



October 28, 2008

Mr. David Kakishiba
President, Governing Board
Oakland Unified School District
1025 Second Avenue
Oakland, CA 94606

Re: Letter of Transmittal

Dear Mr. Kakishiba:

Thank you for the opportunity of submitting a proposal to the Oakland Unified School District's Governing Board to assist you with the search for your next Superintendent. In response to your request, enclosed are nine (9) copies of a proposal to provide those services.

We are a full-service retained executive search and management consulting firm with a mission to provide client-focused, results-oriented services in a timely and cost-effective manner, ensuring the highest standards of professional performance and integrity throughout an assignment. Our diverse team of professionals across the country has exemplary credentials and reputations in executive and human resource management and in education. Our associates have been engaged in executive placement work and management consulting for over twenty five years, conducting between 20-30 searches or consulting assignments per year for the private sector, governmental agencies, not-for-profit organizations, foundations and school districts nationwide. We do more for our clients than most search firms:

- We dedicate our efforts to a small number of simultaneous projects in order to devote full attention to each client's needs.
- We design a search or recruitment process based on the unique needs of the client organization and its initiatives and objectives.
- We excel in appropriate strategy development to target prospects and have the sales acumen to accurately represent the opportunity, solicit interest at a high level and qualify the best potential contributors for a client's interests.
- We contact successfully employed executives and administrators to seek out qualified candidates; representing our client, not individuals seeking positions.
- We present at least 6 -10 or more qualified candidates for each position.
- We ensure a gender and racially-balanced group of qualified candidates.
- We ensure a "good fit" and guarantee the final results..leading to a longer and more lasting relationship.

PROACT Search, Inc.
126 North Jefferson Street • Suite 360 • Milwaukee, WI 53202
phone: 414.347.0200 • fax: 414.347.0202
website: www.proactsearchinc.com

Mr. David Kakishiba
October 28, 2008
Page two

We are professionals in the search business, recruiting presidents, CEO's, CFOs, vice presidents, executive directors, directors, superintendents, chief academic officers, principals, team leaders and other high level executives. Our recruiting networks across the country are extensive. Utilizing our services allows an organization to tap into the synergy of our vital connections in the for-profit, not-for-profit and education communities in every corner of our nation to meet a client's executive staffing needs.

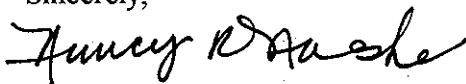
PROACT Search, Inc. acts as a partner and an ambassador of our client organization and makes every effort to communicate with and empower all persons involved in the hiring process. We have a successful track record and a list of well-satisfied clients for your review. Our fees are reasonable and flexible.

We are knowledgeable about California districts and have spent considerable time in the area. One of our associates is located in California and would be involved in this search. We conducted the superintendent searches for the Oakland Unified School District in 1999 and for the Inglewood Unified School District in 1999-2000. Most recently, we assisted the Superintendent of the Los Angeles Unified School District (LAUSD) in selecting his executive team. One of our associates recently served as Interim Deputy Superintendent for LAUSD for a period of six months. He would also be on our team for this search.

Mr. Kakishiba, we would welcome the opportunity to work with you and the Governing Board of the Oakland Unified School District on this assignment. Our associates are knowledgeable about urban and suburban school districts, the issues and the leadership needed to address today's challenging problems. Our specialty in School Executive Search targets small to large school districts with diverse populations and enrollments, placing both superior traditional and non-traditional candidates. We are knowledgeable about urban reform agendas and initiatives, policy governance frameworks, community/stakeholder issues and involvement and the open records/open meetings laws.

We would encourage you to view our web site at: www.proactsearchinc.com for more information about the firm and our team. If you need additional information, please call us at 414-347-0200. Thank you.

Sincerely,



Nancy R. Noeske, Ph.D.
President
Enclosures



Proposal to Conduct a Superintendent
Search Process

Submitted to the

Governing Board of the
Oakland Unified School District
Oakland, California

by

PROACT Search, Inc.
126 N. Jefferson Street - Suite 360
Milwaukee, Wisconsin 53202
414-347-0200 (Phone)
414-347-0202 (Fax)
info@proactsearchinc.com

October 28, 2008



**Proposal to Conduct a Superintendent Search Process
Submitted to the Governing Board of the
Oakland Unified School District on October 28, 2008**

Executive Summary

In response to the Request for Proposals, PROACT Search, Inc. is pleased to submit this proposal to assist the Governing Board of the Oakland Unified School District with the search for a new Superintendent. On the following pages we have stated why we believe we are the best choice to conduct this search to find the most highly qualified candidates for your consideration. Out of an applicant pool of 30-40 people, we will present a diverse candidate pool of 10-12 successful individuals, from which you will have the opportunity to select the most highly qualified person to lead your District to the next highest levels of performance.

Our reputation, our accomplished associates, our vast recruiting networks, our processes and approaches, our experience and skills in identifying and attracting talented leadership, our exemplary credentials in stakeholder engagement and in delivering our work on schedule make us a “good fit” as your search consultants. We have identified within this proposal a scope of work, a suggested work plan that can be tailored to the Board’s and District’s needs and a suggested timeline to allow for hiring a new leader by early 2009, in order to allow for a transition period and to have a new executive on the job no later than July 1, 2009. We have specified how each step in the search process will proceed, especially how we work with internal and external stakeholders.

Over the last eleven (11) years, we have worked with both urban and suburban districts, on high-performing districts and those that faced major challenges, with enrollments ranging from 3,000 to 727,000 students. We have also worked with state department/state boards of education on state superintendent searches in Illinois and most recently in Florida, and on state-takeover districts in Ohio, New Jersey, Illinois and Missouri. In Newark, NJ, the State was returning the district to local control while we were conducting the search. We have provided you with a list of searches and a list of references to attest to our work, qualifications and timeliness in completing search tasks.

We have developed a fixed fee and expenses for this search and included ancillary expenses for advertising and candidate travel. Those two expense items could become a part of the contracted price or could be handled separately by the District. We are flexible in working with a client and willing to negotiate for a final agreement. We guarantee our work; the specifics of which are included in this proposal. Because we know how to get a “good fit” for our

clients, we have never had to redo a search. All of that is explained herein. Over the last 11 years, we have encountered almost every issue and problem in the search process. Perhaps, the most difficult issue is confidentiality of candidates, so the most qualified will stay in the candidate pool for the longest period of time; meaning most candidates do not want their names to go public unless they are under serious consideration by the Board; a finalist. We have developed strategies and techniques to maintain the confidentiality without violating any open records, open meetings or other laws, regulations or policies.

I. Background Information

1. PROACT Search, Inc.'s Contact Information

PROACT Search is located at 126 N. Jefferson Street, Suite 360, Milwaukee, WI 53202.

2. Description of Firm

PROACT Search, Inc. is a full-service retained executive search and management consulting firm, with a continuing mission is to provide client-focused, results-oriented services in a timely and cost-effective manner, ensuring the highest standards of professional performance and integrity throughout an assignment. The firm, a woman-owned enterprise, is a S Corporation in Wisconsin and conducts business throughout the United States from its office in Milwaukee, from which the services requested under this proposal would be coordinated, engaging its nationwide associates and joint venture partners in Florida and California in search activities as appropriate. Five full-time and four part-time staff operate out of the main headquarters.

