



# SEARCH FIRM PROPOSAL

Charlotte-Mecklenburg Schools  
Superintendent Search

**Date:**

February 2, 2023

**Attention:**

André F. Mayes  
General Counsel

**Prepared By:**

Todd LoFrese and Arasi Adkins  
Senior Consultants  
Summit Search Solutions, Inc.



### 3.1 – Introduction

February 2, 2023

André F. Mayes  
General Counsel  
Charlotte-Mecklenburg Board of Education  
Charlotte-Mecklenburg Government Center  
600 East Fourth Street, 5th Floor  
Charlotte, NC 28202

Dear Ms. Mayes,

Thank you for the opportunity to present a proposal to assist the board with the superintendent search in Charlotte-Mecklenburg Schools. The search team we are proposing is well suited to support this search and includes two former Assistant Superintendents, Arasi Adkins and Dr. Todd LoFrese, each having a depth of experience in the PreK-12 sector. We recently completed a successful superintendent search in Guilford County Schools. GCS' Board Chair and Board attorney enthusiastically asked to be listed as references and can speak to the quality of work produced.

Summit Search Solutions is a boutique search firm that specializes in the education sector. While most of the work we do is in the higher education sector, we do have experience in the PreK-12 realm and would like to expand that work. On the higher education side of the sector, we fill dozens of high-level leadership positions each year.

As the Charlotte-Mecklenburg Schools considers search partners for this search, please consider the following additional information:

- Summit's consultants have specialized in the education realm since 2001. Collectively, our team has led over 1,000 searches in the sector, including multiple searches in North Carolina.
- Arasi and Todd's leadership experience in North Carolina's public school districts provides invaluable insight. We are keenly aware of the characteristics needed for successful superintendents and work relentlessly to garner high-quality applicants.
- Diversity sourcing strategies are incorporated into every search. Our results in this realm are exceptional (see section called "Summit's Outreach/Candidate Sourcing for further detail).
- We are headquartered in North Carolina (Asheville).
- As a boutique search firm, we only take on a limited number of projects to ensure that each project is given the necessary attention to detail. We are extremely efficient in our work and meet the stated timelines.
- Clients will tell you that we bring freshness, enthusiasm, diligence, humor, integrity, and 110% effort to every search.

Finding the next superintendent for the Charlotte-Mecklenburg Schools would be a privilege for Summit and we are committed to enhancing the quantity, quality and diversity of the candidate slate for this essential position. Thank you for the opportunity and please contact us directly with any questions.

Sincerely,

*Todd LoFrese and Arasi Adkins*

**Todd LoFrese & Arasi Adkins, Senior Consultants**

Summit Search Solutions, Inc.

PO Box 9824

Asheville, NC 28815

Phone: 919-442-7258 (Todd) 336-693-7612 (Arasi)

Email: [tlofrese@summitsearchsolutions.com](mailto:tlofrese@summitsearchsolutions.com) [aadkins@summitsearchsolutions.com](mailto:aadkins@summitsearchsolutions.com)

## 3.2 Approach to Scope of Work

Below we have detailed each step of the search process. Summit will maintain timely and proactive communication throughout the process with candidates and with the CMS Board. Although we have included a sample project timeline, it will be finalized in collaboration with the Board at the project kickoff meeting.

### 1. Preparation

- Position and needs are analyzed during discussions that involve key stakeholders and the search committee. Summit project leaders have reviewed the thorough community engagement playbook and work facilitated by Civility Localized. If deemed necessary, Summit will create and distribute targeted surveys and a final public engagement session.
- Assist the Board with establishing the communications and application for the position. Position leadership profile and marketing materials will be created by Summit and approved by CMS.
- Recruiting strategy involving advertising and sourcing of passive candidates will be formulated.
- Search timetable will be finalized.

### 2. Recruitment

- Extensive, nationwide, inclusive sourcing strategies are employed that involve advertising, networking, and outreach to passive candidates with the goal of generating a diverse pool of highly qualified candidates which include women and people of color. Summit will utilize formal and informal mechanisms for disseminating information about the position. Sourcing of passive candidates - tapping those individuals in “like or feeder roles” (not actively looking) - is essential to success and greatly enhances the quantity and quality of the candidate pool. This is an area in which Summit excels.
- Summit’s extensive database will be utilized to identify networking contacts and prospects. In addition, “fresh” primary research is done for every search to identify potential candidates.
- Diversity sourcing strategies are implemented and tracked, and data is shared with our clients to show the steps we have taken and the outcomes of each. We track EEO data on all applicants and provide that data to clients.

### 3. Evaluation

- Applicants will submit materials via a secure web-based portal. The portal allows Summit to move candidates through five levels. Applicants come in at Level 1.
- Credentials will be reviewed by Summit and those who meet minimum criteria will be advanced to Level 2 for further vetting by Summit. All the while, communication will be maintained with candidates which includes responding to candidate inquiries and information requests.
- Top prospects will be screened, interviewed, and evaluated by Summit, based on criteria agreed to by the search committee. Select candidates who meet or exceed the criteria, have a positive interview with Summit, and express authentic interest in looking at the position will be moved to Level 3 in the system.
- After the application window is closed, Summit provides access to the portal for the search committee to access candidate materials. The system allows search committee members to rate their interest in the recommended Level 3 group of candidates (very interested, moderately interested, not interested). Summit creates a summary report that the committee uses as a decision-making tool to narrow the pool to focus on top prospects.
- Search committee selects semi-finalists for initial interviews.

### 4. Semifinalist Interviews

- Summit arranges all interviews.
- Summit will support the board with the interview process, including drafting behavioral-based interview questions. Summit can attend the interviews and facilitate the board’s deliberations on candidates.
- Search committee debriefs and makes recommendation of finalists.

### 5. Finalist Interviews

- Finalist interviews are conducted.
- Attend interviews, if requested, and assist the Board in final vetting of finalists, including possible communications with stakeholders in their current location of employment.

### 6. Selection & Negotiation

- Organizational feedback is assessed.
- The offer is presented to the candidate and details negotiated.
- Start date and onboarding plan are crafted.

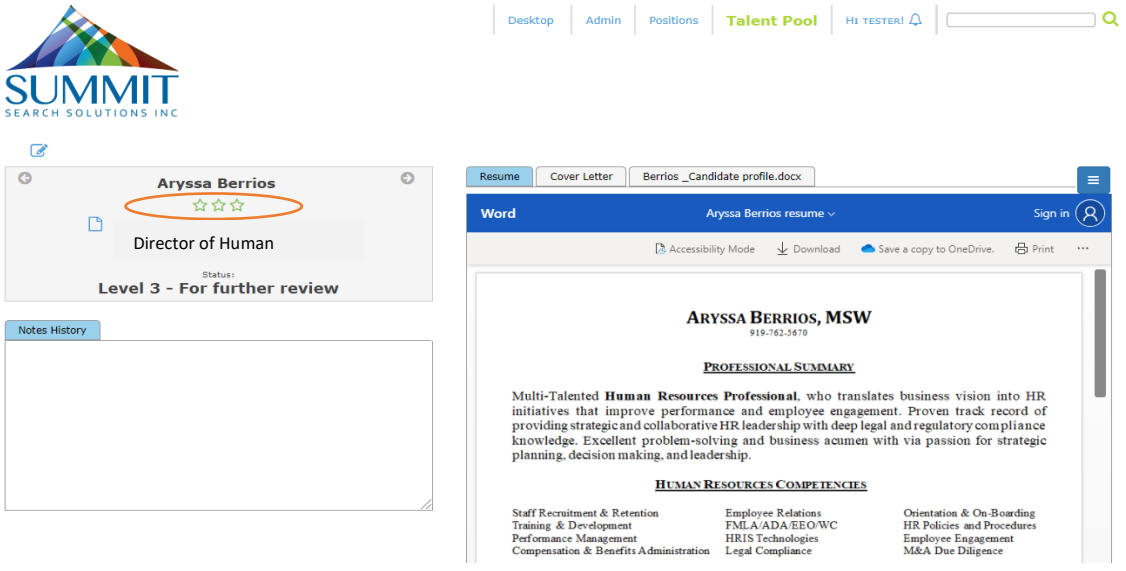
# Visual Tour of Search Committee Interface with Applicant Portal

## Search Committee Login on Summit Search Solutions Website

Note: Each Search Committee member will be provided with their own unique secure set of login credentials.



