City School District Salt Lake City, UT	21,000	2020/21
Columbia Public Schools Columbia, MO	19,000	2020/21
Paradise Valley Unified School District Phoenix, AZ <b>(redo)</b>	30,000	2020/21
Snoqualmie Valley School District Snoqualmie Valley, WA	7,200	2020/21
North Polk Community School District Alleman, IA	1,800	2020/21
Alhambra Elementary School District Phoenix, AZ	12,000	2020/21
Round Rock Independent School District Round Rock, TX	48,000	2020/21



Culver City Unified School District Culver City, CA	7,000	2020/21
Bloomington Public Schools District 87 Bloomington, IL	5,200	2021/22
Madison School District Phoenix, AZ	6,000	2021/22
Balsz School District Phoenix, AZ <b>(redo)</b>	2,300	2021/22
Bozeman Public Schools Bozeman, MT	7,000	2021/22
Educational Service District 123 Pasco, WA	70,000	2021/22
Millard Public Schools Omaha, Nebraska	24,000	2021/22
Clear Creek Amana CSD Oxford, Iowa	2,800	2021/22
Park Hill School District Kansas City, MO	11,700	2021/22
Williston Basin School District #7 Williston, ND	5,000	2021/22
Pine City Public Schools Pine City, MN	1,500	2021/22
Aurora Public Schools Aurora, CO <b>(Chief Academic Officer)</b>	38,000	2021/22

Overall, Ray and Associates conducted seventy-nine (79) searches across the country in the past 24 months. The chart above only lists those from the Rock Mountain, Southwest and Midwestern regions.

Searches From the past 5 Years – Enrollments from 5,000 to 50,000			
School District	District Enrollment	Year of Search	
Boulder Valley School District Boulder, CO	30,910	2018	
College Community School District Cedar Rapids, IA	5,170	2018	
Colorado Springs School District 11 Colorado Springs, CO	27, 940	2018	
Fargo Public Schools Fargo, ND	11,285	2018	
Kansas City Kansas Public Schools Kansas City, KS	22,130	2018	
Lake Washington School District Lake Washington, WA	27,890	2018	
Lawrence Public Schools Lawrence, KS	11,840	2018	
Lynchburg City Schools Lynchburg, VA	8,600	2018	
Oshkosh Area School District Oshkosh, WI	9,875	2018	
Palos Verdes Peninsula Unified School District Palos Verdes Estates, CA	11,500	2018	
Paterson Public Schools Paterson, NJ	30,060	2018	
Pulaski County Special School District Little Rock, AR	17,260	2018	
Shawnee Mission School District Shawnee Mission, KS	27,500	2018	
Snoqualmie Valley School District Snoqualmie, WA	6,900	2018	
Tangipahoa Parish School System Hammond, LA	19,600	2018	
Waterbury Public Schools Waterbury, CT	18,765	2018	
Geary County Schools USD 475 Junction City, KS	8,020	2018/19	
Lake Oswego School District Lake Oswego, OR	7,080	2018/19	
Westside Community Schools Omaha, NE	6,000	2018/19	
Rock Island-Milan School District #41 Rock Island, IL	6,800	2018/19	
Paradise Valley Unified School District Phoenix, AZ	31,500	2018/19	
Greenwich Public Schools Greenwich, CT	9,000	2018/19	
School District of Beloit Beloit, WI	7,000	2018/19	
Cleveland Heights-University Heights City SD University Heights, OH	5,200	2018/19	
Waxahachie Independent School District Waxahachie, TX	8,500	2018/19	