Our diverse team of more than 22 professionals and joint venture partners across the country has been engaged in executive placement and in management consulting for over thirty years, with a history of successfully completing 20-30 searches or consulting assignments per year. We serve clients from the private sector, governmental agencies, not-for-profit associations, foundations and school districts nationwide. PROACT Search, Inc. represents client organizations, not individuals seeking positions.

Eleven (11) years ago, we entered into the superintendent/school executive search business as requested by our clients and school districts because of our expertise and experience in seeking out qualified executive level candidates and our ability to assess/analyze their qualifications and to determine a "good fit." In early 2001, the practice moved to PROACT Search, Inc., where it has since operated.

II. PROACT Search's Qualifications and Project Team

1. PROACT's Qualifications

Our specialty areas include school executive and not-for-profit association executive searches and account for 95% of our work. Other specialty consulting work includes board governance, organizational development and training, executive coaching, human resource consulting and stakeholder/community engagement solutions. We have successfully recruited and consulted in a broad range of fields including: financial and information services, manufacturing, legal, healthcare, insurance as well as education and the not-for-profit sector. The kinds of positions include: presidents, CEOs, COOs, CFOs, general managers, vice presidents, school superintendents, chief academic officers, school principals, department or executive directors and other high level executives. PROACT Search, Inc. has adopted the Code of Ethics of the Association of Executive Search Consultants.

We do more for our clients than most search firms:

- We dedicate our efforts to a small number of simultaneous projects in order to devote full attention to each client's needs.
- We design a search or recruitment process based on the unique needs of the client organization and its initiatives and objectives.
- We excel in appropriate strategy development to target prospects and have the sales acumen to accurately represent the opportunity, solicit interest at a high level and qualify the best potential contributors for a client's interests.
- We contact successfully employed executives and administrators to seek out qualified candidates; representing client organizations, not individuals seeking positions.
- We present 6-12 or more qualified candidates for each position.
- We ensure a gender and ethnic balance in the qualified candidates we present to a client.
- We ensure a "good fit" and guarantee the final results..leading to a longer and more lasting relationship.

Our recruiting networks across the country are extensive. Utilizing our services allows an organization to tap into the synergy of our vital connections in the for-profit, not-for-profit and education communities in every corner of our nation to meet a client's executive staffing needs.

PROACT Search, Inc. acts as a partner and an ambassador of our client organization and makes every effort to communicate with and empower all persons involved in the hiring process. We have a successful track record

and a list of well-satisfied clients for review. Please visit our web site at: www.proactsearchinc.com for more information about the firm, our team and the services we provide to our clients.

Our specialty in School Executive Search is based on our belief that the most important responsibility of a Board of Education is to select as Superintendent or CEO a highly qualified professional who can work well with the Board, staff, and external stakeholders to provide the leadership to ensure a quality education for all students in their jurisdiction now and into the future. This individual must be visionary, innovative and results-oriented, with the ability to develop and sustain high performing teams of professionals. He or she must have exceptional inter-personal skills to build trust and confidence, gain consensus on issues and engage others in meaningful and effective ways. Our experience tells us that the best person for the position may not be actually seeking a new position or may not respond to an ad. This individual must be sought out. We do this exceptionally well. We contact community leaders, business executives and successfully employed superintendents/administrators to **proactively** seek out qualified candidates with the experience, skills and abilities needed by the particular client. And, convince those candidates that the opportunity is a “**good match**” for them.

Our expertise matches Board and school district needs with executive talent and experience. We ensure a “**good fit,**” leading to a longer and more lasting relationship. And, we **guarantee the results!!**

2. Experience in Superintendent/School Executive Searches

Over the past several years, our consultants have conducted the searches listed below for large urban/suburban districts or organizations.

- **Milwaukee Public Schools** - Superintendent Search, 1997. Enrollment: 106,000 students.
- **St. Paul Public Schools** - Superintendent Search (subcontractor to NSBA), 1998. Enrollment: 45,000 students.
- **New Orleans Public Schools** - Superintendent Search, 1998-1999 and 2002-2003 (partial search). Enrollment: 82,000 students.
- **Seattle Public Schools** - Chief Academic Officer Search, 1998-1999. Enrollment: 48,000 students.
- **Colorado Association of School Boards** - Executive Director Search, 1999. Membership: 171 School Boards.
- **Providence Public Schools** - Superintendent Search, 1999. Enrollment: 26,000 students.
- **Oakland Unified School District** - Superintendent Search, 1999 - 2000. Enrollment: 53,000 students.

- **Pittsburgh Public Schools** - Superintendent Search, 1999 - 2000. Enrollment: 40,000 students.
- **Toledo Public Schools** - Superintendent Search, 1999 - 2000. Enrollment: 40,000 students.
- **Inglewood (CA) Unified School District** - Superintendent Search, 1999 - 2000. Enrollment: 19,000 students.
- **Cleveland Municipal School District** - Transportation Director Search, 1999, Human Resources Executive Director Search, 1999, Safety and Security Director Search, 2000. Enrollment: 70,000 students.
- **Tucson Unified School District (AZ)** - Superintendent Search, 2000. Enrollment: 63,000 students.
- **Beacon Education Management, Inc. (MA)** - Director of Education/ Vice President-Academics Search, 2001; Charter School Principals (10) Search, 2001.
- **Illinois State Board of Education (IL)** - State Superintendent Search, Enrollment: 900 school districts; 2,000,000 students.
- **Cincinnati Public Schools (OH)** - Superintendent Search, 2002. Enrollment: 42,500 students.
- **Beginning with Children Foundation (NY)** - School Principal Search for Beginning with Children Charter School and School Director Search for Community Partnerships Charter School in Brooklyn, NY, 2003.
- **Excelsior College (NY)** - Vice President-Academics Search; Dean of Business and Technology Search, 2002- 2003.
- **Marquette University (WI)** - Law School Dean Search, 2002-2003.
- **Memphis City Schools (TN)** - Superintendent Search, 2003. Enrollment: 118,000 students.
- **Seattle Public Schools (WA)** - Superintendent Search, 2003. Enrollment: 47,000 students.
- **Portland Public Schools (OR)** - Superintendent Search, 2003 - 2004. Enrollment: 50,000 students.
- **Buffalo Public Schools (NY)** - Chief Financial Officer, 2003 - 2004. Enrollment: 42,000 students.
- **District of Columbia Public Schools (DC)** - Superintendent Search, 2004. Enrollment: 65,000 students.
- **Montgomery Public Schools (AL)** - Superintendent Search, 2004. Enrollment: 33,000 students.
- **St. Louis Public Schools (MO)** - Superintendent Search, 2004. Enrollment: 36,950 students.
- **Norfolk Public Schools (VA)** - Superintendent Search, 2004-2005. Enrollment: 36,000 students.
- **East Baton Rouge Parish School System (LA)** - Chief Academic Officer Search, 2004. Enrollment: 45,000 students.
- **School District of Hillsborough County (FL)** - Superintendent Search, 2005. Enrollment: 190,000 students.