## Search Committee Reviews and Rates Applicants



## Confidential Sample Ratings Report

This **secure** portal enables search committee members to access and review candidate materials, rate their interest levels on a select group of candidates, and enter their personal notes. Summit then creates a summary report that the committee uses as a decision-making tool to narrow the candidate pool to focus on the top prospects.

**Confidential Search Committee Ratings Report**

Applicants		Search Committee Member Ratings										Ratings			
First Name	Last Name	LP	TR	SF	CC	CH	EC	SP	SA	EW	DP	HS	★	★★	★★★
Aryssa	Berrios	3	3	3	3	3	3	3	3	3	3	2	10	1	0
Kent	Knowell	2	3	1	2	3	3	3	3	3	2	3	7	3	1
Christie	Civitella	3	1	3	2	2	3	3	3	2	3	3	7	3	1
Sian	Bjango	2	3	3	3	1	3	2	1	3	3	3	7	2	2
Al	Rodriguez	2	3	2	3	1	3	3	1	3	3	2	6	3	2
Jeff	Williams	2	2	1	2	3	3	2	2	2	3	3	4	6	1
Kimberly	Myricks	2	2	2	2	1	3	3	2	2	3	3	4	6	1
Amy	Chen	3	2	1	2	2	3	2	1	3	2	3	4	5	2
Bob	Barret	1	3	2	1	3	2	1	1	3	2	2	3	4	4
Lauren	Satterlee	2	1	3	1	1	2	2	1	2	3	2	2	5	4
Colton	Baxter	2	1	2	1	2	2	2	1	2	1	3	1	6	4
Robert	Mick	2	2	2	1	3	2	1	1	2	1	2	1	6	4
Jerrard	Coleman	1	1	2	1	1	2	1	2	2	1	2	0	5	6

## Draft Project Timeline

To meet the goal of having a superintendent hire approved **April 25, 2023**, as proposed in the RFP, this suggested search timeline has been created.

DATES	DESCRIPTION
Week of Feb 13, 2023	Summit project team will facilitate conversations with the Board to confirm timeline, review desired characteristics, minimum and preferred qualifications, determine marketing plan, and stakeholder involvement.
Week of Feb 13, 2023	Summit will create and disseminate an electronic survey for further community stakeholder input (if deemed necessary).
February 20, 2023	Research and prep work to develop a pipeline of potential applicants; position profile created and approved. <b>The search officially launches.</b>
Feb 20-Mar 17, 2023	Candidate recruitment, outreach, assessment (4 weeks). Apply by date listed as March 17, 2023.
Week of March 20, 2023	Board/search committee reviews candidate paperwork. Ratings to be completed by committee by March 24, 2023.
Week of March 20, 2023	Summit meets with the Board/search committee to review candidates and support the selection of semi-finalists.
Week of March 27, 2023	The Board/search committee conducts first-round interviews with semi-finalists (either via Zoom or in-person, as desired by the Board). Summit consultant will participate. Finalists will be recommended and selected. During the candidate outreach and recruitment process, we inform candidates early on about the interview timeline so they can plan in advance to travel if selected.
Week of April 3, 2023	Finalists are interviewed on-site at CMS. Reference checks happen concurrently.
Week of April 10, 2023	Summit works with the Board/search committee to provide feedback and the candidate is selected for offer. References and background checks are finalized. Offer extended and negotiated with assistance by Summit.
April 25, 2023	Superintendent hire approved by Board.

## 3.3 Summit's Background and Company Qualifications

### ABOUT SUMMIT

[Summit Search Solutions, Inc.](#) is a boutique executive search firm that specializes in the education and nonprofit sectors. Based in Asheville, NC, Summit has a team of experienced recruiting consultants in strategic locations across the country including North Carolina, California, Kansas, Maryland, and New York. Working exclusively in the education sector since 2001, Summit's associates remain on the pulse of the trends, structures, challenges, and opportunities our clients face. Day in and day out, we are engaged with the marketplace—building relationships and developing an ever deeper and more nuanced understanding of the education and nonprofit sectors, enabling us to become even more effective partners for our customers. We pride ourselves on personalized service, impeccable process, and results that surpass client expectations. Summit does no formal marketing; our growth has been 100% organic, based on repeat business and client referrals.

Summit is an S-Corporation and has been granted certified woman-owned small business status in every state where we have applied.

### MISSION AND PHILOSOPHY

Summit is a boutique firm intentionally. Incorporated in 2009, Summit's vision was a firm that is rooted in process, precision, and results. We envisioned a firm that was small and specialized with the ability to provide the highest level of focus and attention to each search. We have remained true to this vision. Summit does not take shortcuts – we put in the time, effort, and attention to get the results we and our clients strive for: high-quality, diverse candidate slates.

- Incorporated in 2009, with search experience since 2001.
- Offices in North Carolina, California, Kansas, Maryland, and New York.
- Certified woman-owned small business in the state of North Carolina with HQ in Asheville.
- Summit's growth is 100% organic, based on repeat business and client referrals.
- Clients range from PreK-12 institutions to top-tier research universities.
- Perform 40-60 successful searches annually while tailoring each search strategy (includes passive candidate outreach).
- Extensive database as well as fresh primary research conducted for each search.
- 70% of placements have been women or BIPOC individuals since 2018.
- Secure search committee candidate review and rating portal.

### SUMMIT'S OUTREACH/CANDIDATE SOURCING

Building a robust and diverse candidate pool is critical to any successful search—yet, many institutions and search firms fall short on this front, relying too heavily on advertising and databases without taking the time to do diligent research to identify and contact candidates who may not be actively looking for a job change (passive candidates) as well as diverse candidates. Summit goes to great lengths to identify people in *like or feeder roles* for every search, a strategy that greatly enhances the quantity, diversity, and quality of the candidate pool. We spend significant time with our clients, gaining an understanding of each job role and what a strong and diverse candidate pool would look like. With those insights, we build tailored outreach strategies for each search and provide clients with data to show the steps that we have taken and the outcomes of each.

Summit's commitment to diversity and to providing diverse candidate slates is an area where we excel, and our clients take note. Additionally, Arasi Adkins is an AIRS Certified Diversity and Inclusion Recruiter. Our candidate slates typically include 20% or greater people of color, with some slates over 40%. From January 2017 through December 2022, we have placed 220 individuals. The placements break down as follows:

- 35% identify as BIPOC (Black, Indigenous, or person of color)
- 53% female
- 47% male

While these statistics speak for themselves, it's important to note that we are both personally and professionally committed to racial equity, inclusion, and educational justice.

We also take pride in developing detailed and visually pleasing **marketing materials** that capture the essence of the organization and the position for which we are recruiting. Sample prospectuses of some of our recent searches are listed below.