Shaker Heights City Schools Shaker Heights, Ohio	5,200	2018/19
Missoula County Public Schools Missoula, MT	9,400	2018/19
Everett Public Schools Everett, WA	20,000	2018/19
Indian Prairie School District 204 Indian Prairie, IL	27,400	2019/20
Orland Park School District 135 Orland Park, IL	5,200	2019/20
Bloomfield Hills Schools Bloomfield Hills, MI	5,500	2019/20
Marana Unified School District Marana, AZ	12,700	2019/20
Edmonds School District Lynnwood, WA	21,600	2019/20
Grand Rapids Public Schools Grand Rapids, MI	16,200	2019/20
Hickman Mills C-1 School District Kansas City, MO	6,300	2019/20
Millcreek Township School District Erie, PA	7,000	2019/20
Marion County Public Schools Ocala, FL	40,000	2019/20
Matanuska-Susitna Borough School District Palmer, AK	19,000	2019/20
North Clackamas School District Milwaukie, Oregon	17,200	2019/20
North Little Rock School District North Little Rock, AR	9,000	2019/20
DeKalb CUSD 428 DeKalb, IL	6,500	2020/21
Champaign Unit 4 Schools Champaign, IL	10,000	2020/21
North Clackamas School District Milwaukie, OR	17,250	2020/21
Salt Lake City School District Salt Lake City, UT	21,000	2020/21
Columbia Public Schools Columbia, MO	19,000	2020/21
Snoqualmie Valley School District Snoqualmie Valley, WA	7,200	2020/21
Andover Public Schools Andover, MA	5,800	2020/21
Grand Ledge Public Schools Grand Ledge, MI	5,300	2020/21
City School District of New Rochelle New Rochelle, NY	10,500	2020/21
Alhambra Elementary School District Phoenix, AZ	12,000	2020/21
Round Rock Independent School District Round Rock, TX	48,000	2020/21
Danbury Public Schools Danbury, CT	12,500	2020/21

Culver City Unified School District Culver City, CA	7,000	2020/21
Bloomington Public Schools District 87 Bloomington, IL	5,200	2021/22
Madison School District Phoenix, AZ	6,000	2021/22
Bozeman Public Schools Bozeman, MT	7,000	2021/22
Millard Public Schools Omaha, Nebraska	24,000	2021/22
Park Hill School District Kansas City, MO	11,700	2021/22
Rogers Public Schools Rogers, AR	15,600	2021/22
Williston Basin School District #7 Williston, ND	5,000	2021/22
Anchorage School District Anchorage, AK	43,500	2021/22
Northville Public Schools Northville, MI	7,000	2021/22
Calvert County Public Schools Prince Frederick, MD	16,000	2021/22
West Orange Public Schools West Orange, NJ	6,700	2021/22

*We have had a 100% success rate in placing Superintendents in districts with the enrollment sizes 5,000 to 50,000 in the past 5 years.*





## THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of the Littleton Public Schools. We have:

1. Highly trained and experienced staff that includes:
  - *Active school administrative leaders*
  - *A balance of gender and minority representatives*
2. Expertise and extensive background in:
  - *The school superintendency*
  - *School administration at all levels*
  - *Private business, higher education and law*
3. Experienced speakers at state, regional and national conferences.
4. Conducted workshops and seminars in school related matters such as:
  - *Building the successful Board/Administrator relationship*
  - *Establishing an evaluation process that yields results*
  - *Interviewing for a Superintendent position*
  - *What Boards should consider when selecting a Superintendent*
  - *School district assessment*
  - *Effective hiring practices*
  - *Staff and organizational development*
  - *Recruiting, selecting and retaining excellent teachers*
  - *Enhancing school climate by shared decision making/dealing with special interest groups*
  - *Developing the compensation package or contract*

## KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below 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 Littleton Public Schools. In addition, we have professional contacts throughout Colorado, the Rocky Mountain 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. Michael Collins, President**

President/Columbus, OH

Mike is President of Ray and Associates, Inc. He oversees all searches conducted by the firm and will directly interact with Littleton Public Schools and any committee that may be established on all details of this search. He has a Bachelor's degree in Secondary Education from Miami University and a Master's degree in Education from Ball State University. Mike has been a business owner for 37 years including a statewide education consulting firm. He is also a former two term city school district Board of Education member and a former two term elected State Board of Education member.

### **Ms. Molly Schwarzhoff, Executive Vice President**

Executive Vice President/Cedar Rapids, IA

Molly is Executive Vice President of Ray and Associates. She oversees all searches conducted by the firm and will directly interact with Littleton Public Schools 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 7 years.

### **Dr. Ann Schultz**

Regional Search Associate/Westminster, CO

Ann 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 Doctorate of Philosophy in Educational Leadership from Marian University in WI, a Specialist Degree and Superintendent Licensure from the University Wisconsin Milwaukee, a Master of Science in Educational Leadership from the University of Wisconsin Superior, and a Bachelor of Science Degree in Communications and English from the University of Wisconsin Stevens Point. Ann has over 25 years of experience in the education field in Wisconsin having served as a Teacher, Principal and Superintendent. She is currently Executive Director of the Cherry Creek Academy in Englewood, Colorado.