- **Savannah-Chatham County Public Schools (GA)** - Superintendent Search, 2005. Enrollment: 35,000 Students.
- **Indianapolis Public Schools (IN)** - Superintendent Search, 2005. Enrollment: 39,000 students.
- **Columbus Public Schools (OH)** -Chief Financial Officer/Treasurer Search, 2005. Enrollment: 60,000 students.
- **Duke Ellington High School of the Arts (DC)** - Head of School Search, 2005. Enrollment: 500 students.
- **National Heritage Academies (MI)** - Five Heads of School Searches in Brooklyn, Michigan, Ohio and New York, 2005.
- **Delaware School for the Deaf (Wilmington, DE)** - Head of School and School Leaders (3) Searches, 2005. Enrollment: 600 students.
- **St. Paul Public Schools (MN)** - Superintendent Search, 2005-2006. Enrollment: 41,000 students.
- **Aurora Public Schools (CO)** - Superintendent Search, 2006. Enrollment: 33,000 students.
- **School District of Kansas City (MO)** - Superintendent Search, 2006. Enrollment: 28,000 students.
- **Toledo Public Schools (OH)** - Superintendent Search, 2006. Enrollment: 30,000 students.
- **Cleveland Municipal School District (OH)** – Executive Director of Special and Gifted Education and Executive Director of Multilingual Multicultural Education searches, 2006. Enrollment: 66,000 students.
- **Los Angeles Unified School District (CA)** - Food Services Director Search, 2006. Enrollment: 727,000 students.
- **Baltimore City Public School System (MD)** - Chief Executive Officer Search, 2007. Enrollment: 85, 000 students.
- **Florida State Board of Education (FL)** - Florida State Commissioner of Education Search, 2007.
- **Malaika Early Learning Center (WI)** - Director Search, 2007.
- **Portland Public School s (OR)** - Superintendent Search, 2007. Enrollment: 46, 000 students.
- **Los Angeles Unified School District (CA)** - Executive Team Positions (5) Search, 2007. Enrollment: 730,000 students.
- **School District U-46 (Elgin, IL)** - Superintendent Search, 2007-2008. Enrollment: 41,000 students.
- **Racine Unified School District (WI)** - Superintendent Search, 2007-2008. Enrollment: 21,000 students.
- **Newark Public School s (NJ)** - Superintendent Search, 2008. Enrollment: 44,500 students.
- **Saint Louis Public Schools (MO)** – Superintendent Search, 2008. Enrollment: 28,000 students.
- **Austin Independent School District (TX)** – Superintendent Search, 2008. Enrollment: 83,000 students.

3. Project Team Experience

a. Primary Contact

Dr. Nancy R. Noeske, President & CEO of the firm, is the person authorized to submit this proposal and make representations and commitments for PROACT Search, Inc. She would serve as the principal consultant/lead person responsible for the timely performance of all services and to whom all communications should be directed. She can be contacted at:

PROACT Search, Inc.
126 N. Jefferson Street - Suite 360
Milwaukee, Wisconsin 53202
414-347-0200 (Phone) 414-347-0202 (Fax)
nancy@proactsearchinc.com (E-Mail)

If PROACT Search, Inc. is selected, Dr. Noeske would be available throughout the term of the agreement. She has a Ph.D. from the University of Maryland and has public education, private sector and nonprofit sector experience. She was a partner with another search firm for over four years, developing her specialty in school executive and non-profit association search. Dr. Noeske has over 20 years of pre K-12 urban education experience and for 3½ years, worked directly for the Milwaukee Board of School Directors as the Director of the Office of Board Governance, responsible for Board and committee operations and for policy, legal, statutory and records management functions. She also served as the Board Executive, so she has a full understanding of applicable laws and regulations related to a search, especially the implications of any open meeting/open records requirements. Her job, among others, was to help the Milwaukee Board become better policy makers, to revise all the rules and policies, to streamline the operations of the committees and the Board, to develop an audit and accountability function reporting to the Board and to advance the reform agenda of the Board. Also, much of her work with the Milwaukee Board focused on board governance issues - defining roles and responsibilities of the Board and the Superintendent, designing performance assessment instruments and plans, negotiating employment agreements, handling media relations for the Board, etc.

She has extensive experience in working with diverse national advocacy organizations and a wide range of community groups, focusing on education, economic development, neighborhood and family empowerment, all of which helps in organizing community advisory committees or on-site visits for superintendent searches. While Vice President of Wisconsin Electric Power Company, Dr. Noeske, among her customer service responsibilities, led the formation, composition and operation of its Consumer Advisory Council whose recommendations were advisory to the company's Chairman and CEO.

Dr. Noeske's sound judgment, her leadership style, her excellent working relationships with diverse constituencies and cultures and her exceptional evaluative skills have been recognized by her peers and numerous organizations. As a result, she has served as the president or chair of the boards of professional and civic organizations and was involved on a significant number of search committees. Please see **Attachment I-1**.

b. Other Associates

Mr. William Hawkins has a **cooperative venture** with PROACT Search, Inc. Mr. Hawkins is the President of The Hawkins Company with offices in Los Angeles, CA, and Atlanta, GA. He participated as an associate on the Oakland (CA) Unified School District search in 1999-2000 and the Inglewood (CA) Unified School District search in 1999-2000. Dr. Noeske and Mr. Hawkins worked together on two searches for Excelsior College (NY) in 2002-2003, as well as on the Memphis City Schools and Seattle Public Schools searches. He would assist with recruiting and screening and would be available at on-site meetings. See **Attachment I-2**.

Dr. Paul Hagerty, a senior consultant with the firm, would assist with search activities, including recruiting and screening of candidates. He is the former superintendent with Seminole County Schools in Sanford, Florida; a district serving over 60,000 students. Prior to that position, Dr. Hagerty served for eleven years as superintendent of Springfield (MO) Public Schools and another four as the superintendent of the Bibb County Schools in Macon, Georgia. For the past year, he has been the President/CEO of Hagerty Consulting, assisting School Boards across the nation. He is the recipient of many awards and his name was selected by the Seminole County School Board as the name for a new high school that opened in August, 2005. Dr. Hagerty had a major role working with Dr. Noeske on the School District of Hillsborough County search in Tampa, FL, a district serving more than 190,000 students. He has participated in the screening and evaluating processes in other searches. See **Attachment I-3**.

Ms. Claudyne Whitaker, a senior consultant with the firm, would be assisting Dr. Noeske with this search. She would assist with the research, recruitment, community/public engagement activities. She has participated in stakeholder engagement activities in the District of Columbia, Tampa, Montgomery (AL), Norfolk, St. Louis, Indianapolis, Savannah, Saint Paul, Kansas City, Aurora (CO), Baltimore, Newark, Toledo, Elgin and Racine searches. She has 35 years in public school education; most recently as Associate Executive Director for the Milwaukee Teachers' Education Association, the local teachers' bargaining unit. See **Attachment I-4**.

Dr. Robert Schiller, a senior consultant with the firm, would assist with recruitment and screening activities. Most recently, he served for six months as the Interim Deputy Superintendent for the Los Angeles Unified School District. Prior to that position, he was the Illinois State Superintendent for two years. Prior to that position, he was the Superintendent of the Caddo Parish Schools in Shreveport, LA and served as the Interim Chief Executive Officer for the Baltimore City Schools. He also was the Michigan State Superintendent of Schools for a six-year period during his career, a State Deputy Superintendent in both Delaware and Louisiana, and a superintendent in several smaller districts in New Jersey. He has assisted with the Florida Commissioner of Education search and with the recruitment and evaluation of candidates for the executive team/direct reports to the Superintendent of the Los Angeles Unified School District. He received an Ed.D. in Organizational Development and a M.S. in Curriculum and Instruction from the University of Pennsylvania and his B.S. from Upsala College. See **Attachment I-5**.