- [Superintendent of Schools, Guilford County Schools](#)
- [Chair of Humanities, North Carolina School of Science and Mathematics](#)
- [Head of School, The Learning Community School](#)
- [Dean, Maseeh College of Engineering and Computer Science, PSU](#)
- [Dean for Institutional Diversity, Reed College](#)

## Performance History

### PreK-12 Search

Guilford County Schools	Superintendent
The Learning Community School (NC)	Head of School
North Carolina School for Science & Mathematics	Chair of Humanities
North Carolina School for Science & Mathematics	Chair of Science
North Carolina School for Science & Mathematics	Chair of Mathematics
Portland Public Schools	Senior Director of Facilities and Asset Management
Portland Public Schools	Director of Operations and Maintenance
Portland Public Schools	Director of Project Management, Planning & Design

### Superintendent Search – Guilford County Schools

Summit was proud to have been selected for this search. Guilford County Schools is a large, comprehensive, and complex school district with 70,000 students and 126 schools. It is the 3rd largest district in the state of NC, and the 50<sup>th</sup> largest of more than 14,000 school districts in the United States. Throughout the process, we listened. We listened to the voices and feedback of Board members, parents, students, and staff members *and we made sure* to incorporate that feedback into our sourcing and search processes. We made adjustments when needed based on the desires of the search committee. For example, we adjusted our typical application review process based on a suggestion by the Board chairs. Our processes and methods encourage collaboration and discussion, and this was noted by the Board. Our candidate sourcing yielded many more candidates than anticipated, and it was because of our outreach efforts. The applicant pool was made up of 64% candidates of color, 61% of whom were African American candidates. Following the search, the GCS Board enthusiastically shared that they would be glad to serve as references.

In addition to PreK-12 searches, Summit has successfully completed hundreds of academic-sided searches for higher education leadership positions. The sampling below highlights a sampling of those searches, the process for which is nearly identical to a superintendent search.

### Executive Search Work Within Higher Education Sector (Sampling)

Adler University	Associate Vice President for Institutional Advancement
Adler University	Associate Vice President of Human Resources
Adler University	Associate Vice President of Student Affairs
Adler University	Executive Dean of the Online Campus
Adler University	Executive Director, IPSSJ
Adler University	Vice President for Finance and Chief Financial Officer
American Chiropractic Association	Chief Executive Officer
Ameritech College of Healthcare	Chief Executive Officer
Ameritech College of Healthcare	Dean of Nursing
Association for Computing Machinery	Chief Executive Officer
Ball State University	Assistant Vice Provost for Lifetime Learning
Bay Path University	Vice President for Enrollment Management
Black Hills State University	Provost
Boise State University	Associate Vice President for Budget and Planning
Boise State University	Associate Vice President of Human Resources

California Health Sciences University	Provost and Vice President for Academic Affairs
Carroll College	Senior Vice President for Academic Affairs & Dean of the College
Carroll College	Vice President for Institutional Advancement
Chadron State College	Associate Vice President for Teaching & Learning Technologies
Chadron State College	Associate Vice President of Human Resources
Chadron State College	Vice President for Enrollment Management
Chaminade University of Honolulu	Provost
Chaminade University of Honolulu	Vice President of Enrollment Management
Chicago School of Professional Psychology	Campus President
Chicago School of Professional Psychology	Online Campus Dean
Chicago School of Professional Psychology	Vice President for Online and Blended Learning
Chicago School of Professional Psychology	Vice President of Academic Affairs
Cincinnati State Technical & Community College	Dean of Health and Public Safety
Cincinnati State Technical & Community College	Dean of Humanities and Sciences
Center for Minorities and People with Disabilities in IT	Executive Director
College of Western Idaho	President
College of Western Idaho	Provost
College of Western Idaho	Vice President of Finance
Community Foundation of Western North Carolina	Donor Relations Associate
Computer Science Teachers Association	Executive Director
Concordia University - Portland Campus	Chief Collaboration Officer
Council on Chiropractic Education	President
Daymar College	Executive Director Financial Services
D'Youville College	Vice President for Enrollment Management
D'Youville College	Vice President of Institutional Advancement
EDUCAUSE	Vice President & Chief Financial Officer
Elizabethtown College	Dean, School of Continuing and Professional Studies
Escoffier School of Culinary Arts	Chief Financial Officer
Florida Polytechnic University	AVP of Human Resources
Fontbonne University	Dean of Eckelkamp College of Global Business & Professional Studies
Forest Institute of Professional Psychology	Dean of the Doctoral Program
Grantham University	Provost
Idaho College of Osteopathic Medicine	Vice President of Finance and Chief Financial Officer
Idaho State University	Assistant Vice President for Finance and Administration
Idaho State University	AVP for Marketing and Communications
Idaho State University	Dean of the College of Business
Idaho State University	Dean of the College of Education
Idaho State University	Dean of the Graduate School
Idaho State University	Dean of the School of Nursing
Idaho State University	Dean of the University Libraries
Idaho State University	Executive Director for Treasury, Business Services, & Policy
Idaho State University	Provost and Vice President for Academic Affairs
Idaho State University	Risk Manager/Associate Compliance Officer
Idaho State University	Vice President for Finance and Business Affairs
Idaho State University	Vice President for Health Sciences
Idaho State University	Vice President for University Advancement
Imagine Learning	Chief Academic Officer
Kansas College of Osteopathic Medicine	Dean COM
Lake Erie Regional Health System	Chief Information Officer
Lake Erie Regional Health System	Chief Quality Officer
Lake Erie Regional Health System	Vice President of Human Resources
Le Moyne College	Dean Arts & Sciences
Lesley University	Dean of Lesley Art & Design



Lewis & Clark College	Associate Vice President for Facilities
Lewis & Clark College	AVP Public Affairs and Communications
Lewis & Clark College	General Counsel and Chief of Staff
Lewis & Clark College	President
Lewis & Clark College	Vice President for Admissions and Financial Aid
Lewis & Clark College	Vice President of Student Life and Dean of Students
Life Chiropractic College West	President
Logan University	Dean of Allied Health Sciences
Logan University	Executive Director of Admissions
Logan University	University Programs President
Maryland Institute College of Art	Associate Vice President for Finance
Maryland Institute College of Art	Associate Vice President of Human Resources
Maryland Institute College of Art	Associate Vice President of Campus Planning and Facilities
National Board of Chiropractic Examiners	Executive Vice President
National Louis University	Dean, National College of Education
National Louis University	Dean College of Professional Studies and Advancement
National Louis University	Dean of the College of Psychology and Behavioral Sciences
National Louis University	Executive Director for McCormick Center for Early Childhood Leadership
National Louis University	Executive Director of Student Financial Aid
National Louis University	Provost
National Louis University	Vice President and Chief Research Officer
National Louis University	Vice President for Marketing & Enrollment
National Louis University	Vice President Institutional Advancement
National Louis University	Vice President Finance and Administration
New College of Florida	Executive Director of Admissions
New York Chiropractic College	Vice President of Academic Affairs
New York Chiropractic College	Vice President of Enrollment Management
New York Chiropractic College	Associate Director of Development
North Carolina Outward Bound School	Dean of the College of Social & Behavioral Sciences
Northern Arizona University	Dean, College of Environment, Forestry and Natural Sciences
Northern Arizona University	Dean for the College of Engineering and Engineering Technology
Northern Illinois University	Executive Director/CEO
OhioNET	Dean for the Meinders School of Business
Oklahoma City University	Provost & Vice President for Academic Affairs
Oklahoma City University	Executive Director
Orbis Cascade Alliance	Vice Provost for Education & Innovation
Oregon Health and Science University	Vice President for Institutional Advancement
Oregon Institute of Technology	Dean of Academic Affairs
Pacific Oaks College	Dean of Online Programs
Pacific Oaks College	President
Pacific Oaks College	Vice President for Finance and Administration
Portland Community College	Assistant Vice President for Diversity & Multicultural Student Services
Portland State University	Assistant Vice President for Enrollment Management
Portland State University	Associate Vice President for Human Resources
Portland State University	AVP Advising and Career Services
Portland State University	Campus Public Safety/Campus Police Chief
Portland State University	Chief Diversity Officer
Portland State University	Dean College of the Arts
Portland State University	Dean for the Maseeh College of Engineering and Computer Science
Portland State University	Dean, Graduate School of Education
Portland State University	Founding Dean OHSU PSU School of Public Health
Reed College	Dean for Institutional Diversity
Reed College	Vice President for Student Life

