



Grundmeyer Leader Services

Prepared for:

Iowa City CSD

Interim Superintendent Search



www.grundmeyerleadersearch.com



GrundmeyerLeadS

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INTRODUCTION

Dear Iowa City School District Board of Education,

Grundmeyer Leader Services (GLS) is ready to go to work for you in recruiting and hiring an Interim Superintendent for the Iowa City Community School District. GLS is confident you will be pleased with the services our firm can provide, from recruiting a diverse candidate pool, to landing your top candidate.

Since its first search in 2013, GLS has grown into a trusted partner for schools looking to hire visionary and effective leadership. GLS proudly serves school districts across the nation and has conducted interim superintendent searches for Treynor, Grinnell-Newburg, Glenwood, Council Bluffs interim superintendent and Gilbert among others in Iowa. For a full list of successful hires, visit the search firm website at www.grundmeyerleadersearch.com. We put our name behind the leaders we help hire!

Highlights of what GLS can offer you:

- The leaders we hire stay longer than the national average of four years. In the last seven years, more than 90 percent of GLS hires are still leading in the same district in which they were hired.
- We get the local and national context and can effectively market to both to get you the most diverse and deep candidate pool possible.
- We will ensure your new interim superintendent is successful. Between the information we provide candidates throughout the search to the entry plan we help them create, their success is ours and we are committed to helping them be successful long-term.

The firm has grown significantly over the years because of quality service to districts at a fair price. Our quality service includes twenty-first century recruiting measures, advanced screening tools, and a clear process that leads to candidates who are truly the best fit for the district.

As a firm, we understand that you know your school district and community best. We understand how to lead a successful search process. As partners, we can facilitate a thorough and effective interim superintendent search to ensure the best leader is hired to take your district to the next level and add to your community.

Your Partner in Education,

Dr. Trent Grundmeyer

Dr. Trent Grundmeyer





School Leaders:

One of the most important decisions you will ever make is choosing a leader qualified to lead your district with the proven ability and skill set with the right fit for your district's strengths and challenges and your students' needs. This decision is even more challenging as you do not get many opportunities to practice the interviewing and hiring process. It is important to your staff and students that you get it right the first time.

We are grateful that Dr. Trent Grundmeyer has dedicated his passion and leadership experience, at both the principal and instructional academic levels, to assisting in the leader-search world. We encourage you to give the Grundmeyer Leader Search package your every consideration. The search is so much more than choosing from a stable of candidates. It involves a deep conversation with you, at the district and board level, to determine exactly what skills and passions will fit with the staff, students, and community you serve. Followed by a deep understanding of candidates to be interviewed, with reliable, objective information back to you to help you choose wisely.

In addition, Dr. Grundmeyer's commitment to ongoing support with entry plan execution is an asset not to be overlooked or undervalued. Getting off to a good start and charting the right course is a necessary first step to success. ISFIS is pleased to be coordinating with Dr. Grundmeyer to ensure you're getting accurate and current information to minimize missteps and maximize your new leader's understanding of the financial condition of your district. Providing your new leader with access to expert coaching and goal setting, as well as guidance in the areas of identified need, will ensure a productive first year foundation upon which to build.

Thank you for the work you do every day to educate Iowa students. They are counting on you. We believe you will be well served if you connect with Grundmeyer Leader Search to assist.

A handwritten signature in black ink, appearing to read "Margaret Buckton".

A handwritten signature in black ink, appearing to read "Larry Sigel".

Margaret Buckton and Larry Sigel

Iowa School Finance Information Services



CONSULTANT QUALIFICATIONS

Dr. Trent Grundmeyer

Trent is the founder of Grundmeyer Leader Search LLC. He currently serves as an associate professor of education leadership at Buena Vista University. His prior experience includes serving as a professor at Drake University and serving as a high school principal at Hampton-Dumont and Indianola High School. Trent was recognized as 2013 Secondary Principal of the Year by the School Administrators of Iowa organization. He was also named the 2009 Character Counts! Administrator of the Year in Iowa. He earned his doctorate degree in educational leadership at Iowa State University in 2013 and focuses much of his research around technology integration and leadership.

