

# **A VACANCY IN THE SUPERINTENDENCY**

## **Key Decisions for the Sudbury School Committee**

### **Planning for a Transition**

Massachusetts Association of School Committees

*MASC is the official representative of the  
National Alliance of Superintendent Searchers*

## *First Steps to Take Upon Notice that a Superintendent Vacancy will Occur*

1. **Assess** the attractiveness of your position and consider what makes the position more or less attractive. This will be important in anticipating the size and quality of the candidate pool as these factors will be important considerations for prospective applicants.
  - a. What is the reason for the vacancy in our superintendency?
  - b. Is the position legitimately vacant or is there a clear heir to the superintendency in your district at this time? Is there any other reason that an outside candidate will be concerned about another candidate having an inside track?
  - c. Will a candidate come into the district with likelihood of success or the challenge of confronting difficult and challenging circumstances?
  - d. Can we have a publicly transparent process and still protect the confidentiality of candidates appropriately? (How much confidentiality can be provided?)
    - i. Will we need to have a late stage public review prior to the final decision making to involve the public?
  - e. Do some of these challenges face the superintendent to be hired:
    - i. Search Process/Level of Public Scrutiny
    - ii. Governance/School Committee
    - iii. Support of the Central Office Team and Principals
    - iv. Budget and Finance Issues for School
    - v. Academic Achievement
    - vi. Political or Legal Issues
    - vii. Status of Labor Relations
    - viii. Scrutiny by Local Media
    - ix. Relationships with the Municipal Government(s)
    - x. Involvement of Local Special Interests (Business, Universities, Constituencies)
    - xi. Satisfactory Economic Package for Candidate (i.e., Contract Provisions, Valuable Compensation Items)

## 2. Consider your options for the interim period or the permanent superintendency.

- a. Do you want an interim superintendent for a specific period?
  - i. Internal or external interim?
  - ii. Will interim superintendent be considered for permanency?
  - iii. Will the interim superintendency serve as an “audition” for a candidate who wishes the position permanently?
  - iv. How much process do you need for an interim?
- b. Do you want to go right to the permanent superintendent search process?
  - i. Make an immediate appointment (internal promotion or external)?
  - ii. Promote your internal candidate?

### Special note in interim superintendencies:

An interim superintendent is nothing more than a superintendent with a short term contract that might run for a week or two, month or two, several months, or as long as a full year. The law requires only that a school committee appoint a superintendent in public. No process is required, nor must you engage in an informal or formal search. You may need to consider what your community will demand in terms of transparency, depth, or civic involvement.

During an interim superintendency, the person holding the position has all the authority of a full-time, “permanent” superintendent.

One distinct advantage of an interim superintendency is that faculty and staff generally collaborate fully and engage in exemplary behaviors for a variety of reasons, not the least of which is that they do not want an interim superintendent reporting to her/his successor who among the staff may be less loyal or reliable.

## 3. Determine what kinds of assistance will the school committee require for interim or permanent superintendent?

- a. Professional services (Full, Partial, Technical Assistance),
- b. Recruitment
- c. Technical Assistance from available sources:
  - i. Preparation for Search Process
  - ii. Graphic Design
  - iii. Recruitment (Mailing Lists, Recruiting Lists, etc.)
  - iv. Advertising
  - v. Focus Groups and Focus Surveys

- vi. Search Committee Support and Orientation
- vii. Compilation of Applications
- viii. Question Development
- ix. Background Review
- x. Parliamentary Assistance in Decision Making
- xi. Contracting Consultation

#### **4. How Much Public Participation Must You Have?**

- a. Search Committee (including size, membership, extent of mandate)
- b. Public Input into Search Process (i.e., On Line Surveys, Live Community Forums, Outreach)
- c. Participation of Administrative and Teaching Faculty
- d. Pre-Search and Post-Initial Interview Participation.