Saginaw Valley State University	Dean for Carmona College of Business
Saginaw Valley State University	Dean, College of Education
Saginaw Valley State University	Dean, College of Health and Human Services
Saybrook University	President
Saybrook University	Vice President for Academic Affairs
Seattle Pacific University	Dean for the School of Health Sciences
Seattle Pacific University	Dean for the School of Theology and Seattle Pacific Seminary
Seattle Pacific University	Dean, College of Arts and Sciences
Southern California University of Health Sciences	Associate Vice President of Admissions
Southern California University of Health Sciences	Associate Vice President of Student Services
Southern Oregon University	Chief Diversity & Inclusivity Officer
Southern Oregon University	Vice President for Enrollment Management and Student Affairs
Southwest College of Naturopathic Medicine & Health Sci	Chief Medical Officer
Southwest College of Naturopathic Medicine & Health Sci	Vice President of Inclusive Excellence
Southwest College of Naturopathic Medicine & Health Sci	Vice President Institutional Advancement
State College of Florida, Manatee-Sarasota	Dean of Nursing & Health Professions
State College of Florida, Manatee-Sarasota	Executive Vice President and Provost
State College of Florida, Manatee-Sarasota	Vice President, Student Services & Enrollment Management
TCS Education System	Chief Financial Officer
TCS Education System	Vice President for International Recruitment and Partner Relations
TCS Education System	Vice President, Enrollment Management
University of Bridgeport	Dean of the College of Chiropractic
University of Bridgeport	Dean, College of Naturopathic Medicine
University of North Carolina at Greensboro	Dean for University Libraries
University of North Dakota	Associate Vice President for Finance
University of North Dakota	Dean of the College of Engineering and Mines
University of North Dakota	Dean, College of Arts and Sciences
University of North Dakota	Dean, School of Aerospace Sciences
University of Phoenix	Dean of Health Care Administration
University of Phoenix	Dean of Nursing, College of Health Sciences and Nursing
University of Phoenix	Founding Academic Dean School of School of Public Health
University of Redlands	Associate Provost & Director of the Armacost Library & Learning Commons
University of Redlands	Vice President of Advancement
University of Utah	Assistant Vice President for Student Health & Wellness
University of Utah	Associate Vice President and Dean of Students
University of Utah	AVP/Dean for Undergraduate Studies
University of Utah	Chief Facilities Design & Construction Officer
University of Utah	Chief Global Officer
University of Utah	Dean of the College of Education
University of Utah	Dean of the College of Humanities
University of Utah	Dean, College of Social & Behavioral Sciences
University of Utah	Executive Director, Red Butte Garden
University of Utah	Executive Director, Technology & Venture Commercialization
University of Utah	Senior Vice President for Academic Affairs
University of Utah	Vice President for Institutional Advancement
University of Utah	Vice President for Research
University of Western States	Dean, College of Chiropractic
University of Western States	Vice President for Academic Affairs/Provost
University of Western States	Vice President of Financial Affairs
University of Wyoming	Associate Vice President for Human Resources
University of Wyoming	Associate Vice Provost for Enrollment Management
University of Wyoming	Associate Vice Provost for the Global Engagement Office
University of Wyoming	AVP for Institutional Research & Effectiveness

University of Wyoming	Dean of the College of Arts & Sciences
University of Wyoming	Dean of the College of Health Sciences
University of Wyoming	Dean, Haub School of Environmental and Natural Resources
University of Wyoming	Director of Alumni Relations and Executive Director of Alumni Assoc.
University of Wyoming	Executive Director of Budgeting and Planning
University of Wyoming	Vice President for Finance and Administration
W.K. Kellogg Foundation	Vice President of Information Systems and Technology
Washington State University	Executive Director, Office of Outreach & Education
Wayne State College	Dean of the School of Arts and Humanities
Wayne State College	Dean of the School of Business and Technology
Wayne State College	Dean of the School of Education and Counseling
Wayne State College	Vice President of Academic Affairs
Western Interstate Commission for Higher Education	Vice President for Programs and Services
Willamette University	Dean, Atkinson Graduate School of Management
Willamette University	Dean, College of Law
Willamette University	Vice President for Enrollment Management
Willamette University	Vice President for Marketing Communications
Willamette University	Vice President for Student Affairs and Dean of Students

To see a comprehensive list of our searches please visit our website at <https://summitsearchsolutions.com/job-listings/>.

## Conflicts Of Interest/Off-Limits Policy; Legal Claims; Confidentiality

In addition to PreK-12 search, much of our work is in the higher education realm. When engaged with a new search, we do not actively recruit from active clients. If someone applies of their own volition, and they happen to work with an active client, we review their candidacy just as we would with other applicants. Our policy would not affect our ability to ethically source qualified candidates for this search.

Our firm has not had any type of financial relationship with a candidate who was included in any search involving our firm. We have no current legal claims, officially filed or not, pending against our firm. We have never had any legal claims filed against our firm.

Confidentiality is a critical part of any search process. It is common and expected when applicants do not disclose to their current employers when that they have applied to a different position, except when named as a finalist. Candidates are more likely to apply when they are assured confidentiality throughout the process, allowing for a more robust pool. This is always the goal – for the Board/search committee to have a high-quality, robust pool to narrow down to the best candidates. Summit recommends a closed search for this reason, whenever possible. We will work with the Board/search committee to develop a confidentiality agreement for the Board/search committee (as we did with Guilford County Schools).

## 3.4 Staffing and Key Staff Qualifications

Summit's senior consultants that will be assigned to this project are listed below and will be available for the duration of this search.



**Arasi Adkins**  
**Senior Search Consultant (Co-Leader)**

Arasi also has over 20 years of experience in HR management. Before joining Summit, Arasi served as Asst. Superintendent of HR for Durham Public Schools, and prior to that as Asst. Vice Chancellor for HR at North Carolina A&T State University. Arasi also served as head of HR at the Chapel Hill-Carrboro (CHCCS) and Alamance-Burlington School Systems. In those roles, she oversaw all recruitment/selection efforts, districtwide. Through the years, she was the project lead in 100+ successful searches for principals, assistant principals, and central office leadership positions like coordinators, directors, executive directors, and assistant superintendents. Arasi is passionate about the search and selection process and has revised/revamped recruitment and selection processes in each of her previous employers. When she worked in the Chapel Hill-Carrboro school system, she pushed for more diversity and inclusive hiring practices, resulting in the selection of more African American leaders than in the history of CHCCS at the time. She also formed an affinity group for teachers and administrators of color, the first of its kind at CHCCS. She has strong working knowledge of the role of school superintendents, having served in multiple cabinet-level positions. Arasi's passion is in identifying exceptional and diverse candidates and helping to match them with the right position at the right time in their career.

Arasi works from a virtual home office in the Greensboro, NC area. She is a graduate of Virginia Commonwealth University with a bachelor's degree in sociology and a Master of Arts in Teaching.



**Dr. Todd LoFrese**  
**Senior Search Consultant (Co-Leader)**

Todd LoFrese has over 20 years of experience in leading across all operational aspects of school systems. He served as the Assistant Superintendent of Schools in Watertown, CT, and as the Assistant Superintendent for Support Services in Chapel Hill-Carrboro City Schools, NC. At the Chapel Hill-Carrboro City Schools, Todd oversaw the HR department, and was heavily involved in the search processes for all leadership positions. Todd is highly skilled with candidate outreach and assessment. Having led in school systems for twenty years, he has a keen understanding of what qualities are needed in a great superintendent.

Todd received a Bachelor of Science degree from Cornell University, an MBA from Baker College, and an advanced degree in Educational Leadership from Sacred Heart University. He earned a Doctor of Education from the University of North Carolina at Chapel Hill where he has also taught the doctoral-level systems leadership course. Todd lives in Carrboro, NC with his family.