### **Mr. Kirby Schultz**

Regional Search Associate/Westminster, CO

Kirby serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. He received his BS in PK-12 Physical Education and Health from UW-Stevens Point and his Master of Educational Leadership from Marian University in Wisconsin. He has over 25 years of experience in the education field having served as a Teacher, Principal, School Emergency Management Facilitator and Interim Superintendent.

### **Dr. Bob Mata**

Regional Search Associate/Cathedral City, CA

Bob serves our firm as a Regional Search Associate and background investigator and performs recruiting and screening of candidates. He earned his Ed.S, M.A. and B.S. from University of Colorado at Denver and has over 40 years of experience in the education field having served as a Teacher, Principal, Director, Chief Talent Management Officer and Superintendent.

**OUR FIRM IS LARGE ENOUGH TO ACCOMMODATE ANY SEARCH AT ANY GIVEN TIME; EACH AT VARIOUS STAGES IN THE PROCESS. THIS ENSURES POTENTIAL CANDIDATES AND OUR CLIENTS THAT WE ARE QUITE ACTIVE IN THE SEARCH BUSINESS, WHICH IS NECESSARY TO BE SUCCESSFUL. WE HAVE NEVER HAD COMPLAINTS ABOUT PRIORITY ISSUES AS WE HAVE THE CAPACITY TO HANDLE EACH SEARCH WITH THE UTMOST ATTENTION.**



## **MICHAEL COLLINS**

6169 Sugar Maple Drive, Westerville, Ohio 43082

(614) 296-5118

[michael@rayassoc.com](mailto:michael@rayassoc.com)

### **PROFESSIONAL EXPERIENCE**

#### **President, 2020 - Present**

RAY AND ASSOCIATES INC., Columbus, Ohio

##### **❖ Regional Director, 2017-2020**

- ❖ The pillars of board facilitation and growth, candidate care, unequalled diversity and equity of associates, candidates and practice, and legitimate and impactful community and family engagement processes are the foundation of the firm.
- ❖ The organization has placed over 60 superintendents over an eighteen month pandemic timeframe and this high placement levels continue
  - These searches were conducted both in completely virtual and hybrid (majority virtual; live finalist participation) formats
  - With agreed upon time frames with 100% successful contractual engagements. The firm's continued capacity to work with the Boards of all make-ups and districts of all sizes from (1,500 students to 265,000 students) continue to thrive.

#### **Founder and President, 2016 - Present**

THE MICHAEL COLLINS GROUP, LLC, Columbus, Ohio

- ❖ Consulting services for: educational associations, organizations, programs, issues, organizational development, policy development and practice, marketing and communication strategies, advocacy and personnel recruitment and retention
- ❖ Clients Include:
  - American Dairy Association-Mideast, Ohio School Breakfast Program
  - Ohio School Health Services, Inc. (Serve as Executive Director)
  - Real Choice Ohio, Inc. (Serve as Executive Director)
  - Support Ohio Schools, Inc. (Serve as Executive Director)
  - Education First Credit Union (Marketing Consultant)
  - School Nutrition Association-Ohio (Government Affairs Coordinator)
  - Ohio Alliance for Health, Physical Education, Recreation and Dance
  - Westerville Symphony at Otterbein University (Marketing Consultant)
  - Everett, WA. School District (Communications and Engagement)

**Founder and President, 1992 – 2016**

PROMOTIONS ONE, INC., Columbus, Ohio

- ❖ A special events marketing firm that specialized in events management, fundraising, sponsorship sales, and acquisition
- ❖ Consulted and collaborated with clients to increase revenue and find new opportunities for expansion and success
- ❖ Built relationships with the corporations, foundations, government officials, and community leaders to achieve additional funding and positive results and a wide-array of event issues
- ❖ Supervised all staff (paid and voluntary) with a wide-variety of size, skill-sets and experience
- ❖ 30+ years of event experience resulted in fundraising exceeding no less than 1.5 million dollars per year and generated in excess of \$400 million dollars in economic impact for Central Ohio
- ❖ Served as the Executive Director of nonprofit organizations and their respective events, guiding every aspect of their operations, organizational requirements, fundraising, marketing, production, media coordination and board relations; including:
  - Red, White, and BOOM (1999 – 2016)
  - First Night Columbus (2006 – 2016)
  - Waterfire Columbus (2006 – 2014)
  - Columbus Marathon (1982 – 1992; 1998-2005)
  - Columbus Olympic Marathon Trials Committee (1990-1992)
  - Race for the Cure Co-founder and Director (1992-1994)
  - Colorado Colfax Marathon (2006 – 2008)