#### **5. Timetable**

- a. Schedule for Search Milestones and Hiring Date

#### **6. Screening Process**

- a. Initial Stages – Screening Candidates and Selection of Interviewees
- b. Vetting and Reference Checking at Early Stages, and again in later stages
- c. Preparation of Search Committee
- d. Initial Interviews (includes preparation of questions and process)
- e. Instructions to Screening Committee (Support for Screening Committee)
- f. Selection and Referral to School Committee

#### **7. Public Review Process**

- a. Public Interviews
- b. Meet the Public Opportunities
- c. Public Selection

#### **8. Contracting with Candidate**

*Looking for a Leader – What are the important things to consider?*

**DETERMINE** some of the important elements of the superintendency and the process you will use in finding a chief executive.

1. What do we want in a district chief executive?
2. What are the critical skills we seek in our new leader?
3. What are the key responsibilities and challenges confronting the district and the next leader?
4. Do we need to look locally, regionally, or more widely?
5. When do we want this leader in place?
6. How do we want to engage the district (surveys, focus groups, involvement in interviews)?
7. Whom do we want to involve in the process?
8. Who will lead the process for the school committee?
9. What are the factors that will determine if candidates will apply:
  - a. History of stable leadership.
  - b. Presence of internal candidate(s).
  - c. Financial situation of the district.
  - d. Relationship with the municipal leadership.
  - e. Administrative and academic status of the district.
  - f. Leadership of the School Committee.
  - g. Compensation package and contract language.
  - h. Relationship of the teachers union and superintendent in both the sending district and receiving district.

## AT THE BEGINNING: INITIAL DECISIONS

1. Specify the nature of the search (Internal, external, national)
2. Determine if the district will oversee its own process or seek assistance from a consultant.
3. Identify key search process tasks and timelines.

**Decisions Related to the Timeline:** Approve Timeline<sup>1</sup> (See Attachment)

## CRITICAL ADMINISTRATIVE DECISIONS:

1. Establishing a Search Committee:
  - Size, Composition Categories<sup>2</sup>
  - Whether or not School Committee members will join.
  - Involvement of Faculty.
  - Charge from the School Committee<sup>3</sup>
  - Process for Selection of Committee Members
  - Guidelines for Attendance and Missing Meetings
  - Setting Orientation Committee Date
  - Commitment to expediting process by deadline.
2. Reimbursing Candidates for Travel: Semi-Finalists and/or Finalists
3. Establishing Candidate Requirements: Academic Requirements (Doctorate or Masters)  
Years of Administrative and/or Teaching Experience  
Professional Skills/Experiences

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<sup>1</sup> The timeline is a tentative one since it may always be subject to change due to unforeseen circumstances, weather or other events. January, February and March are perilous months for weather.

<sup>2</sup> Size matters here because the more members serving the harder it is to reconcile everyone's schedule. MASC recommends that all search committee candidates agree to attend a preset orientation meeting and agree to attend all interview sessions.

<sup>3</sup> A charge relates to the mission of the Search Committee with items such as: a) Candidate Selection (i.e., mandatory interviews of internal candidates; mandatory interviews of district residents, etc.); b) Number of finalists to refer back to the School Committee; c) Instructions relative to selecting a chair; d) Other items as needed.

- |                                     |   |
|-------------------------------------|---|
| 4. Application for Superintendency: | Any special requirements or information for candidates <sup>4</sup> |
| 5. Set Compensation Parameters:     | Salary<br>Fringe Benefits<br>Other Provisions                       |

## DECISIONS RELATED TO COLLATERAL MATERIALS

### Use of Printed Brochure vs. On Line Material

#### Description of District and District Profile:

- Critical information needed:
  - Enrollment
  - Employees and Deployment
  - Operating Budget
  - Administrative Structure
  - Schools
  - Status of Union Contracts (if desired)
  - Names of School Committee (if desired)
- Formal District Community Profile (Written Description)
- Photos, Graphics, or other materials to be included (i.e., town seal, mascot, landmarks)
- Content Issues:
  - Criteria for Superintendency (See Attachment)
  - Selection Criteria (See Attachment)
  - Compensation and Benefits

### COMPENSATION INFORMATION

#### Compensation and Benefits

- Salary Parameters (i.e., Salary at current range, higher or lower)
- Benefits Package Parameters (“Flexible benefits package to be negotiated.”)