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Arasi and Todd will implement the research, prospecting, outreach, and candidate assessment processes. They will build the candidate slate and will recruit qualified applicants to the opportunity. They will interview and prequalify all candidates submitted to the committee and will be involved in every step of the search process from beginning through completion. They will maintain ongoing communication with the candidates throughout the process and will work together to ensure a diverse slate of highly qualified candidates is presented to the Board. If selected, Arasi and Todd will be fully dedicated to this important search, and it will be their priority. Summit only takes on a limited number of searches each year, so that our clients can be assured the proper time, care, and attention required for a successful search.

Arasi's and Todd's full resumes are attached to this proposal.

## 3.5 References

### **Deena Hayes-Greene**

Board Chair

Guilford County Schools

Greensboro, NC

Phone: 336-690-9516

Email: [hayesd@gcsnc.com](mailto:hayesd@gcsnc.com) or [dhayes@racialequityinstitute.org](mailto:dhayes@racialequityinstitute.org)

*Superintendent search. Ms. Hayes-Greene serves as the Board Chair for Guilford County Schools. She shared that we provided excellent service in a complex search at GCS this past year.*

### **Jill Wilson**

Board Attorney

Guilford County Schools

Greensboro, NC

Phone: 336-271-3130

Email: [jwilson@brookspierce.com](mailto:jwilson@brookspierce.com)

*Superintendent search. Ms. Wilson was the primary liaison between Summit and the Board. Ms. Wilson has decades of experience working with the school board and has been involved in numerous superintendent searches. Ms. Wilson shared that we provided excellent service in the search and enthusiastically offered to serve as a reference.*

### **Dr. Pascal Mubenga**

Superintendent

Durham Public Schools

Durham, NC

Phone: 919-264-7030

Email: [pascal\\_mubenga@dpsnc.net](mailto:pascal_mubenga@dpsnc.net)

*Arasi served as a cabinet member on Superintendent Mubenga's team at Durham Public Schools. He can attest to Arasi's leadership and strengths that she exhibits in the recruitment/selection process.*

### **Dr. Jillian La Serna**

Current Board Member, Former Board Chair, Former Principal

Chapel Hill-Carrboro City Schools

Chapel Hill, NC

Phone: 858-228-0036

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

*Dr. La Serna is a former colleague of both Arasi Adkins and Todd LoFrese and can speak directly to the quality of their work and experiences in public education.*

## 3.6 Pricing Proposal

The comprehensive proposal provides full service to CMS during the entire process – including community conversations, prospect research, outreach/recruiting, assessment, candidate profiling, candidate management, search process management, as well as comprehensive reference and background checking, and offer negotiation.

This model offers a full guarantee. If the chosen candidate leaves the role for any reason within a 12-month window, Summit will repeat the search one time on an expenses-only basis (no project fee).

<b>Project Fee</b>	Fixed project fee of \$45,000.
<b>Administrative Fees</b>	None
<b>Additional Expenses</b>	<ul style="list-style-type: none"><li>• Advertising and posting fees (approximately \$2,000-\$2,500) billed back at cost.</li><li>• Background checks billed back at cost (approximately \$2000).</li></ul>
<b>Guarantee</b>	Full guarantee. If the search needs to be re-done within the first 12 months, we will repeat the search one time on an expenses-only basis (no project fee).
<b>Payment Structure</b>	<ul style="list-style-type: none"><li>• Payments are divided into thirds. CMS will pay the first third of the fee to Summit as the contract is executed.</li><li>• The second payment will be due upon delivery of the candidate slate to the search committee.</li><li>• A final invoice (last third of the project fee plus reimbursable expenses) will be due upon confirmation of the finalist slate.</li></ul>

## Arasi Adkins

arasiadkins@gmail.com  
4034 Forbes Way  
Burlington, NC 27215  
(c) 336-693-7612

### Professional Summary

20 years' experience in HR management, including recruitment and selection, strategic planning, policy creation and implementation, employee relations, classification/compensation, career counseling, credentialing, benefits administration oversight, and budget management. Strengths include building relationships with all stakeholders, streamlining and revamping selection processes, new program development, and strong track record of utilizing technology solutions for efficiency and effectiveness.

### Education/Affiliations/Awards

- Virginia Commonwealth University, Richmond, VA, 1999 (BS/MAT degree) - BS Sociology, Master of Arts in Teaching
- Speaker, Governor Roy Cooper's [DRIVE Summit](#): ensuring equitable representation of educators in the classroom
- Governor Bev Perdue's [digiLEARN](#) educator micro-credentialing committee, the only HR director selected in the state
- Inaugural recipient of the Chapel Hill-Carrboro District Administrator of the Year award, May 2014
- Personnel Administrators of North Carolina, 2007-2016 and 2018-present
- UNC General Administration HR Council Member, 2016-2017
- Higher Education Recruitment Consortium Member, 2016-2017
- State Superintendent's Ethics Advisory Committee, June 2015-October 2016
- Central Carolina Regional Educational Service Agency (CC RESA), Former Chair, HR Council 2011-2016; 2018-present
- DPI Graduate Pay/Non-Teaching Experience Appeals Panel, Former Vice Chair, 2011-2016; 2018-2020
- NC Educational Policy Fellowship Program, (EPFP) graduate, 2013

### Work Experience

#### Senior Consultant, *Summit Search Solutions, Inc.*

January 2021 – present

- Recruit and source diverse pools of candidates for leadership positions, while exhibiting stellar customer service, diplomacy, tact, and professionalism.
- Use analytical and assessment skills to select the best matches for positions based on search committee needs and culture of the organization.
- Implement the research, prospecting, outreach, and candidate assessment processes.
- AIRS© Certified Diversity and Inclusion Recruiter.

#### Assistant Superintendent of Human Resources, *Durham Public Schools*

January 2018 – January 2021

Cabinet level position. Interact with key stakeholders from all levels of the organization. Build and nurture great relationships with internal and external partners.

- Oversee all HR functions for our school district in alignment with DPS Strategic Plan goals. (5,000 employees; 33,000 students). Core functions include employee relations, staffing, benefits, leaves, temporary/substitute employment, onboarding, etc.
- Exceeded all HR strategic plan goals in year (increased teacher retention rate; hired more Latinx staff; launched an organization-wide employee engagement survey, creating baseline data; and much more)
- Lead/manage/motivate a team of 22 HR staff members to achieve to their full potential.
- Achieved average customer satisfaction rate of **94%** for the duration of my leadership. Overall customer satisfaction went from **94%** to **96%** in the last year, even during the global COVID pandemic.
- Lead the successful implementation of a non-certified employee compensation study, impacting all non-certified staff and central office administrators.

#### Assistant Vice Chancellor of Human Resources, *North Carolina A&T State University*

October 2016 – January 2018

Supervised all HR operational departments – including Talent Solutions (Recruitment/Retention & Classification/Compensation), Benefits, Human Resources Information Systems, and Staffing Services. Interact with key stakeholders from all levels of the organization. Build and maintain great relationships with internal and external partners.

- Accountable for the efficient and effective functioning of the HR operational units to provide stellar service to faculty, staff and students. Created two new university-wide electronic processes in less than a year, that replaced existing paper-based processes (resignation form/process, leave of absence form/process).

- Communicated HR goals and objectives to the campus and other key stakeholders and gathered feedback from campus to manage effectiveness of HR programs and institute continuous improvement.
- Provided the operational oversight for the design and implementation of HR metrics and customer service level agreements to monitor and track customer satisfaction. Created new HR customer satisfaction survey; **92%** average customer satisfaction rate during my tenure.
- Helped to revamp university selection processes, kicking-off by presenting to all deans and senior administrators on “The Psychology of Selection.”

**Senior Executive Director, Human Resources, *Chapel Hill-Carrboro City Schools*** **November 2011 – October 2016**  
Cabinet level position. Interacted with key stakeholders from all levels of the organization. Built and maintained great relationships with internal and external partners.