**Founder and Vice President, 1993 – 2005**

COLLINS STUDIOS, INC., Columbus, Ohio (Family Business)

- ❖ Operated a sales and marketing agency for artists and art projects (lead by our Father as the lead artist with collections sold worldwide).

**Founder and Executive Director, 1988 – 1998**

THE RUNNING NETWORK, Columbus, Ohio

- ❖ Sales consortium of all regional running publications in America (28 publications)
- ❖ Averaged (approx.) \$1 million in annual sales

**Executive Director, 1990 – 1992**



COLUMBUS OLYMPIC MARATHON TRIALS COMMITTEE, Columbus, Ohio

- ❖ Organized and presented 1992 U.S. Olympic Marathon Trials

**Director, 1981 – 1992**

COLUMBUS MARATHON, Columbus Ohio

- ❖ Responsible for all components of the marathon

**Founder and Publisher, 1979 – 1988**

OHIO RUNNER AND OHIO GOLFER MAGAZINES

- ❖ Four color, glossy magazines developed in 1979 and 1982 respectively
- ❖ Sold both titles to Great Lakes Publishing in 1988

**EDUCATION-RELATED EXPERIENCE**

**Elected Member, 2009-2017 (term limited)**

OHIO, STATE BOARD OF EDUCATION

- ❖ Chair, Achievement Committee, Vice-Chair, Urban Committee; Member: Executive Committee, Vice-Chair: Accountability Committee, Early Childhood-Third Grade Reading Guarantee Committee, Legislative and Budget Committee, Standards and Graduation Committee, and Capacity Committee
- ❖ Chair: State Board's adoption of new Statewide Educational Standards for Language Arts, Math, Science, and Social Studies in 2010; which are still in place for the 2016-17 School Year
- ❖ Served as an advisor to the Ohio Children's Hospital Association, the Ohio Senate and the Ohio House of Representatives in the development of Ohio's public schools' wellness and nutrition program (2009-2010)
- ❖ Served on the Senate Education Committee Testing Task Force – 2015
- ❖ Served on the Ohio Department of Education's Charter School Reform Panel – 2015
- ❖ Represented Ohio on the National Association of State Boards of Education (NASBE) Government Affairs Committee (influencing national education legislation and focused on the activation of ESSA), and advocacy efforts for the PEW Trust on the subject of national student nutrition programs. (2009-2012)
- ❖ Represented Ohio on NASBE's Health and Wellness Committee and served as the national representative at two 'Partner's for a Healthier America' Summits. (2010-2012)
- ❖ Served as the State Board Representative to the Governor's Task Force on Early Childhood through Third Grade Reading Guarantee (2011-2013)

- ❖ Served as the State Board Representative for Ohio's (successful) \$400 Million Race to the Top Grant (2009-2010)

**Elected Member, 2002 – 2008**

**WESTERVILLE CITY SCHOOLS BOARD OF EDUCATION**

- ❖ Board President, 2004 – 2006
- ❖ Board Liaison to Student Affairs, District Business Operations, District Communications and District Personnel and Negotiations (2002-2007)
- ❖ Ohio School Boards Association (OSBA) Board of Directors (2005-2007)
- ❖ OSBA Central Region Executive Committee (2006-2007)
- ❖ OSBA Central Region President-Elect (2007- never served as President due to election to the State Board of Education)

**Campaign Chairman, 2001**

**WESTERVILLE CITY SCHOOLS LEVY CAMPAIGN**

- ❖ Lead the successful \$17 million issue campaign to benefit Westerville's Schools.