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<sup>4</sup> Some districts ask unique questions from the standard or ask for writing samples or special responses.

## ADVERTISEMENTS/RECRUITING

### Approval of Advertising Plan

- Education Week
- Local Media (i.e., daily or weekly publications)
- On Line Options

### Deadline for Applications

- Definition of Deadline to have unambiguous requirement.

## ADMINISTRATIVE LOGISTICS

### Reference Checking

Who will perform? Who will assist?

### Administrative Liaison

District Liaison to Search Consultant  
School Committee Liaison



## KEY RESPONSIBILITIES (EXAMPLES)

- CHIEF EXECUTIVE OFFICER OF A LARGE SCHOOL DISTRICT WITH DIVERSE CONSTITUENCIES AND HIGH LEVELS OF PUBLIC SCRUTINY
- BUILD A SUCCESSFUL LEADERSHIP AND ADMINISTRATIVE TEAM
- LEAD CONTINUOUS IMPROVEMENT FOR DISTRICT
- LEAD AND INSPIRE STUDENTS AND FACULTY TO BE SUCCESSFUL IN IMPROVING STUDENT ACHIEVEMENT
- DEVELOP POSITIVE AND CONSTRUCTIVE RELATIONSHIPS WITH STATE AND LOCAL OFFICIALS AND COMMUNITY LEADERS
- IMPLEMENT EDUCATOR EVALUATION SYSTEM AT ALL LEVELS.
- ACHIEVE ACCOUNTABILITY STANDARDS REQUIREMENTS AS IS CONSISTENT WITH NCLB/RTTT.
- BUILD A COHESIVE FACULTY/ADMINISTRATIVE TEAM AND COLLABORATIVE ENVIRONMENT.
- FACILITATE A STRONG ACADEMIC PROGRAM IN A SAFE AND POSITIVE LEARNING ENVIRONMENT WITH HIGH EXPECTATIONS FOR ALL STUDENTS.
- BUILD MORALE WITHIN THE DISTRICT, SCHOOLS AND AMONG THE FACULTY.
- PREPARE AND IMPLEMENT AN ANNUAL BUDGET TO PROMOTE ACCOUNTABILITY AND STUDENT ACHIEVEMENT.
- DEVELOP AND PROPOSE MANAGEMENT STRATEGIES FOR A DIVERSE DISTRICT WITH A MIX OF URBAN AND SUBURBAN CHARACTERISTICS
- RETAIN STUDENTS AND MAKE OUR PUBLIC SCHOOLS THE SCHOOLS OF CHOICE FOR RESIDENTS.
- REACH OUT TO ALL SEGMENTS OF THE TOWN TO BUILD A STRONG SENSE OF COMMUNITY.
- ADDRESS THE EQUITABLE DISTRIBUTION OF PERSONNEL, BUDGET AND OTHER RESOURCES.
- DEVELOP A LONG RANGE EDUCATIONAL PLAN IN COLLABORATION WITH CIVIC LEADERS.
- DEVELOP STRATEGIES TO SUPPORT THE SOCIAL AND EMOTIONAL WELLBEING OF CHILDREN.
- INTEGRATE TECHNOLOGY, WRITING, RESEARCH, AND THE ARTS ACROSS ALL CURRICULA.
- ADVOCATE FOR THE DISTRICT AND ITS STUDENTS AT MUNICIPAL, STATE AND FEDERAL LEVELS
- PERSONIFY INTEGRITY AND DEDICATION TO THE WELLBEING OF STUDENTS AT ALL LEVELS.