Dr. Walter Sava, a consultant with the firm, was most recently the Director of the Latino Arts, Inc., housed within the El Centro de la Comunidad Unida; a full service agency serving Milwaukee's growing Latino population, from pre-school to older adults. He served as Executive Director of the agency for 15 years. One of his current activities is establishing an historical society, documenting the Latino contribution to the area's culture and economic growth. He has worked with Dr. Noeske on searches in Las Cruces (NM), in Kansas City (MO), in Toledo (OH) and in Austin (TX). Dr. Sava would assist with stakeholder engagement, recruiting and screening of candidates. See **Attachment I-6**.

All consultants can be reached at the corporate address and phone number.

4. References

Please see **Attachment II** for a list of References.

III. Scope of Services and Work Plan

Our role, while working with the Governing Board, is to provide all the steps necessary to a successful search tailored to meet the Board's and the District's specific needs. Our process includes research, community/public stakeholder engagement activities; local, regional and national advertising and recruitment; screening; initial interviewing of candidates and preparing detailed reports; recommending candidates for interviews; confirming credentials and references; assisting with selection decisions and handling search closing activities.

1. Scope of Services

With consideration to the Board's wishes and requirements, the full scope of our services would be as follows:

1. Develop activities and a detailed time line for the search, including review and advise on job description, qualifications, competencies, selection criteria, legal requirements, newspaper and educational publications, announcements, search calendar, compensation package and community engagement activities.
2. Identify issues and expectations influencing the choice of the Superintendent.
3. Assist the Board to develop and to implement strategies for involving internal and external stakeholders in the search process.
4. Assist the Board to develop or refine a candidate profile and additional application materials, etc.
5. Use existing networks (state, regional and national) to recruit traditional and non-traditional candidates, including those not currently searching for a position, to ensure a diverse and experienced candidate pool.
6. Assist with marketing and advertising of the position in newspapers and educational publications, web site postings through state and national professional organizations and universities/colleges; developing an ad plan and ad copy for Board approval.
7. Process all responses, those received by the Board/District and those received by the search consultant, and identify candidates meeting the position qualifications based on the Board's approved profile and criteria.
8. Conduct telephone or personal interviews with initial candidates to review credentials, qualifications, accomplishments, references, etc., and prepare written summaries; conduct reference checking.
9. Meet with the Board or individual Board members to review the written summaries of candidate screening interviews to assist in determining a list of qualified candidates for consideration and interview.
10. Recommend procedures for interviews/site visits; prepare interview guide, questions and rating forms for the interviews. Prepare the Board for the interviewing process.
11. Coordinate/schedule the interviews of the candidates.

12. Recommend or assist the Board in determining candidates for final consideration.
13. Conduct a validation of the professional credentials and qualifications of the finalists; academic, employment, reference checks, literature search, social security trace, criminal background, driver's license, consumer credit checks, etc.
14. Arrange for in-depth leadership profiles of the finalists by third party firm, if desired.
15. Meet with third party firm and the Board to review leadership profiles, if desired.
16. Assist the Board with the final interviewing process, arrange for on-site visits for each final candidate and participate in the process, if desired.
17. Assist the Board in the final evaluations and selection.
18. Advise the Board on salary and benefit expectations of the leading candidate(s).
19. Assist the Board or its attorney in the negotiations of employment contract terms with the successful candidate. (Please note we have drafted terms as well as contracts and negotiated contracts on behalf of Boards so that only final draft contracts are reviewed by attorneys.)
20. Assist in the announcement of appointment, if desired.
21. Handle search closing activities such as calling or sending letters to all respondents/candidates or preparing letters for the Board President's signature and preparing any required final reports and summary of expenses.

2. Suggested Work Plan

Attached is a "Suggested Work Plan" describing in more detail the various steps in the search process, the responsibilities of PROACT Search, Inc. and the responsibilities we would envision for the Board. Please see **Attachment III**.

3. Information on Search Approach

1. Initial Meeting with the Board

We would meet with the Board to review the "Suggested Work Plan" and develop a tailored plan for the Board. The initial meeting would include the following topics:

- Clarifying Roles and Responsibilities
- Discussing Stakeholder Engagement and Firm's Role
- Developing/Finalizing a Profile of the New Superintendent
- Determining Search and Selection Procedures and a Search Calendar
- Discussing the Recruiting for Candidates
- Discussing the Screening Process and Preliminary Evaluation
- Discussing the Interviewing Process by the Board
- Discussing the Selection and Search Closing Activities

2. Stakeholder Engagement

With respect to stakeholder engagement, Dr. Noeske and her associates have extensive experience in working with advisory groups and search committees and in reaching desired outcomes; arranging for and conducting interviews of stakeholders and focus groups, planning and conducting public hearings, preparing surveys to distribute to internal and external stakeholder groups and then, in turn, preparing written summaries. Dr. Noeske helped the St. Paul Board of Education organize a 46-member advisory committee and the District of Columbia Board form a 30-member community search committee. She worked with a 14-member search committee for the Providence, Rhode Island search; chaired by the President of Brown University.

The Board must ultimately determine the nature and amount of stakeholder engagement in the search and selection process based upon state law, stakeholder expectations or past involvement and upon the amount of time the Board wishes to devote to stakeholder engagement. We can advise the Board in determining options for consideration. A variety of activities could be conducted to work with the Board, staff and other stakeholders to identify desired characteristics of the new Superintendent and for those characteristics to serve as recruiting and evaluation criteria. Public forums (3-9), focus groups (25-40), surveys and phone interviews of constituent leaders could all be used during the process.

We strongly believe that through these activities, we better understand what the Board, District and state needs in their new executive, which ultimately helps us get the good fits. But, more importantly, all stakeholders need to support the search process and the final selection. Smart and effective executives know that, with all the challenges and opportunities facing public education, they cannot do the job alone. They need support from the Board, administrators, school districts, higher education, community and advocacy groups, business and political leaders and others.

3. Candidate Recruiting

PROACT Search's approach is to design a search process based on the unique needs of the client. We do more than rely on ads and postings in newspapers or web sites,

trade or professional publications; we contact community/public leaders, business executives and successfully employed superintendents/administrators to seek out qualified candidates and sell them on this opportunity. We proactively seek out candidates through our research and state/national networks in the private, non-profit and education sectors, rather than only reviewing and screening applications or self nominations. In any given search, we send out 500-800 letters or e-mails with a position profile and make 200-300 phone calls to potential candidates and sources. We also suggest a modest advertising plan and budget to place ads statewide and nationally in newspapers, educational publications and web site postings through the state, national and professional associations. Typically, when using a search firm, 60-70% of the candidates come from the recruiting efforts. We ensure a gender and ethnic balance in the group of qualified candidates we present and seek out traditional and non-traditional candidates with proven leadership records from school districts, the private and non-profit sectors, as well as from universities/colleges and governmental agencies.