Trent has many connections around the state and Midwest which provides and advantages to the districts he serves through the recruiting and hiring process. Grundmeyer Leader Search continues to grow based on Trent's integrity in the search process ensuring that the leader who gets hired is truly the best fit for the job. GLS is now Grundmeyer Leader Services which has expanded the team of consultants to serve schools in leading the hiring process to onboarding new superintendents as well as leading administrative and school board retreats.

Shannon Bisgard

Shannon retired from the Linn-Mar Community School District where he served as school superintendent, associate superintendent, and building principal over the course of 20 years. Shannon also served as a teacher, coach, and principal in the Newton Community School District as well as a principal in Independence, and was a Regional Administrator at Grant Wood AEA.

Shannon completed his undergraduate work at the University of Iowa earning a bachelor of science degree in elementary education. He went on to earn a masters of education in school administration at Drake University and an advanced studies certificate and superintendent certification at the University of Northern Iowa.

Shannon has been married to his wife Diane for over 30 years. They have three grown children and have recently celebrated the birth of their first grandchild. In his spare time Shannon enjoys exercising, being outdoors, reading, and following the Iowa Hawkeyes.



THE FULL SEARCH TEAM

THE GRUNDMEYER LEADER SERVICES TEAM



DR. TRENT GRUNDMEYER
FOUNDER

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GRUNDMEYER LEADER SERVICES
RECRUITING CANDIDATES LOCALLY AND NATIONALLY
TRANSFORMING EDUCATION *One Leader at a Time*

SEARCH CONSULTANTS

 Russ Adams	 Dr. Tony Aylsworth	 Shannon Bisgard	 Todd Bloomer	 Dave Black	 Shane Ehresman	 Dr. Kevin Fiene
 Gary Gabel	 Todd Gordon	 Dr. Tim Grieves	 Jason Jacob	 Amy Lane	 Gary McAndrew	 Shanlee McNally
 Dr. Brian Mitchell	 Art Sathoff	 J.T. Stoder	 Gary Richardson	 Dr. John Speer	 Dr. Jim Verlengia	 Dave Versteeg
 Dr. Terry Welker	 Roger Wilcox					

SEARCH SUPPORT TEAM

 Erin Baumann	 Amanda Bonjour	 Kristin Heidemann
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WWW.GRUNDMEYERLEADERSEARCH.COM

Visit the Grundmeyer Leader Search website at <https://www.grundmeyerleadersearch.com/consultants.html> for more information about the GLS team and bios for each consultant.

BENEFITS OF A SEARCH FIRM

Recruiting candidates- A search firm can help recruit candidates both locally and nationally through personal connections, established networks, and marketing outlets that your organization most likely does not have. This traditionally increases your candidate pool.

Time dedicated to the hiring process- The search process is time intensive in getting stakeholder feedback, recruiting candidates, making reference calls on each candidate, and preparing for the actual interviews.

Objectivity in the hiring process- Your search team has a vested interest in your search process but is not invested in your organization and community like you are as a board member. Thus, the consultant can guide the process and ensure objectivity throughout the hiring process.

Tools to screen candidates- Making sure the best candidates surface is the science to the hiring process. Having the right screening tools is paramount to screening candidates and promoting those who are truly the best fit for your organization. The search firm has screening tools most organizations do not have.

Support with entry plan- The search firm can work with your successful candidate to tailor an entry plan so that they get off to a good start in your specific organization. Advice from stakeholders from the survey, financial and student achievement information, and data from the interview process shall all be considered in tailoring the entry plan and getting the new hire off to a successful start.