## **SELECTION CRITERIA (EXAMPLES)**

- **ACADEMIC DEGREE REQUIREMENT (I.E., PH.D./ED.D OR MASTERS DEGREE)**
- **QUALITY AND LENGTH OF EXPERIENCE (I.E., TEACHING, CENTRAL OFFICE)**
- **NON-TRADITIONAL CANDIDATES CONSIDERED**
- **EXPERIENCE IN SIMILAR COMMUNITIES**
- **URBAN EXPERIENCE (I.E., URBAN CHALLENGES IN SUBURBAN ENVIRONMENT)**
- **FINANCIAL/FISCAL MANAGEMENT EXPERIENCE**
- **CURRICULUM EXPERIENCE**
- **EXPERIENCE WITH DIVERSE COMMUNITY, FACULTY, STUDENTS, PARENTS**
- **COLLABORATIVE SKILLS**
- **CLEAR SENSE OF DIRECTION/PURPOSE/MORAL COMPASS**
- **KNOWLEDGE OF INNOVATIVE CONCEPTS**
- **UNDERSTANDING OF EDUCATOR EVALUATION SYSTEM**
- **CURRENCY ON TECHNOLOGY AND EDUCATION**
- **EXPERIENCE AS A MANAGER/TEAM BUILDER**
- **EXPERIENCE WITH SCHOOL CONSTRUCTION**
- **EXPERIENCE IN COLLECTIVE BARGAINING AND PERSONNEL**
- **EXPERIENCE WORKING WITH PARENTS AND PARENT ORGANIZATIONS**
- **UNDERSTANDING OF MA REGULATORY SYSTEM**
- **EXPERIENCE LINKING STANDARDS-BASED SYSTEMS TO STUDENT ACHIEVEMENT**
- **KNOWLEDGE OF GOOD TEACHING AND STRATEGIES FOR IMPROVEMENT**
- **UNDERSTANDING OF MA ACCOUNTABILITY SYSTEMS.**
- **STRATEGIC PLANNING (INCLUDING MISSION, VISION, ETC.)**
- **EXPERIENCE WITH MUNICIPAL GOVERNMENT OPERATIONS**
- **COMMUNICATION SKILLS**
- **EXPERIENCE IN LEADING SCHOOLS OUT OF SANCTION STATUS**

**DRAFT SEARCH TIMELINE**  
**SUPERINTENDENT SEARCH - Model Timeline**

**[This is an Expedited Timeline that can be even further consolidated if you are willing or able to shorten the process steps.]**

*This timeline would need to be flexible allowing sufficient time to make up for unanticipated delays. The most likely delays would be on the search committee end because of the number of potential schedule conflicts. A September start date would allow for considerably more time to plan, recruit, and interview.*

**September**

School Committee receives preliminary documents, approves draft timeline, sets focus group meetings, makes decisions about recruiting search committee, etc.

Search Committee Orientation (Set Fixed Date)

Focus surveys prepared and on-line, focus groups scheduled and begun, materials development completed and ready for distribution

**October**

**Advertisements appear, Distribution of search information to recruitment networks.**

Materials mailed and distributed.

Candidate recruitment is ongoing.

Deadline Set for Filing Applications (5:00 p.m. EST via mail, e-mail, fax or personal delivery to search coordinator)

Search Committee will have met to prepare for screening of candidates, scheduling of interviews, and preparation of questions.

Applications are compiled and prepared for the Search Committee to review during school vacation. Review begins immediately.

**Late October**

Search Committee begins initial screening, selection and initial interviews. Process continues through over two weeks with recommendations to the School Committee.

**December**

School Committee interviews candidates  
Site Visits, other due diligence steps.

School Committee makes hiring decision  
Superintendent takes office or before if so needed and negotiated.

## National Alliance of Superintendent Searchers

State School Boards Associations will post your vacancies if you are a member district of the Massachusetts Association of School Committees. Contact Glenn Koocher to utilize these services without fee. MASC can also vet public candidates with their home state school boards association as a courtesy if desired.