Our national networks allow our clients to tap into the synergy of our vital connections in the for-profit, not-for-profit and education communities in every corner of our nation. We would tap those resources in this search. We have contacts with national and state education, political and business leaders who serve as resources for our searches, including the Broad Academy for Superintendents (non-traditionals). We have a successful record in recruiting a diverse pool of candidates.

4. Screening of Applications/Respondents

We will perform an initial screening of applications and resumes on the basis of the approved criteria and profile using a checklist and form. We will conduct telephone and/or in-person interviews with those preliminarily qualified candidates. Based on those interviews, we will prepare comprehensive written summaries of the best qualified or designated number of candidates whom we recommend for interviews. These materials could then be reviewed by the Board or by individual members to determine those candidates to be interviewed. It should be noted that all resumes/forms are available for the review.

5. Interviewing of Candidates

With respect to interviewing candidates, PROACT Search presents the written summaries and resume/candidate materials for each preliminarily qualified candidate. We then assist the Board members in determining which of those candidates should be interviewed by the Board. For the interviews, we prepare interview guides/questions and rating forms for use in evaluating/ranking of candidates that also facilitate a prioritization of candidates to narrow the field for final interviews. A weighted rating system using the Board's priorities can be utilized to evaluate, rank and narrow the field of candidates. We will also brief and prepare the Board for the interviewing process.

6. Verification of Credentials/References/Background Checks

With respect to verifying references, we check academic credentials with registrars and/or college deans; employment history with former employers and contact any references provided by candidates, by the Board, by other involved parties or those used by PROACT Search, Inc. We can also conduct literature searches, consumer credit and criminal background investigations, as well as driver's license checks and social security traces.

Also, we encourage Boards to utilize leadership profiling for finalists to assist in determining a "good fit." This step would give the Board additional information to reduce the "risk" factor of appointing a person whose leadership style could be in conflict with that of the Board or its policy governance framework.

7. Search Closing Activities

As part of the search closing activities, we would call or send letters to all respondents/candidates or prepare letters for the Board Chair's signature, if desired. We would also prepare any final reports or summary of expenses.

4. Timelines

If selected, PROACT Search, Inc. could begin the search activities as soon as the Governing Board wishes to begin. We would estimate, depending on the specific tasks the Board wants us to perform, that a list of qualified candidates could be presented to the Board for interviewing in February/March, 2009, to allow for hiring a person for a start date no later than July 1, 2009. Completion of the process would depend upon the number of interviews and the extent of stakeholder engagement. See **Attachment IV** for the Overview of Proposed Tasks and Timelines.

5. Additional Services

The following additional services could be negotiated as part of the fee at the hourly rates identified in the cost proposal breakdown:

- Advise on media relations at each stage of the search process.
- Design a performance-based bonus package to be used in addition to salary.
- Assist with any relocation arrangements and associated costs for the successful candidate.
- Work with the Board and new CEO in clarifying and confirming vision, goals, expectations, priorities, respective roles and evaluation procedures; serve as an Executive Coach during a transition period or during the first year.
- Design performance assessment instruments for evaluation of the Executive and of the Board of Education.

6. Additional Assistance

As stated previously under **Scope of Work**, our role, while working with the Board, is to provide all the steps necessary to a successful search tailored to meet the Board's and the District's specific needs. Any additional assistance needed to implement the **Scope of Services** would be provided. There are no tasks that we would not provide. #14 – "Arrange for in-depth leadership profiles of the finalists by third party firm, if desired." This service would depend on negotiated fees with third party firm.

7. Additional Information

a. Non-Traditional Candidates

Candidate pools for any given search usually include non-traditional candidates. Advertising for non-traditional candidates include newspapers and publications as well as web sites to attract those audiences. PROACT Search will present a modest Ad Plan, including those publications and web sites. We maintain sources and mailing lists geared to private sector, non-profit, higher education and military in order to attract non-traditionals. We have extensive networks across the country that we use in every search. We have relationships with superintendent preparation programs, which provide training to non-traditional candidates, many of whom have or are completing their superintendent's certificate work.

b. Corporate Guarantee

PROACT Search, Inc. ensures a "good fit" and guarantees the final results, leading to a more lasting relationship. If the executive leaves the position within one year for any reason other than sickness or death or change in organizational structure or other financial consideration, we will re-do the search for expenses only. We would consider a two-year guarantee under certain circumstances.

IV. Fee Schedule and Expenses

1. Base Contract Price

Our compensation for this complete assignment would typically be a retained fee of 25% of the executive's first year base salary. However, we propose a fixed fee \$33,000 for this search. PROACT Search, Inc. is willing to discuss its fees with the Board/District. See **Attachment V** for a Breakdown of Fees and Expenses, which also includes hourly rates for consultants.

2. Expenses

Travel and out-of-pocket expenses would be billed concurrently. Unless instructed

by the Board to travel for the purpose of interviewing candidates, for meeting with the Board or for participating in community and public outreach activities, the majority of expenses will result from web site postings, telephone, fax, mailings, delivery services and postage costs in recruiting, screening, qualifying, interviewing and presenting candidates. These expenses are usually \$7,000 - \$8,000, but could be less based on the tailored plan for the process. Ancillary expenses that would include advertising and candidate travel would be additional and dependent upon the Board's decisions on placement of ads, number of candidates to be interviewed, number of interviews, etc. We suggest no more than \$5,000 for advertising and \$8,000 - \$10,000 for candidate travel. See **Attachment V** for a Breakdown of Fees and Expenses.

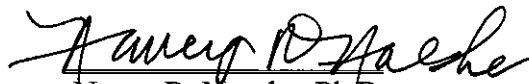
V. Conflict of Interest Disclosures

PROACT Search, Inc. has no conflicts of interest in representing the Oakland Unified School District or its Governing Board.

VI. Attachments

- I-1 Nancy R. Noeske's Biographical Summary
- I-2 William Hawkins' Biographical Summary
- I-3 Paul Hagerty's Biographical Summary
- I-4 Claudyne Whitaker's Biographical Summary
- I-5 Robert Schiller's Biographical Summary
- I-6 Walter Sava's Biographical Summary
- II References
- III. Suggested Work Plan
- IV Overview of Proposed Tasks and Timelines
- V Breakdown of Fees and Expenses
- VI Equal Opportunity Policy

Proposal submitted on behalf of PROACT Search to the
Oakland Unified School District
on October 28, 2008



Nancy R. Noeske, Ph.D
President & CEO
Tax ID No. 39-2028848

BIOGRAPHICAL SUMMARY

NANCY R. NOESKE, Ph.D.

Dr. Nancy R. Noeske is the *President & CEO* of **PROACT SEARCH, INC.**, a full-service, retained executive search and management consulting firm headquartered in Milwaukee, Wisconsin. Prior to forming PROACT Search, Inc. in 2001, Nancy served as a partner at another executive search firm for over four years, conducting school executive, not-for-profit association and private sector searches nationwide, growing the practice into a nationally-recognized entity. She is the author of *A Guide to Executive Search - Discovering Leaders of the Future*, published by the Alliance for Children and Families to serve as a resource for its over 350 member organizations with a combined staff and volunteer network of over 75,000 in more than 2000 communities across the nation.