**Director, 1979 – 1982**

**COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL, Center for Educational Planning**

**Director, 1976 – 1979 OHIO DEPARTMENT OF EDUCATION, Center for Community Education**

**Coordinator, District Long Range Planning Commission and District Director, 1973 – 1976**

**ELMIRA, NY CITY SCHOOL DISTRICT, Community Education Programs**

**EDUCATION**

**Bachelor of Arts in Secondary Education, Miami University, 1973**

**Master of Arts in Education, Ball State University, 1977**

**COMMUNITY INVOLVEMENT AND RECOGNITION**

- ❖ Jaycees Outstanding Young Men in America Award, 1977 and 1980
- ❖ Campaign Manager for seven campaigns for select candidates in Central Ohio, 1986– 2003



- ❖ Chairman, Columbus Events Council, 1990 – 1993, 2000 – 2005
- ❖ Westerville Rotary Club, 1996 – present, (Board of Directors, 1999 – 2002)
- ❖ Westerville Chamber of Commerce, 1997 – 2015 (Recipient, 2000 Community Service Award)
- ❖ Westerville Parks & Recreation Advisory Board, 1997 – 2004 (Vice-Chairman and Chairman, 1999-2004)
- ❖ Westerville PROS 2000 Campaign Chairman (successful 30% city income tax increase, issue campaign for Westerville Parks & Recreation 20 Year Expansion Program), 1998
- ❖ Westerville City Council “Winner Award” for Distinguished Service and Leadership to Parks and Recreation Department (2000)
- ❖ Columbus Marathon Board of Directors, 1992 – 1999
- ❖ Columbus Race for the Cure Co-Founder and Board Member, 1992 – 2003
- ❖ Westerville Community Reinvestment Housing Council, 2003 – 2009
- ❖ Westerville Education Foundation Board Member and Development Chair (2017-Present)

#### **PERSONAL INFORMATION**

- ❖ Married (Julie)
- ❖ Three Children (Megan, Ryan and Kylie)
- ❖ Four Grandchildren

*\*References supplied upon request*

# ANN E. SCHULTZ, PhD

5403 W. 96th Ave. 1207 Westminster, CO 80020

Cell Phone: 920-216-9111

Email: [annlechnir@gmail.com](mailto:annlechnir@gmail.com)



## Professional Objective:

To engage, motivate and guide a leadership team that will facilitate and cultivate a positive learning community so that every child has an opportunity to learn and grow.

## Degree and Certification:

**2011**

Doctorate of Philosophy  
Educational Leadership  
Marian University  
Fond du Lac, WI

**1995**

Masters of Science in Education  
University of Wisconsin Superior  
License: 51 Principal

**2005**

Specialist Certification – Superintendent  
University of Wisconsin Milwaukee  
License: 03 PK-12 Superintendent

**1990**

Bachelor of Science Degree  
University of Wisconsin Stevens Point  
Majors: Communications & English  
Licenses: 320 Speech Communication  
300 English

## Professional Experience:

**2018 - Present**

### ***Executive Director***

Cherry Creek Academy Charter School  
Cherry Creek School District  
Enrollment: 600  
Englewood, CO 80111

**1996-2000**

### ***Principal/GT Admin.***

Jefferson Elementary School  
Merrill Area Public Schools  
Grades PK-6  
Merrill, WI 54452

**2013 - 2018**

### ***Superintendent of Schools***

Mosinee School District  
Enrollment: 2,211  
Mosinee, WI 54455

**1998-2000**

### ***Principal***

Scott Elementary School  
Merrill Area Public Schools  
Grades 1-5  
Merrill, WI 54452

**2010 - 2013**

### ***Principal***

Oshkosh West High School  
Oshkosh Area School District  
Enrollment: 2,000 Gr 9-12  
Oshkosh, WI 54901

**1995-1996**

### ***Principal***

***Curriculum Director***  
Bowler School District PK-12  
Bowler, WI 54416



**2000 - 2010**

***Principal***

Perry Tipler Middle School  
Oshkosh Area School District  
Grades 6-8  
Oshkosh, WI 54901

**1994-1995**

***HS English & MS Coordinator***

Athens School District  
Grades 6-12

**2009 - 2010**

***Principal***

Green Meadow School  
Oshkosh Area School District  
Grades 4-5  
Oshkosh, WI 54901