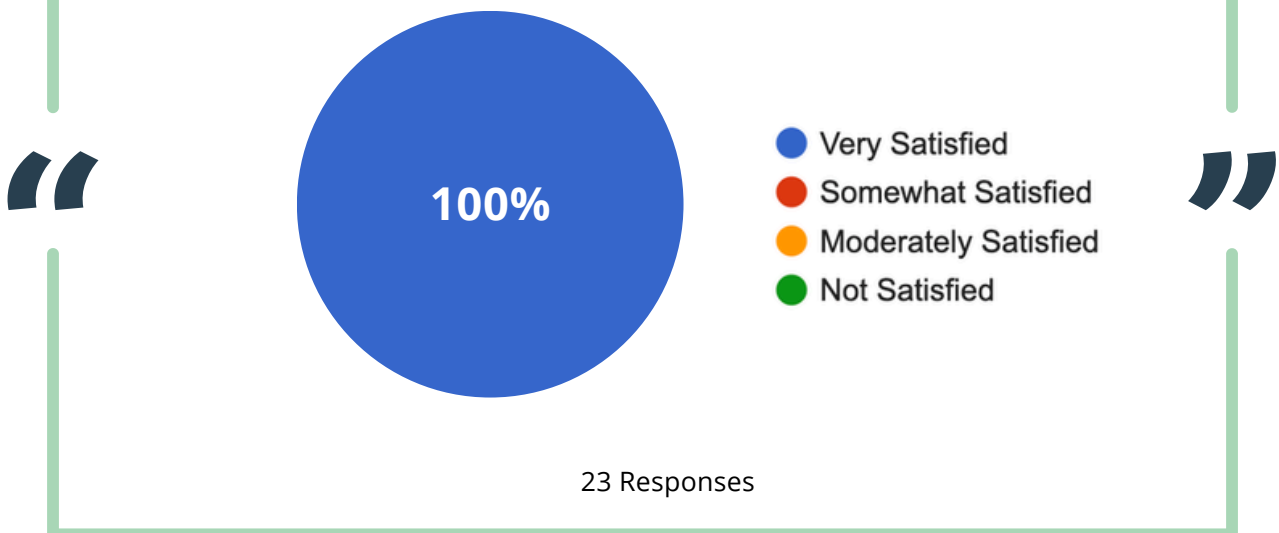
Validation to the board- Even if there is a strong internal candidate, a thorough and objective search process validates the successful candidate who surfaces to the board, stakeholders, and larger community base. New hires also get training and support long term from the GLS team.

THE GLS DIFFERENCE

- A personalized and professional approach to the search with the belief that the firm works for the board
- Recruitment and marketing strategies all aimed at the right fit rather than a pool of predetermined candidates
- A front-loaded search process that aligns a leader's professional skills and qualifications to the needs of the district
- Search support personalized to meet the specific needs of the board
- New marketing strategies to reach a more diverse pool of potential candidates
- Guidance through the hiring process based on research, experience, and current best practices
- Applicants apply online through Applitrack, eliminating extra paperwork
- Having the same search consultants to work with throughout the entire search process
- Using feedback from the search process, a detailed entry plan is drafted with the successful hire to set the candidate up for success in their new role

BOARD SATISFACTION

Please rate your overall satisfaction with Grundmeyer Leader Services throughout the hiring process.



TESTIMONIALS

You helped bring us together as a board when it came to finding our top candidate. DO NOT HESITATE HIRING GRUNDMEYER. First rate team, quality experience, excellent process! — Anamosa School Board

It was a pleasure to work with Grundmeyer Leader Services in the selection of our Superintendent for Harlan Community Schools. Over my nearly 15 years on the School Board this is the third time I have been involved in the search process. Your firm offered quality "Cadillac" service. I would recommend your company for any institution looking for education leadership recruiting. — Harlan School Board Member

Utilizing the services of Grundmeyer Leader Search the right choice for our district. We could not have had as successful of a process or outcome without the guidance they provided. Our board would not hesitate to work with them if the need arose again in the future. — Decorah Board President

Trent supported -- but did not control -- our search for a new superintendent. He provided connections, top-notch resources, and best practices for our process and did the background work to make everything run smoothly...yet it was clear that this was OUR process, not his. The end result was an excellent new hire and buy-in from the entire school community. — Emmetsburg Board President

If you want a consulting firm that continually puts your school district best interests first, this is the firm to work with. You treated us as we were your only client and was always available whenever any questions arose. Their research and guidance proved invaluable. A must hire! — Treynor Board President

GLS was a tremendous value in organizing our search process from start to finish. The direction and advice we received throughout allowed us to exceed our hopes and expectations. — Fort Dodge Board Member

My experience with Grundmeyer Leader Services was phenomenal. They facilitated a process that was personable and authentic, helping me and the board truly get to know each other and determine whether the fit was right. The interview preparation and coaching were highly effective, and Trent Grundmeyer's hands-on leadership gave me confidence throughout the process. Grundmeyer goes beyond a search, they provide a relational, professional, and supportive experience that sets leaders up for success. — Stratton School District R-4 (CO) Superintendent