She brings over 40 years experience in the private and not-for-profit sectors and in public school management. Prior to her executive search and management consulting work, Nancy held the position of Director, Office of Board Governance for the Milwaukee Board of School Directors, responsible for Board and committee operations; for policy, legal, statutory and records management functions; and for program, operations, performance and financial audits; developing both an accountability function and a reform agenda for the Board.

Previously, Nancy spent 15 years with Wisconsin Electric Power Company, where as Vice President of Consumer Relations, she was responsible for corporate consumer affairs, educational services, community relations and customer business functions, including customer call center, customer accounting and information systems, customer satisfaction measurement systems, meter reading, collections, special customer payment programs and bad debt management. Earlier, as an Assistant Vice President, she had been responsible for marketing and market research. Prior to this, Nancy was the Executive Director for the YWCA of Greater Milwaukee, following a career in education as a teacher and administrator.

She holds a B.S. degree from Marquette University, an M.Ed. degree from Ohio University and a Ph.D. from the University of Maryland. She has served or serves on numerous boards of community and professional organizations including:

Cardinal Stritch University, Trustee
Dairyland Park Charitable Foundation
Family Foundation of North America

Friends of the School of Education at the University of Wisconsin-
Milwaukee
Future Milwaukee Advisory Board
Governor's Glass Ceiling Commission, Wisconsin
Harambee Neighborhood & Family Initiative
Inner City Redevelopment Corporation
International Institute of Wisconsin
Metropolitan Milwaukee Civic Alliance
Milwaukee County Civil Service Commission (Past President)
Milwaukee Housing Assistance Corporation (Past Chair)
Milwaukee Neighborhood Partnership, Inc.
NAACP, Milwaukee Branch Freedom Fund Dinner (Past Chair)
President's Executive Senate, Marquette University (Past Chair)
Public Policy Forum, Trustee
Wauwatosa City Planning Commission
Wisconsin Black Historical Society
Wisconsin Economic Education Council
Women's Business Initiative Corporation (Past Chair)
Wisconsin Academy of Sciences, Arts and Letters & Foundation
Coordinating Council for the Court-Ordered School
Desegregation Settlement Agreement; Blue Ribbon
Committee charged with drafting a voluntary agreement
among Milwaukee Public Schools, suburban school districts,
and the NAACP

Dr. Noeske is a life member of the NAACP; a charter member of TEMPO, a management and professional women's organization; the International Women's Forum and a member and past board member of the Rotary Club of Milwaukee.

She is a member and served as President of the National Society of Consumer Affairs Professionals in Business (SOCAP) and is a founding member of the Wisconsin Chapter. Also, she served as the Chair of the SOCAP Foundation, the research arm of the organization.

She has been a member of the Consumer Affairs Committee of the Edison Electric Institute (EEI), the electric utilities' trade association; serving as chair of the group for two years. She was also a member of the EEI Executive Advisory Committee on Consumer and Community Services.

She is the recipient of the YWCA's Women of Achievement Award, Metropolitan Milwaukee Civic Alliance Award for Neighborhood Development, TEMPO Mentor Award, Center for Public Representation Corporate Award, the Friends of the Hispanic Community Award and *The Business Journal's* Women of Influence Award.

BIOGRAPHICAL SUMMARY

WILLIAM D. HAWKINS

William Hawkins is the Founder and President of *The Hawkins Company*, one of the largest African American owned retained executive search firms in the Western United States. Established in 1984, the company works with major public, private and nonprofit organizations to recruit senior level executives from its offices in Los Angeles and Atlanta, GA.

Bill has over thirty (30) years of senior level executive recruiting experience. Prior to establishing The Hawkins Company, he spent nine (9) years as a senior member of the world's largest executive search firm, Korn Ferry International. He joined them in 1976 and conducted, managed and participated in over 300 executive searches nationally. Additionally, he personally assisted the Chairman of Korn Ferry in conducting some of the firm's most sensitive assignments. From 1972 to 1976, Bill was Senior Vice President of the National Economic Management Association, a small business consulting firm concentrating on minority economic development. His earlier career includes banking, human resource management and government service.

Since 1984, Bill has conducted senior level recruitments for many Fortune 500 companies, including Nissan, Mitsubishi Motors, American Express, Northrup Grumman, Southern California Gas Company/Pacific Enterprises, Edison International (formerly Southern California Edison), First Interstate Bank and Honeywell. He has also worked with the cities of Los Angeles, San Francisco, Oakland, Inglewood, Atlanta, and Kansas City, Missouri in staffing senior level positions.

Bill has been quoted by *The Wall Street Journal* on diversity recruiting and has been listed in *Black Enterprise* magazine as one of the top African American owned search firms in the country. He has conducted numerous workshops and has lectured extensively on recruitment, workforce diversity and human resources issues nationally. Bill is currently listed in "Who's Who In Executive Search" for his competence and ability to conduct recruiting assignments in a variety of industries, and holds membership in numerous community, business and professional organizations.

Bill is a graduate of Howard University in Washington, D.C.

BIOGRAPHICAL SUMMARY

PAUL HAGERTY, Ph.D.

Dr. Paul J. Hagerty is a *Senior Consultant* with **PROACT Search, Inc.**, and brings over 42 years experience in public school education, including twenty six (26) years as a school superintendent in Missouri, Georgia and Florida. Most recently, he was Superintendent of the Seminole County Schools in Sanford, Florida; a district serving over 60,000 students. Prior to that position, he served eleven years as a Superintendent of Springfield (MO) Public Schools and another four years as Superintendent of the Bibb County Schools in Macon, Georgia. He also worked for the Milwaukee (WI) Public Schools as a math supervisor and teacher.

He is the recipient of many awards including the *Paul J. Hagerty High School*, selected by the Seminole School Board as the name for the new high school that opened in August, 2005. He was honored with the *Distinguished Service Award*, conferred by the American Association of School Administrators. He was the only School Administrator in the country selected by the *Executive Educator* magazine as one of the "Top 100 School Administrators" all four times the national ranking was done. He was selected as superintendent of the year in two states (Missouri and Florida). In 2000, he was honored as Outstanding Educator Alumnus of the Year by Marquette University. He received a similar honor from Florida State University in 1997. He is currently residing in Florida.

He received his Ph.D. from Florida State University and his M.S. in Mathematics and B.S. in Mathematics from Marquette University.

BIOGRAPHICAL SUMMARY

CLAUDYNE WHITAKER

Claudyne Whitaker is a *Senior Consultant* with **PROACT SEARCH, INC.** and brings over 35 years experience in public school education, most recently as Assistant Executive Director for the Milwaukee Teachers' Education Association, a position she held for 25 years. Previously, Claudyne was an instructor in the School of Education at the University of Wisconsin-Milwaukee, as well as an elementary teacher and teacher corps supervisor with the Milwaukee Public Schools.

She completed her Bachelor of Arts in Education from Parsons College in Iowa and received her Master's in Elementary Education from the University of Wisconsin - Milwaukee, with an emphasis on urban education.

Claudyne brings strong organization skills with an expertise in negotiations, group facilitation and conflict resolution. She has conducted numerous workshops on staff development and teacher counseling. With **PROACT SEARCH**, she is involved in all aspects of the search process, focusing on recruiting and community engagement activities.

She has been a member of the American Association of University Women and Eta Phi Beta Sorority; a board member of the Inner City Arts Council, Zonta and the Ozaukee County NAACP. She has experience in retail markets and served as a fashion editor for a college newspaper and as a member of the *Mademoiselle* Magazine's College Board.