<b>Firm Name</b>	<b>Contact Name</b>	<b>Phone #</b>	<b>Address</b>	<b>Email/Website</b>
<b>Alaska</b>	Ildi Nysten	(907) 586-1083	111 N. Ninth St. Juneau, AK 99801	<a href="http://www.aasb.org">www.aasb.org</a>
<b>Arizona</b>	John Gordon	(602) 254-1100 ext. 101	2100 N. Central Ave. Phoenix, AZ 85004	<a href="http://www.azsba.org">www.azsba.org</a> <a href="mailto:jgordon@azsba.org">jgordon@azsba.org</a>
<b>California</b>	Chris Pruitt	(916) 669-3293	3100 Beacon Blvd. West Sacramento, CA 95691	<a href="http://www.csba.org">www.csba.org</a>
<b>Colorado</b>	Bob Cito	(303) 832-1000	1200 Grant St. Denver, CO 80203	<a href="mailto:bobcito4@gmail.com">bobcito4@gmail.com</a>
<b>Connecticut</b>	Eliza Holcomb	(203) 878-4565	PO Box 290252 Wethersfield, CT 06124	<a href="mailto:cabesearch@aol.com">cabesearch@aol.com</a> <a href="http://www.cabe.org">www.cabe.org</a>
<b>Florida</b>	Wayne Blanton	(850) 414-2578	203 S. Monroe St. Tallahassee, FL 32301	<a href="http://www.fsba.org">www.fsba.org</a>
<b>Georgia</b>	Don Rooks	(800) 226-1856	5120 Sugarloaf Parkway Lawrenceville, GA 30043	<a href="http://www.gsba.org">www.gsba.org</a>
<b>Illinois</b>	Donna Johnson	(630) 629-3776, ext. 1233	2921 Baker Dr. Springfield, IL 62703	<a href="http://www.iasb.com">www.iasb.com</a> <a href="mailto:djohnson@iasb.com">djohnson@iasb.com</a>
<b>Indiana</b>	Michael Adamson	(317) 639-0330 ext. 109	1 North Capitol Ave. Indianapolis, IN 46204	<a href="http://www.isba-ind.org">www.isba-ind.org</a> <a href="mailto:madamson@isba-ind.org">madamson@isba-ind.org</a>