**1991-1994**

***Languages Arts Teacher***

Edgar School District  
Grades 7-8  
Edgar, WI 54426

**2002 - 2007**

***Principal***

Sunset Elementary School  
Oshkosh Area School District  
Grades K-5  
Oshkosh, WI 54901

**April 1991-September 1991**

***English Teacher***

Lincoln Hills Correctional Institute  
Grades 6-12  
Irma, WI 54442

**Special Skills and Knowledge**

**Development of Professional Learning Teams**

- Developed professional learning teams (Pupil Services, Technology, Behavior, Academic, Administrative, Secretary, Paraprofessional, Custodial and Department Chairs) which focus on the tenants of high functioning collaborative teams. Each team operates effectively and efficiently to carry out the work of our school and the District.
- Each team has developed a clear mission and has shared and agreed upon values.
- Each team is focused on inquiry and experimentation.
- Each team is dedicated to results through the continual review of data.
- Each team nurtures the components of our culture and honors our traditions, respects our history and celebrates our accomplishments.
- Each team is committed to thoughtful reflection and attentive listening.
- Each team is devoted to servicing the needs of all students.

**Building Capacity in Others**

- Developed leadership retreats and ongoing leadership training for school leaders, team leaders and state district leaders in cooperation with Dr. Bugenhagen.
- Developed a clear mission and vision that allows us to have clear targets and focuses our work on the success of all learners.
- I have developed a governance model that allows our school to operate effectively and efficiently and includes several teams that operate as professional learning teams.
- I plan leadership development for my leaders and continually nurture their growth and capacity as leaders.
- We measure our work through the analysis of our data and our evaluation of our programs.
- We develop strategic relationships with the parents and community businesses to support the learning of our students.

### **Understanding Teaching**

- Support and supervise teachers as they develop a standards-based curriculum aligned with the Common Core and our district mission and vision.
- I evaluate and monitor staff performances and individual professional development plans.
- Staff assignment (over 200 employees) and delegations of assignments are made to maximize student achievement
- I support staff as they implement best instructional and assessment strategies that are grounded in research and aligned to meet the needs of their individual learners.

### **Student Centered**

- Developed partnerships with UW Oshkosh and the Fox Valley Technical College to improve our dual credit classes and upper level courses for our students.
- Increased our Advanced Placement and Encore course offerings for students.
- Increased our online dual enrollment with Technical Colleges and Universities
- Developed a clear plan for our at-risk and credit deficient students.
- Revitalized our culture through the development of traditions, rituals and ceremonies to honor our student's academic, athletic and activity success.
- Developed an alcohol and other drug plan to address the needs of our students through a comprehensive partnership with the local Police Department and county health and social service organizations.
- Created a school wide response to intervention (RTI) system to address academic and behavior needs of our students.

### **Vision**

- My work with our staff as a facilitator and coach as we collaboratively designed and developed our district vision, school improvement plans with clear goals, with a focused action plan and measurable objectives.
- My use of data related to student learning, school demographics, professional practices, school processes and perceptions of all stakeholders.
- My use of problem-solving strategies to identify, clarify and address obstacles in our implementation of our school goals and district wide team work.
- My communication of progress toward meeting our school goals to our staff, students, parents and community members.
- Evidence of high expectation of positive and respectful interpersonal relationships

### **Operations/Finance**

- Oversee and manage a 22 million dollar budget annually.
- I lead the creation and development of a new professional compensation system for 260 school district employees.
- I have led the development of a comprehensive district wide facility study to prepare for building/remodeling facilities.
- Coordinated the consolidation of two schools (staff and all facilities) twice after one school site (Sunset Elementary School) closed due to mold and another school site (Green Meadow Elementary School) closed due to budget reductions.
- Resource designation and efficient staff allocation that support the learning needs of our students.
- Evaluation of the needs of materials and equipment at my site and for district committees.
- Management of school schedules to maximize our student learning efficiently.



- Development of a budget reduction process through program evaluation and research proven strategies.
- Monitoring efforts to support a safe, clean and efficient operation of our facilities and equipment.
- My understanding of and implementation of all of our contractual agreements with our different unions to fully maximize the work of our individuals within our budget parameters.