BIOGRAPHICAL SUMMARY

ROBERT SCHILLER, Ed.D.

Dr. Robert Schiller, a senior consultant with the firm, was most recently the Interim Deputy Superintendent for the Los Angeles Unified School District for a period of six months to assist the new superintendent in staffing, Board relations and budget reductions. Prior to this assignment; he served as the Illinois State Superintendent of Schools; a position he held for two years. He also served as the Superintendent of the Caddo Parish Schools in Shreveport, LA. When the City of Baltimore and the State of Maryland developed a partnership to reorganize the Baltimore City Public Schools; Dr. Schiller was hired as Interim Chief Executive Officer to turnaround a failing, politically-driven, stagnant educational system into a professional, dynamic organization. He also served as the Michigan State Superintendent of Schools for a six-year period during his career, as State Deputy Superintendent in both Delaware and Louisiana and as superintendent in several smaller districts in New Jersey.

Dr. Schiller has been involved in the Florida Commissioner of Education Search, the executive team searches for the Los Angeles Unified School District and is assisting with the search for the new Superintendent of the Austin (TX) Independent School District. He has assisted with recruitment and evaluation of candidates, with stakeholder engagement and in vetting and referencing of candidates. He currently resides in both Florida and South Carolina.

He received an Ed.D. in Organizational Development and a M.S. in Curriculum and Instruction from the University of Pennsylvania and his B.S. from Upsala College.

BIOGRAPHICAL SUMMARY

WALTER SAVA, Ph.D.

Walter Sava is a *Senior Consultant* with PROACT Search, Inc. and most recently was the Executive Director of Latino Arts, Inc., a Milwaukee-based arts organization, supporting the promotion of Hispanic programming throughout the community and beyond. The organization's programs are wide-ranging and include Hispanic visual and performing arts series, folkloric dance and music classes.

Dr. Sava has over twenty nine (29) years of senior level administrative experience. Prior to serving Latino Arts, he spent fourteen (14) years, 1989-2004, as the Executive Director of Centro de la Comunidad Unida/United Community Center in Milwaukee, an organization dedicated to providing programs to Hispanics in the areas of cultural arts, education, recreation, community development, health and human services.

For six years, Dr. Sava was the General Supervisor of Community Services with Wisconsin Electric Power Company in Milwaukee; a position in which he developed and implemented programs and services to customers in communities throughout Wisconsin and the Upper Peninsula of Michigan. He also served as the Executive Director of La Casa de Esperanza, Inc. for a period of six years, leading the organization in its offering of youth and family, early childhood education and workforce development programs to Latinos, low-income and disabled individuals throughout the community.

Throughout his career, Dr. Sava has served on many boards and committees devoted to the betterment of Hispanics, low-income, disabled and otherwise disadvantaged persons in Wisconsin. Some of those affiliations include Greater Milwaukee Education Trust, Latinos United for Political Action (LUPA), Hispanic Chamber of Commerce, Wisconsin Strategic Development Commission and Milwaukee Symphony Orchestra Board of Directors.

He has been honored with the Thurgood Marshall Legacy Award, an Honorary Degree, Doctor of Humane Letters from Carroll College, the Frye Award from the Greater Milwaukee Foundation and the Hispanic Man of the Year award from UMOS and was named a Fellow of the prestigious Wisconsin Academy of Science, Arts and Letters.

He received a Ph. D. from University of Wisconsin and a M.A. from University of North Texas and a B. A. from East Texas Baptist University.

REFERENCES

- Dr. Berengher Brechtel, Former Vice President and Chair of Search Committee,**
Orleans Parish School Board, 333 Julia Street - #428, New Orleans, LA 70138.
Phone: 504-522-8567 or 504-583-0136 [New Orleans Superintendent Search - 1998-1999 and 2003]
- Ms. Connie Rogers, Former Search Committee Chair, Illinois State Board of Education,**
724 Mallory Hill Dr., Lady Lake, FL 32162-6040. Phone: (352) 259-8394, E-mail:
conniebg@aol.com [Illinois State Superintendent of Education -2002]
- Dr. Theresa Whibley, Past Board President, Norfolk Public Schools, 800 East City Hall**
Avenue, Norfolk, VA 23510. Phone: 757-348-3845 or Cellular: 757-714-3451
[Superintendent Search, 2005]
- Mrs. Kelly E. Bentley, Past Board President, Indianapolis Public Schools, 120 E. Walnut**
Street - Room117A, Indianapolis, IN 46204. Phone: 317-418-4283; E-mail:
bentley10@mindspring.com [Superintendent Search - 2005]
- Mr. Matt Cook, Board President, Aurora Public Schools, 1085 Peoria Street, Aurora, CO**
80011. Work Phone: 303-824-4095; E-mail: MATTHEWC@gw.aps.k12.co.us
[Superintendent Search - 2006]
- Mrs. Darlene Fisher, Past Board President, Toledo Public Schools, 420 E. Manhattan Blvd,**
Toledo, OH 43608. Phone: 419-725-8189; E-mail: Darlene.fisher@tns-glpsal.com
[Superintendent Search - 2007]
- Mr. Brian Morris, Board Chair, or Ms. Janet Johnson, Board Executive, Baltimore City**
Public Schools, 200 East North Avenue, Baltimore, MD 21202. Phone: 443-463-6183
or 410-396-8709; E-mail: bmorris4@earthlink.net or JTJohnson@bcps.k12.md.os
[Chief Executive Officer Search - 2007]
- Dr. Clement A. Price, Search Committee Chair, Newark Public Schools, 175 University**
Avenue, Room 323, Rutgers University, Newark, NJ 07102. Phone: 973-353-5410 or
973-477-9987; E-Mail: caprice@andromeda.rutgers.edu. [Superintendent Search -
2008]

**SUPERINTENDENT SEARCH
 SUGGESTED WORK PLAN**

PROACT SEARCH <u>Procedure</u>	PROACT SEARCH <u>Responsibility</u>	CLIENT/SCHOOL DISTRICT <u>Responsibility</u>
1. Position and School District Analysis	a) Visit Board/school district, where possible, to better understand needs of school district and community. b) Interview key people related to position. c) Assist in planning staff, community and other stakeholder engagement. d) Develop draft or revise position criteria and profile e) Aid in developing screening and selection procedures and a detailed search calendar.	a) Provide pertinent facts to PROACT SEARCH b) Identify key people for PROACT SEARCH to interview. c) Determine staff, community and other stakeholder engagement. d) Aid in drafting or revising position criteria and profile; approve criteria and profile. e) Determine screening and selection criteria, procedures to be used and a detailed search calendar.
2. Market Analysis for Potential Candidates	a) Introduce specifications of position to PROACT SEARCH internal research function and other associates. b) Use PROACT SEARCH sources for potential candidates, including non-traditional. c) Establish specific recruitment procedures for search based on internal data and input from Board/school district.	a) Outline any activity prior to PROACT SEARCH introduction into search. b) Indicate sources that should be favored, including any advertising for the position. c) Indicate sources that should not be contacted.
3. Original Recruitment	a) Contact sources and potential candidates; develop new sources; send letters and e-mails. b) Place advertising/announcements, web site postings, etc. c) Receive resumes/respondent information.	a) Suggest candidates that should be contacted, if they are known. b) Arrange for advertising; approve ad plan, ad copy and placements.
4. Initial Review and Interviews	a) Screen respondents and potential candidates by phone or personal interviews. b) Develop basic information about potential candidates and prepare written summaries.	a) Participate as desired in the preselection and evaluation of resumes/respondent information.
5. Preliminary Evaluation	a) Discuss with Board the written summaries to assist in determining candidates to interview, ideally 6-12 candidates.	a) Determine candidates for further consideration and for interviews.