<b>Kansas</b>	Mike Pomarico	(800) 432-2471 ext. 325	1420 SW Arrowhead Rd. Topeka, KS 66604	<a href="http://www.kasb.org">www.kasb.org</a>
<b>Kentucky</b>	David Baird	(800) 372-2962	260 Democrat Dr. Frankfort, KY 40601	<a href="http://www.ksba.org">www.ksba.org</a>
<b>Maine</b>	Sandra McArthur	(800) 660-8484	49 Community Dr. Augusta, ME 04330	<a href="http://www.msmaweb.com">www.msmaweb.com</a> assistance in search process
<b>Maryland</b>	Carl Smith	(800) 841-8197	621 Ridgely Ave. Annapolis, MD 21401	<a href="mailto:csmith@mabe.org">csmith@mabe.org</a>
<b>Massachusetts</b>	Glenn Koocher	(800) 392-6023	1 McKinley Square Boston, MA 02190	<a href="mailto:glkoocher@masc.org">glkoocher@masc.org</a>
<b>Michigan</b>	Richard Dunham	(517) 327-5900	1001 Centennial Way Lansing, MI 48917	<a href="http://www.masb.org">www.masb.org</a> <a href="mailto:rdunham@masb.org">rdunham@masb.org</a>
<b>Minnesota</b>	Sandy Gundlach	(800) 324-4459 ext. 128	1900 West Jefferson Ave. St. Peter, MN 56082	<a href="mailto:sgundlach@mnmsba.org">sgundlach@mnmsba.org</a> <a href="http://www.mnmsba.org">www.mnmsba.org</a>
<b>Mississippi</b>	Michal Waldrop	(888) 367-6722	489 Springridge Rd. Clinton, MS 39060	<a href="http://www.msbaonline.org">www.msbaonline.org</a>
<b>Missouri</b>	Joel Denney	(573) 445-9920 ext. 421	2100 I-70 Dr. SW Columbia, MO 65203	<a href="mailto:superintendentsearch@msbanet.org">superintendentsearch@msbanet.org</a>
<b>Montana</b>	Lisa Gowen	(406) 442-2180	863 Great Northern Blvd. Helena, MT 59601	<a href="mailto:lgowen@mtsba.org">lgowen@mtsba.org</a>
<b>Nebraska</b>	Marcia Herring	(800) 422-4572	1311 Stockwell St. Lincoln, NE 68502	<a href="mailto:mherring@nasbonline.org">mherring@nasbonline.org</a>
<b>New Jersey</b>	Jane Kershner	(609) 278-5253	413 West State St. Trenton, NJ 08605	<a href="mailto:kershner@njsba.org">kershner@njsba.org</a>
<b>North Carolina</b>	Tanya Giovanni	(919) 841-4040	7208 Falls of Neuse Rd. Raleigh, NC 27615	<a href="http://www.ncsba.org">www.ncsba.org</a> <a href="mailto:tgiovanni@ncsba.org">tgiovanni@ncsba.org</a>
<b>Ohio</b>	Al Meloy	(614) 540-4000	8050 North High St. Columbus, OH 43235	<a href="http://www.ohioschoolboards.org">www.ohioschoolboards.org</a> <a href="mailto:ameloy@ohioschoolboards.org">ameloy@ohioschoolboards.org</a>
<b>Oklahoma</b>	June Ehinger	(888)	2801 North Lincoln	<a href="http://www.ossba.org">www.ossba.org</a>

		528-3571	Blvd. Oklahoma City, OK 73105	
<b>Oregon</b>	Jessica Knieling	(800) 578-6722	1201 Court St. NE Salem, OR 97301	<a href="mailto:jknieling@osba.org">jknieling@osba.org</a>
<b>Pennsylvania</b>	Britta Barrickman	(717) 506-2450 ext. 3369	PO Box 2042 Mechanicsburg, PA 17055	<a href="http://www.psba.org">www.psba.org</a> <a href="mailto:britta.barrickman@psba.org">britta.barrickman@psba.org</a>
<b>South Carolina</b>	Paul Krohne	(800) 326-3679	1027 Barnwell St. Columbia, SC 29201	<a href="http://www.scsba.org">www.scsba.org</a> <a href="mailto:pkrohne@scsba.org">pkrohne@scsba.org</a>
<b>Tennessee</b>	Tammy Grissom	(615) 815-3900	525 Brick Church Park Dr. Nashville, TN 37207	<a href="http://www.tsba.net">www.tsba.net</a>
<b>Texas</b>	Benjamin Canada	(512) 467-0222 ext. 6243	PO Box 400 Austin, TX 48767	<a href="http://www.tasb.org">www.tasb.org</a> <a href="mailto:executive.search@tasb.org">executive.search@tasb.org</a>
<b>Vermont</b>	Winton Goodrich	(800) 244-8722	2 Prospect St. Montpelier, VT 05602	<a href="mailto:wgoodrich@vtvsba.org">wgoodrich@vtvsba.org</a>
<b>Virginia</b>	Gina Patterson	(800) 446-8722	200 Hanson St. Charlottesville, VA 22911	<a href="mailto:gina@vsba.org">gina@vsba.org</a>
<b>Washington</b>	Phil Gore	(360) 252-3020	221 College St. NE Olympia, WA 98516	<a href="mailto:p.gore@wssda.org">p.gore@wssda.org</a>
<b>West Virginia</b>	Howard O'Cull	(304) 346-0571	2220 Washington St. E. Charleston, WV 25311	<a href="http://www.wvsba.org">www.wvsba.org</a>
<b>Wisconsin</b>	Louis Birchbauer Dennis Richards	(414) 218-2805 (715) 896-3846	122 West Washington Ave. Madison, WI 53703	<a href="mailto:lbirchbauer@wasb.org">lbirchbauer@wasb.org</a> <a href="mailto:drichards@wasb.org">drichards@wasb.org</a> <a href="http://www.wasb.org">www.wasb.org</a>
<b>Wyoming</b>	Mark Higdon	(307) 634-1112	2323 Pioneer Ave. Cheyenne, WY 82001	<a href="http://www.wsba-wy.org">www.wsba-wy.org</a>