### **School Culture & Climate**

- My work to consciously shape a school culture that thrives on cooperation, tradition, focused purpose and high values.
- The merging of two school cultures into one team.
- Our inclusive school culture that recognizes diversity and supports the uniqueness of our learners.
- Recognition of the strengths and talents of the individuals that I work with.
- Documentation of understanding our rich history.
- The use of language and communication that reinforces the high positive values of our school community.
- Overseer of changes and transition that our school has gone through.
- Facilitator of conflict resolution and help to assist those who face disappointment and loss.
- Motivator to sustain our commitment to children through our rituals and celebrations.

### **Community**

- Spearheaded a multi-million dollar fundraising campaign to raise funds for a community athletic facility in partnership with our school district.
- Evidence of the rich community partnerships I have developed and nurtured between our school and numerous businesses.
- My development and relationship with local media.
- Active church involvement and youth faith groups.
- The variety of communication tools that I use to communicate with our community including newsletters, hosting public events and effective website development with social media integration including Twitter, Facebook, Instagram, Snapchat.
- My work to develop and implement individual site and district crisis plans in cooperation with local rescue and health care organizations.
- My visibility within the community at numerous community and school events to support the children, families and businesses within our community.
- The development of a cooperative leadership program and numerous co-op programs between the community and our school.

### **Ethics**

- I operate with integrity and am very reliable and openly truthful. I have a high passion to help children succeed.
- I believe in service leadership and continually strive to give back to the community.
- I seek feedback from all stakeholders to evaluate my own effectiveness.
- I treat individuals fairly, equitably with dignity and respect.
- Willingly coach and mentor colleagues.
- I am passionate about continuing to learn and grow.
- I resolve and confront problems in a timely manner.
- My role to fulfill and carry out our Board of Education policies.
- My work as part of past negotiating teams.

# ROBERT L. MATA Ed.S.

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1069 Via Grande, Cathedral City, CA 92234

563.570.1079

## EDUCATIONAL ADMINISTRATOR – (Retired)

PK-12 Instructor • Federal Programs Director • Principal • Academic Dean (Postsecondary)  
Director of Human Resources • 504 Coordinator • Director of Assessment/Equity/Records Services •  
School Superintendent • Regional Services Director • Chief Talent Management Officer •  
Owner – RLM Consulting Services • Co-Owner – Ensure Optimal Learning •  
Associate – Wexford Institute • Western Region Search Director – Ray & Associated

## WORK EXPERIENCE

**RLM Consulting Services – Cathedral City, CA 92234**

**Jan 2017 – present**

**Owner**

*Privately owned consulting operation with emphasis on coaching, mentoring, and life balance  
services for aspiring administrators and private clients*

**Ray & Associates, Inc – Cedar Rapids, IA 52402**

**Mar 2012 – present**

**Associate/Western Region Search Director**

*Specializes in educational executive leadership searches. We recruit traditional and non-traditional  
candidates for public schools, private schools and higher education institutions/organizations.*

**Ensure Optimal Learning – Cathedral City, CA and Oak Park, CA**

**Co-Owner**

**Jan 2017 – present**

*Privately owned consulting operation with emphasis on categorical programs audits, English  
Learner Curriculum, and K-12 Instructional Strategies*

**Author – Newman Springs Publishing, Red Bank, NJ 07701**

**Jan 2018 – present**

*Published author of fiction for children, young adults, and adults*

## EDUCATION

**University of Colorado – Boulder/Denver, CO**

**Education Specialist – Curriculum, Administration and Supervision**

**University of Colorado – Boulder, CO**

**M.A. – Education Administration/Bilingual Administration Emphasis**



**University of Colorado – Boulder, CO**  
**B.S. – Education/Social Sciences**

### **KEYWORDS**

◇ ————— ◇  
Bilingual (English/Spanish), MS Office Suite, Western Region Search Director, Search Associate, Administrator Coach, Life Balance Coach, Author, Curriculum Development, Categorical Programs Auditing, English Learner Instructional Strategies Consultant, HR Compliance, Strategic Planning, School Improvement Facilitator, Multicultural Facilitator Training, Sexual Harassment Investigation Officer/Trainer, ALAS – Member, Ableton App, Pro-Writing Aid, TQM, Resume Developer/Coach

*Robert L. Mata*