- | | | |
|--------------------------------------|--|--|
| 6. Interviews of Selected Candidates | <ul style="list-style-type: none"> a) Prepare interview guides/questions/rating forms; prepare Board for interviews. b) Coordinate or schedule interviews. c) Sit in on interviews to gain more insight if more activity is required on steps #3, #4 and #5 (optional). d) Direct specific questions to Board to analyze interview results for future comparison, ranking of candidates and selection of semi-finalists. | <ul style="list-style-type: none"> a) Conduct candidate interviews. b) Provide pertinent information on results of interview and rating forms. c) Determine with PROACT SEARCH further information that will establish a better picture of each candidate. d) Conduct second round of interviews with semi-finalists. |
| 7. Assessment and Confirmation | <ul style="list-style-type: none"> a) Arrange for in-depth leadership profiles by third party (optional). b) Conduct academic, employment, criminal background, consumer credit and reference checks; prepare reports. c) Send Board or meet with Board, regarding completed profiles and reports on candidates | <ul style="list-style-type: none"> a) Determine if in-depth leadership profiles will be developed for candidates. b) Participate as desired in the referencing process. c) Meet to review leadership profiles/reference reports on candidates. |
| 8. Selection Decisions | <ul style="list-style-type: none"> a) Meet with or advise Board on final candidates to facilitate selection. b) Arrange for any on-site visits, if so desired. c) Arrange for any community/district staff involvement, if so desired. d) Assist in determination of conditions of employment and negotiate contract terms, if so desired. | <ul style="list-style-type: none"> a) Select final candidate(s) to announce to public. b) Conduct any on-site visits for final candidate(s), if so desired. c) Involve community or district staff in interviewing of final candidates, if so desired. d) Determine conditions of employment and salary offer; indicate to PROACT SEARCH the conditions for contract negotiations, if so desired. e) Make decision on successful candidate using advisory input received. |
| 9. Post Selection Activities | <ul style="list-style-type: none"> a) Handle search closing activities such as sending letters to all applicants and candidates or preparing letters for Board Chair's signature; preparing any required reports. b) Assist in relocation arrangements. c) Assist in clarifying Board/Superintendent roles and responsibilities, priorities, evaluation procedures and instruments. (optional) | <ul style="list-style-type: none"> a) Determine search closing procedures; receive final reports. b) Approve relocation arrangements. c) Hold retreat/meeting with new Superintendent to clarify roles, responsibilities, priorities, evaluation procedures; establish performance assessment goals and objectives within 1-2 months after hiring or after retreat. |

***Oakland Unified School District
 Superintendent Search***

Overview of Proposed Project Tasks and Timelines

Proposed Tasks	Proposed Timelines
1. Hold initial meeting/conference call with the client and the search consultants; define parameters, revise working draft of profile; determine any additional staff/stakeholder engagement.	November 3 – November 7, 2008
2. Prepare materials, interview Board members, key staff members and other key stakeholders and leaders by phone or in person; conduct other activities as identified by the client; develop ad plan and draft ad copy.	November 10 – December 12, 2008
3. Advertise the positions based on working draft of position profile. <ul style="list-style-type: none"> • Local/state regional/national newspapers • <i>Education Week</i> and other publications and web sites. 	November 19 – January 16, 2009
4. Recruit candidates by search consultants using position profile.	November 19 – January 16, 2009
5. Requested application due date.	January 16, 2009
6. Screen and interview applicants by search consultants using position profiles.	January 19 – February 6, 2009
7. Present candidate materials to client for review and determination of those to interview.	February 9 – February 13, 2009
8. Conduct initial interviews with candidates.	February 16 – February 27, 2009
9. Determine finalists and conduct in-depth background checks.	March 2 – March 13, 2009
10. Hold interviews with finalists; conduct any on-site/stakeholder activities; select new executive; negotiate contract and approve hire and contract.	March 16 – March 27, 2009

* Timelines can vary by plus or minus two weeks.

FEE AND EXPENSE BREAKDOWN

The following chart illustrates the anticipated number of hours to perform the various tasks by each member of the project team, along with his/her hourly rate.

Consultants/Personnel	Principal Associate \$125/hr.	Technical Associates \$75/hr.	Support Associates \$35/hr	Total Hours and Costs
Task/Phase				
Organizational assessments, development of forms & strategies	10 \$1,250	8 \$600	10 \$350	28 \$2,200
Environmental scan; interviews; stakeholder activities, pre & post; report review	30 \$3,750	8 \$600	20 \$700	58 \$5,050
Preparation and placement of ads/web site postings	10 \$1,250	3 \$225	4 \$140	17 \$1,615
Preparation of profile & recruiting materials	10 \$1,250	10 \$750	10 \$350	30 \$2,350
Research and outreach solicitation/recruitment	80 \$10,000	40 \$3,000	40 \$1400	160 \$14,400
Preliminary interviewing/screening reference checking; report preparation	38 \$4,750	32 \$2,400	16 \$560	86 \$7,710
Prep for presentations, evaluations and selection process	10 \$1,250	10 \$750		20 \$2,000
Attendance at Board meetings; at interviews; etc.	30 \$3,750			30 \$3,750
TOTALS	218 \$27,250	111 \$8,325	100 \$3,500	429 \$39,075

Reduced to Fixed Fee \$33,000

ATTACHMENT V (Continued)

The following provides a breakdown of search expenses:

1. Contractor Travel Expenses	\$5,000
2. Mailings/Paper, Postage	\$800
3. Telephone/Fax/Web Site Charges	\$600
4. Materials Preparation, Supplies and Delivery Services	\$600
	Sub Total
	\$7,000
5. Cost of Publishing/Advertising(<i>Education Week</i> , <i>The Wall Street Journal</i> , Local/regional Papers)	\$5,000
6. Candidate Travel	\$8,000
	Sub Total
	\$13,000*
	TOTAL
	\$20,000

* Depends on Board's decisions regarding placement of ads and number of candidates to be interviewed.



To: Our Clients:

As a retained executive search firm, PROACT Search, Inc. is generally the sole source of external candidates from which our client will select its new employee.

Recognizing this responsibility, PROACT Search, Inc. and each member of its professional staff and of its associates make a special effort to ensure its clients have a diverse pool of candidates from which to select.

PROACT Search, Inc. takes affirmative action to ensure equal opportunities are available to all employees and candidates without regards to sex, race, creed, religion, color, national origin, ancestry, pregnancy, marital status, economic status, sexual orientation, disability, age or veteran status.

We comply with and also expect our clients to comply with the Americans with Disabilities Act (ADA) of 1990, Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination of Employment Act or any other State or Federal fair employment law.

Nancy R. Noeske
President & CEO
PROACT Search, Inc.