The following organizations are among those who serve as search consultants. Many of these consultants represent candidates and maintain “stables” of individuals whom they assign to districts to interview. The candidates may have varying degrees of interest in your vacancy.

<b>Firm Name</b>	<b>Contact Name</b>	<b>Phone #</b>	<b>Address</b>	<b>Email/Website</b>
<b>Avon Educational Search Consultants</b>	Herbert Pandiscio	(860) 673-9616	PO Box 1404 Avon, CT 06001	<a href="mailto:hpandiscio@comcast.net">hpandiscio@comcast.net</a>
<b>BWP &amp; Associates</b>	William Symons	708.361.4997	872 South Milwaukee Avenue, #221 Libertyville, IL 60048	<a href="http://www.bwpassociates.com">www.bwpassociates.com</a> <a href="mailto:bwpassociates@live.com">bwpassociates@live.com</a>
<b>Educational Leadership Services Inc.</b>	Richard Dempsey	(203) 438-0171	91 Acre Lane Ridgefield, CT 06877	
<b>Hazard, Young, Attea &amp; Associates Ltd.</b>		(847) 724-8465	1151 Waukegan Rd. Glenview, IL 60025	<a href="mailto:office@hyasearch.com">office@hyasearch.com</a>
<b>McPherson &amp; Jacobson LLC</b>		(888) 375-4814	7905 L. Street Omaha, NE 68127	<a href="http://www.macnjake.com">www.macnjake.com</a> <a href="mailto:mail@macnjake.com">mail@macnjake.com</a>
<b>NESDEC</b>		(508) 481-9444	28 Lord Rd. Marlboro, MA	<a href="http://www.nesdec.org">www.nesdec.org</a> <a href="mailto:search@nesdec.org">search@nesdec.org</a>
<b>Northwest Leadership Associates</b>	Dennis Ray	(509) 255-6170		
<b>Penn Search</b>		(215) 573-5511	Penn Center for Educational Leadership Graduate School of Public Education University of Pennsylvania 3440 Market St. Philadelphia, PA 19104	<a href="mailto:pennsearch@gse.upenn.edu">pennsearch@gse.upenn.edu</a> <a href="http://www.gse.upenn.edu/pcel/">www.gse.upenn.edu/pcel/</a>
<b>PROACT Search Inc.</b>		(800) 944-6129	126 North Jefferson St. Milwaukee, WI 53202	<a href="http://www.proactsearchinc.com">www.proactsearchinc.com</a>

<b>Ray &amp; Associates</b>		(319)393-3115	4403 First Ave. SE Cedar Rapids, IA 52402	<a href="http://www.rayandassociatesonline.com">www.rayandassociatesonline.com</a> <a href="mailto:glr@rayassoc.com">glr@rayassoc.com</a>
<b>School Exec Connect</b>		(847) 220-1585	2145 Tanglewood Ct. Highland Park, IL 60035	<a href="http://www.schoolexeconnect.com">www.schoolexeconnect.com</a> <a href="mailto:lhanson@schoolexeconnect.com">lhanson@schoolexeconnect.com</a>
<b>Sockwell &amp; Associates</b>		(704) 372-1865	800 East Blvd. Charlotte, NC 28203	<a href="http://www.sockwell.com">www.sockwell.com</a>