- Handled all employee relations issues: arbitration, grievances, investigations, and terminations. Worked with the Superintendent, Board, principals, other district staff, and attorneys in handling several complex employee relations cases.
- Directed all aspects of employee recruitment/selection. Developed streamlined, highly effective process for teacher and administrator selection across the district, resulting in greater racial diversity at *all* leadership levels – including the largest number of Black leaders hired in the history of CHCCS.
- Created a support group for teachers and administrators of color.
- Revamped the district’s HR management system; established position control system, linking positions with financial system.
- Managed all HR policy changes, work proactively and creatively to identify policy needs and implementation.
- Worked with Asst. Supt. and external consultants in managing two major compensation studies, impacting all CHCCS staff.
- Managed all aspects of employee benefits programs; annual district recognition reception; employee wellness.
- I was the recipient of the first ever “District Administrator of the Year” award – similar to Teacher of the Year.

**Executive Director of Human Resources, *Alamance-Burlington School System*** **October 2010 – November 2011**  
Lead the HR department at the Alamance-Burlington School System, reporting directly to the Superintendent (cabinet level position). Focused on efficiency and streamlining processes; re-organized department. Re-established positive relationships and created a marketing effort to re-brand the image of HR as a customer focused, strategic partner in all aspects of the smooth and effective operations of the school system. Main responsibilities were very similar with CHCCS position and included:

- Employee relations; policy creation/implementation; recruitment/selection/staffing; employee benefits; risk management

**Director, Staffing and Licensure, *Alamance-Burlington School System*** **July 2007- October 2010**  
Managed the staffing process, hiring, credentialing, employee relations, and contracts for 3,000 employees.

- Collaborated with principals and department heads to ensure staffing needs were met. Successfully managed staff restructuring – layoffs, transfers, new hires, etc. Worked closely with the Finance Officer to ensure accuracy in position management, reducing the number of audit exceptions by 40%. Reduced wait-time for filling vacancies by 70%. Served as licensure officer for the district (1,700 teachers). Achieved a 100% licensure accuracy rate.

**Placement Officer, *School District of Philadelphia*** **February 2005 - July 2007**  
Managed the staffing and placement of all school-based non-instructional employees, reorganization of personnel (including annual transfers, layoffs, and re-hiring), and school allotment reconciliation for approximately 5,000 employees.

- Lead, managed, and motivated a team of 7. Received numerous accolades for being the most cohesive and effective team within the HR department. Recommended and implemented staffing processes that saved the District over \$100,000 in health care, unemployment, and other administrative costs annually. Decreased the number of unemployment claims by roughly 60%.

**Special Projects, *School District of Philadelphia*** **October 2002 – February 2005**  
Selected among 120 HR employees to serve as project manager for a newly created Office of Recruitment and Retention, commissioned by CEO Paul Vallas.

- Coordination of day-to-day operations for the Campaign for Human Capital - a 150-member taskforce comprised of business, education, community, and political leaders, to improve the recruitment and retention of teachers in Philadelphia schools. Managed and monitored annual operating budget of \$2.4 million and \$6 million of Title I funding. Helped plan and evaluate 2 cohort programs for 40 employees who assumed school leadership positions. Organized bimonthly meetings with 38 Philadelphia area colleges/universities’ Schools of Education faculty.

**Recruiter/Selection Representative, *School District of Philadelphia*** **November 2000 – October 2002**

- Recruited/selected the best and brightest teachers and staff for the 185,000-student school system.



# Christopher Todd LoFrese

402 Rockgarden Rd.  
Chapel Hill, NC 27516  
919-442-7258  
toddlfrese@gmail.com

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<b>EDUCATION</b>	<b>Ed.D. Doctor of Education</b>	May 2014
	University of North Carolina at Chapel Hill	
	<b>Ed.S. Education Administration Specialist</b>	December 2012
	University of North Carolina at Chapel Hill	
	<b>Advanced Certificate of Education Administration</b>	June 2007
	Sacred Heart University, Fairfield, CT	
	<b>Masters of Business Administration</b>	August 2001
	Baker College, Flint, MI	
	<b>B.S. Economics</b>	May 1994
	Cornell University, Ithaca, NY	
<b>PROFESSIONAL EXPERIENCE</b>	<b>Senior Education Consultant</b>	<b>April 2022-current</b>
	School Operations Specialists, Wake Forest, NC	
	Summit Search Solutions, Asheville, NC	
	<ul style="list-style-type: none"><li>Support districts with major projects such as strategic planning, superintendent searches, program reviews, budgeting, student assignment plans, safety committees, outsourcing, facility needs studies, and the creation of educational specifications.</li></ul>	
<b>Chief Business Officer</b>	<b>Nov. 2018-April 2022</b>	
Participate Learning, Chapel Hill, NC		
<ul style="list-style-type: none"><li>Responsible for the leadership, oversight, and operations of the global education company's business strategy, teacher recruitment, business functions, technology, facilities, marketing and finances.</li></ul>		
<b>Assistant Superintendent for Support Services</b>	<b>July 2008-Nov. 2018</b>	
Chapel Hill-Carrboro City Schools, Chapel Hill, NC		
<ul style="list-style-type: none"><li>Responsible for the leadership, oversight, and operations of the district's finances (\$150+ mil), facilities (22 facilities, 2 mil sq. ft.), child nutrition, personnel (2000+ employees), transportation, technology, and student enrollment (12,000+ students).</li></ul>		

**Assistant Superintendent**

**July 2003-July 2008**

Watertown Public Schools, Watertown, CT

- Responsible for the leadership, oversight, and operations of the district’s facilities, food service, personnel, technology, and transportation.

**TEACHING/  
MENTORING**

**Adjunct Professor**

**Fall 2018**

The University of North Carolina at Chapel Hill

- EDUC833 Systems Leadership

**Central Office Internship Mentoring**

- 2014-2015 Michael Sasscer (Advanced teaching roles and compensation model)
- 2013-2014 Kristin Walker (Classified employee growth evaluation model)
- 2012-2013 Jillian LaSerna (Student assignment policy, planning, and implementation)

**Ed.D. Dissertation Committee**

- Andrew Ware, UNC-Chapel Hill, Educational Leadership 2019
- Phil Holmes, East Carolina University, Educational Leadership 2017

**FOCUS  
AREAS**

Central office transformation	Principal supervision and support
Strategic planning	Navigating policy and politics
Budget development and district finance	Compensation Analysis
Human Resources	Collective bargaining
Capital project oversight	Educational specifications
Comprehensive facility management	School safety plans
Child Nutrition	Transportation
Program reviews	Dual language programming
Student assignment policy & implementation	Pubic relations
Facilitative problem solving & decision making	

**BOARDS/  
COMMITTEES**

- Chair: Cross Cultural Competency: NC Coalition for Global Competitiveness
- Chair: Advanced Teaching Roles
- Chair: Dual Language Vision and Programming Review
- Chair: Child Nutrition Program Review
- Chair: Northside Elementary School Community Visioning Committee
- Chair: Education Specifications Committee for Chapel Hill High School
- Chair: District Safety Committee
- Co-Chair: Strategic Plan Implementation Team
- Member: 2016 Orange County Bond Education Committee
- Member: Durham-Orange Light Rail Transit Project Committee
- Member: Carolina Center for Education Excellence Revisioning

Member: Family Success Alliance  
Board Chair: Triangle Bikeworks

**CERTIFICATES/  
PROFESSIONAL  
TRAININGS**

North Carolina School Superintendent License  
North Carolina School Principal License  
North Carolina Public School Forum Education Policy Fellowship  
Bell Leadership Leaders Round Table Masters for Senior Executives  
Cornell University Certificate of Marketing Strategy  
TregoED Strategic Tools for Excellent Problem Solving

**RESEARCH/  
PUBLICATIONS**

LoFrese, C. T. (2014). *A Case Analysis of a Suburban North Carolina Public School System's Elementary School Level Redistricting Outcomes* (Doctoral dissertation, The University of North Carolina at Chapel Hill).

Angelon-Gaetz, K. A., Richardson, D. B., Lipton, D. M., Marshall, S. W., Lamb, B., & LoFrese, T. (2015). The effects of building-related factors on classroom relative humidity among North Carolina schools participating in the 'Free to Breathe, Free to Teach study. *Indoor Air*, 25(6), 620-630.

**PANELS/  
PRESENTATIONS**

2016 School Diversity in Action: Strategies for Increasing School Diversity and Fostering Equitable School Environments co-sponsored by The Coalition for School Diversity, The Century Foundation, and the U.S. Department of Education 400 Maryland Avenue SW Washington, DC

2015 Education Policy Fellowship Panel Discussion: Navigating the Budget Process at the State and Local Level

2014 State of K-12 Education presented to the Chamber of Commerce Economic Development & Public Policy committee

2011 Synchronizing Development and School Capacity: Schools Adequate Public Facilities Ordinance (SAPFO) presented to the Chamber of Commerce Economic Development & Public Policy committee



## **CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**

**Charlotte-Mecklenburg Government Center  
600 East Fourth Street, 5<sup>th</sup> Floor  
Charlotte, NC 28202**

### **REQUEST FOR PROPOSAL SERVICES FOR A SUPERINTENDENT SEARCH PARTNER**

January 13, 2023

## I. INTRODUCTION

### 1.1 WHAT WE ARE LOOKING FOR

The Charlotte-Mecklenburg Board of Education ("Board" or "CMS") is requesting informal proposals ("RFP") from qualified firms or individual consultants interested in providing Executive Search Consultant Services for the position of Superintendent for CMS to express their interest by responding to this RFP.

This RFP is open to any service provider who would like to respond, and the Board encourages participation from minority-owned, women-owned, and veteran-owned businesses. It is not the intention of this RFP to put this service out for bid. The objective of this RFP is to select a search firm to assist the Board and facilitate the search process for a new Superintendent.

### 1.2 BACKGROUND

The Charlotte-Mecklenburg Board of Education is seeking a new Superintendent to implement solutions to accelerate student achievement, engage families and the community in student success, and continue to address the challenges to learning presented by the global pandemic. Charlotte-Mecklenburg Schools educates more than 141,000 students in 181 schools working with more than 18,000 staff members. CMS is proud of its diverse mix of students who represent 184 countries and speak 204 languages and dialects. Our student population is primarily 35.9% Black, 29.6% Hispanic or Latino, 24% white, and 7% Asian.

The Board seeks an experienced Superintendent who is familiar with our schools' successes and challenges. The Superintendent must have a strong belief in the innate talent of every student and demonstrate an unrelenting pursuit in closing opportunity and achievement gaps that exist between students. The successful candidate must be committed to uplifting student voice, bringing families into decision-making, and supporting teachers, educators, and all school staff in the success of our students. The Board seeks a candidate who has a solid foundation in instruction and how students learn, as well as a belief that learning does not happen in a vacuum and is most effective when students feel supported and have access to services that prioritize their physical and mental health. Candidates must have demonstrated experience improving outcomes and closing opportunity gaps for students of color, multi-lingual learners, students with disabilities, and students of diverse socio-economic backgrounds. The Board operates under a [Student Outcomes Focused Governance](#) framework.

The Charlotte-Mecklenburg School system is governed by a nine-member school board, comprised of six district members and three at-large members, who serve four-year staggered terms. The Board is charged with hiring, supervising, and evaluating the Superintendent. The Board is also the corporate policy-making body for the district, and the Superintendent and staff provide the leadership to cause Board policies to be implemented. The Superintendent, as the Board's chief executive officer, is responsible for ensuring that academic and business operations are being carried out in accordance with the lawful rules of the Board as either set forth by Board action or in Board policy. The Superintendent is also responsible for accomplishing reasonable interpretation of the Board's goals within the boundaries provided by the Board's guardrails, Board policy, State, and Federal law. The Superintendent is obligated to implement the school district's policies and budget. Therefore, it is essential the Superintendent demonstrates: a) educational leadership; b) administrative and leadership skills; and c) the ability to communicate and interface effectively with the community and its institutions. A specific job description will be developed by the Search Committee and selected search firm.

### 1.3 COMMUNITY ENGAGEMENT

Community Engagement is key to the success of our school system. This superintendent search process began in the fall of 2022 with Community Engagement, which included listening sessions, stakeholder interviews, and online surveys. Although these community engagement efforts were thorough and the feedback aligned with the Board’s vision and values, additional Community Engagement by the selected search firm will be needed to ensure community input is representative of all geographic, demographic, and socio-economic groups in our county. This may require targeted survey collections and a final public engagement session(s) as deemed necessary by the Search Committee. All completed community engagement information is available at <https://charmeckschools.org/superintendentsearch>.

### 1.4 TIMELINE

The Search Committee intends to work with urgency to appoint a Superintendent by April/May 2023. This search will be conducted at an accelerated pace given the competitive marketplace for superintendents. We are looking for a search partner that can deliver excellent services to enable the Board to attract strong, innovative candidates for this position. Interested firms or individuals must be willing to commit the necessary staff resources to accommodate our appointment timeline.

The table below shows the preliminary timeline. Dates are subject to change by the Search Committee. Any changes will be posted at <https://charmeckschools.org/superintendentsearch>. The deadline for responding to this RFP is **Thursday, February 2, 2023**.

* Week Starting	Board	Action	Milestone	Date	Time	Location
1/2/2023	Jan 4 - Committee Meeting	Create and Approve Timeline and Review and Revise RFP	Search Kickoff	1/4/2023	11:00 AM	CMGC
1/9/2023	Jan 10 - Board Meeting	BOE Approves Timeline & RFP Process		1/10/2023	6:00 PM	CMGC
	Jan 10 - Committee Meeting	Finalize RFP		1/10/2023	Post Board	CMGC
	Jan 13 - RFP Goes Live	RFP Goes Live & Press Release	RFP Live			
1/14/2023		RFP live				
1/23/2023	Jan 25 - Committee Meeting	RFP live		1/25/2023	9:00 AM	CMGC
1/30/2023	Committee Meeting	Committee Search Firm Evaluation				
	Feb 2 - RFP Closed		RFP Closed			
2/4/2023	Committee Meeting	Committee Search Firm Selection & Finalize Contract				
	Board Meeting	BOE Approves Search Firm Contract	Search Firm Selected			
2/13/2023	Board Meeting	Search Firm / Board Working Sessions				
2/20/2023		Search Firm launches Search	Launch Search			
2/27/2023		Search Firm Recruiting				
3/4/2023	Committee Meeting	Search Firm Recruiting				
3/13/2023	March 17 - Applicant Deadline	Search Firm Application Deadline & Committee Evaluation	Application Deadline			
3/20/2023	Committee Meeting	Committee Narrow Finalists	Select Finalists			
3/27/2023	Small Group/Individual	Finalists: Candidate Interviews & Evaluation				
4/3/2023	Board Meeting	Meet to Select Superintendent	Select Superintendent			
4/10/2023		Contract Negotiations & Transition Planning	Spring Break			
4/17/2023		Transition Planning				
4/24/2023	April 25 - Board Meeting	Approve Contract, Effective Start Date and Transition Plan	Superintendent Hire Approved	4/25/2023	6:00 PM	CMGC

## **II. SCOPE OF WORK**

Services expected from the search partner include:

- 1) Assisting the Search Committee in conducting a search that generates a diverse pool of highly qualified candidates, including women and people of color.
- 2) Identifying, conducting background checks for, vetting, and soliciting applications from superior candidates locally and nationally.
- 3) Maintaining communication with candidates and responding to certain candidate inquiries and information requests.
- 4) Screening the initial applicant pool and providing a report on each applicant, using criteria developed in partnership with the Search Committee.
- 5) Sourcing and recommending candidates with whom the Search Committee will conduct interviews.
- 6) Conducting reference and background checks on all interviewees, as required, including more extensive reference checks on the finalists.
- 7) Providing timely advice and direct assistance to the Search Committee on the overall conduct of the search, including the interview process.
- 8) Assisting the Search Committee in coordinating candidate interviews and making necessary arrangements for candidate travel and accommodations.
- 9) Performing other related services in the conduct of the search.
- 10) In addition to delivering effective, transparent, and expert-level advice and assistance to the Search Committee, the ideal search partner will think creatively about candidate recruitment. A suitable candidate pool will provide opportunities for the Search Committee to assess a range of candidates who could lead the transformative agenda for CMS to improve student experiences, accelerate outcomes, close opportunity gaps, and increase instructional quality and rigor across the district.

## **III. PROPOSAL FORMAT**

Your proposal consists of every element of your response to this RFP.

Your technical proposal must include the following six things:

- (3.1) provide an introduction;
- (3.2) propose your approach for this project;
- (3.3) share your background and qualifications;
- (3.4) describe your team;
- (3.5) provide three references; and
- (3.6) outline pricing structure.

### 3.1 INTRODUCTION AND EXECUTIVE SUMMARY

On the cover or first page of your proposal, please provide contact information, including name, title, address, email, and phone number.

Please provide a brief introduction describing why you would be a good partner on this project and how you will highlight Charlotte-Mecklenburg Schools and Mecklenburg County to attract strong candidates.

### 3.2 APPROACH TO SCOPE OF WORK

This section is where you tell us how your solution meets and/or exceeds our needs. Then, please describe how you would deliver the solutions you outlined above in **Section II. Scope of Work**.

This section is a critical component of your proposal and should include a detailed description of your work plan and project organization. In addition to a comprehensive timeline and description of services provided, this section should include an initial outline of how your firm will identify and recruit diverse, knowledgeable, and qualified candidates who are ready to tackle the ambitious goals set forth by the Board in partnership with parents, educators, students, and members of the broader community.

Please be concise. Feel free to use any medium (e.g., graphics, links to your work, etc.) that helps make your case.

### 3.3 SERVICE PROVIDER BACKGROUND AND COMPANY QUALIFICATIONS

Describe your firm's history, structure, strategy, and work. Focus on your ability to be a good partner on this project. Please list any relevant awards your team has received. CMS reserves the right to request a copy of your firm's audited financial statements, including a detailed balance sheet and profit and loss statement for three years, or similar financial reports, to evaluate the financial strength of your company.

Specifically, this should include:

- 1) A summary of your firm's experience in conducting executive searches including, but not limited to, executive searches for superintendents, educational leaders, or comparable leadership positions in municipal, county, or state government. It is preferred that applicant firms or consultants have recent experience in conducting a successful search (selection of a candidate and acceptance of a position, as facilitated by your firm) for a superintendent of an urban K-12 school district with at least 50,000 students.
- 2) A detailed list of assignments in K-12 education, including the names of client institutions, titles of positions for which searches were conducted, and a brief description of the processes executed during each search, and length of time serving each assignment.
- 3) A list of the steps and actions your firm has taken to make diversity, equity, and inclusion a part of their operation. The Board is looking for a partner that considers inclusive leadership in its decision-making processes and recruitment tactics. This should include evidence of commitment to and successful experience in recruiting outstanding leaders in superintendent positions, or comparable roles, from culturally and racially diverse backgrounds.



#### 4) Conflicts of Interest/Off-Limits Policy

- a. What are your firm's off-limits policies? Please be specific in describing how your policies affect your ability to ethically source qualified candidates for this search.
- b. Has your firm ever had any type of financial relationship with a candidate who was included in any search involving your firm? If so, when and how was the relationship disclosed to your client?

5) List any current legal claims, whether officially filed or not, pending against your firm in the last 5 years.

6) How do you manage candidate confidentiality on a search such as this?

### 3.4 STAFFING AND KEY STAFF QUALIFICATIONS

Describe your team that would work on this project. Include a list with each team member, a summary of relevant credentials and experience, and an indication of proposed time commitment for each staff member. Make the case for why each team member will be great partners on this project.

Please provide bios, resumes, or whatever you think best highlights the strength of your team that will be working on this project. Define how your team will be structured; if your team includes multiple firms, please let us know how long you have worked together. Please identify and provide contact information for the lead staff person for this project.

### 3.5 REFERENCES AND ADDITIONAL INFORMATION

Please provide three (3) client references, including contact information and details of your history with each reference. Preferably, client references should be similar in size, scope, and complexity to CMS. Note incorrect contact information will be considered as a negative reference.

### 3.6 PRICING PROPOSAL

Please describe and itemize all costs associated with your proposed deliverables for this search. Feel free to attach supplemental documentation describing those costs. Comprehensively describe the intended pricing structure of services (percentage-based, retained search, contingency search, flat fee, etc.) and give thorough reasoning as to why this pricing strategy fits with the services provided.

Understanding the level of effort and cost for each deliverable will help us better understand the structure of the proposed work.

Please note:

- All prices are inclusive of travel. No additional charges, including travel lodging, food, miscellaneous expenses and any other expenses will be allowed.
- Any travel, accommodation, or other costs related to having applicants meet in person will be reimbursed to the search firm. These costs do not need to be included as part of the pricing proposal.
- The total cost that is quoted in your response to this RFP will be considered a best and final offer.
- You will bear the onus of any errors made in pricing the services (e.g., omitting a component of the services).
- Any cost incurred in preparing or submitting information in response to this RFP is your firm's sole responsibility; the Board will not reimburse for RFP preparation, travel, or lodging expenses incurred.

**IV. RFP CONTACT**

With the release of this RFP, please address all communications and questions to the Board’s General Counsel, André F. Mayes, by electronic mail: [superintendentrfp2023@cms.k12.nc.us](mailto:superintendentrfp2023@cms.k12.nc.us). In order to maintain the highest ethical standards, except as instructed in this document, please do not contact individual Board members or CMS staff during the RFP response and selection period, January 13, 2023 – February 2, 2023. After the proposal deadline, you may not communicate with the RFP contact or any other CMS official or employee, except to respond to a request from the RFP contact.

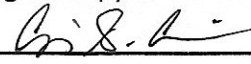
RFP Contact Information

André F. Mayes  
General Counsel  
Charlotte-Mecklenburg Board of Education  
Charlotte-Mecklenburg Government Center  
600 East Fourth Street, 5<sup>th</sup> Floor  
Charlotte, NC 28202  
980-343-6228

**V. SUBMISSION INSTRUCTIONS**

1. Firms interested in responding to this RFP, should respond in electronic format. Please submit your final proposal to André F. Mayes, [superintendentrfp2023@cms.k12.nc.us](mailto:superintendentrfp2023@cms.k12.nc.us).
2. Firms must supply the necessary information to this RFP no later than **Thursday, February 2, 2023** by close of business. Any proposals submitted after close of business on **February 2, 2023** will not be considered.
3. Only information received electronically in response to this RFP will be evaluated. Any oral communication is considered unofficial and non-binding.

Responder has read and understands the conditions (if any) set forth in this RFP and agrees to them without exception. Please include a signed copy of this entire document with your RFP response.

Name: Arasi Adkins - 

Company: Summit Search Solutions, Inc.

Date: February 2, 2023

**DISCLOSURE**

Please be aware responses to this RFP may be subject to disclosure under the North Carolina Public Records Act. If your firm is selected as the Board’s search partner, financial terms of the agreement will be public information. For clarification, please contact the Board’s General Counsel at 980-343-6228.