Trust the GLS's process and follow the process. This is my 3rd search and the only search that the teachers, staff, parents, students, and community members were pleased with after the BOE's announcement. By far a much better outcome than the outcry and protest from previous searches. — Clarke Board Member

Grundmeyer Leader Services helped make the process of hiring our new superintendent go very smooth. Their knowledge and guidance through every step was welcomed and appreciated! — Sibley Board Secretary

As a board member who was going through the hiring of a superintendent for the first time I questioned if we really needed a firm to assist us. After the first meeting with the Grundmeyer Team I knew that the services they were providing was a necessity to ensure a fair and in-depth process and that no steps were missed or overlooked. They met all of those expectations. Thank you! — Center Point-Urbana Board President

I would highly recommend Grundmeyer Leader Services. Dr. Grundmeyer and his team helped the district navigate the process of hiring our next Superintendent through a highly efficient and effective process. — South Tama SBO



TIMELINE

The proposed timeline for the hiring of the Iowa City School District interim superintendent position is given below with a more specific timeline to be developed in conjunction with the board of directors.

PROPOSED HIRING TIMELINE	DESCRIPTION OF EVENTS
<p style="text-align: center;">PLAN</p>	<p>Establish salary range and benefits package Establish interview process and timeline Post-survey for stakeholder feedback Host stakeholder input meetings (optional)</p>
<p style="text-align: center;">RECRUIT June 3-14</p>	<p>Advertise position Recruit candidates for the position Develop screening interview questions</p>
<p style="text-align: center;">SCREEN Week of June 15</p>	<p>Screen candidate application materials Present candidates to the board Establish interview teams Establish formal interview questions Initial interviews</p>
<p style="text-align: center;">HIRE Week of June 22</p>	<p>Formal interviews Feedback and debrief with the board Job offer to successful candidate Conduct formal background check Solidify contract with new hire Announce hire to staff and community</p>
<p style="text-align: center;">ONBOARD</p>	<p>Share stakeholder survey advice Ensure proper licensure Develop an entry plan Develop first year goals</p>





DEVELOPING COMPENSATION PARAMETERS

Establishing a salary and benefit range prior to hiring will help in recruiting candidates and negotiating the successful candidate’s contract.

GLS will provide comparative data based on school size, location, region, and other factors. Benefits are compared to recent hires of the same position type. We also provide actual sample contract language to help the school board establish a fair but enticing salary and benefits package. Collaboratively, we are positioned to act as a liaison between the successful candidate and the school board.

IDENTIFYING DESIRED QUALIFICATIONS

GLS makes data-driven decisions to establish criteria specific to your organization, which are used throughout the search process to ensure a good fit and a successful candidate.

To develop an understanding of the core qualities and skills desired in your next leader, GLS will facilitate a community stakeholder survey (digital) to obtain direct feedback from stakeholders. The search firm may also conduct constituent meetings if requested by the board. At the conclusion of the survey, we will present the results to the board and assist the board in identifying themes which will be the basis for identifying desired qualifications for the position. These desired qualifications are then used throughout the search process, including recruiting and screening, as well as formulating interview questions to help ensure boards truly find the right fit.

All of this data will also be used as a guide to creating an entry plan for the successful candidate, ensuring a smooth transition of leadership. Our firm will also recommend an interview process that includes input from all stakeholder groups: teachers, administrators, parents, students, board of education, and community members.

RECRUITING DIVERSE & QUALIFIED CANDIDATES

It is recommended that candidates can confidentially apply through Grundmeyer Leader Services and are only made public when finalists are announced for the position. This confidential process ensures candidates can apply without losing credibility in their current job, which traditionally increases the overall quality of the candidate pool.

The position is marketed on Indeed, K12 Job Spot, LinkedIn, X, iHire, Applitrack, Handshake, through university preparation programs, and the GLS website. GLS is well-networked around the Midwest and across the nation to recruit a diverse candidate pool. Personal phone calls and emails are the best way to recruit the highest qualified candidates. Any names of potential candidates shared with GLS are contacted.

GLS will assist the board in conducting a nationwide search that generates a diversified pool of qualified candidates for the position.



Superintendent search statistics from the 2024-2025 academic year.

GLS recruits candidates who are believed to be a good fit for the organization based on the desired skills and qualifications established by the district stakeholder survey. Stakeholders are also asked to assist in recruitment by supplying the names of potential candidates to GLS. The board is also asked what candidates may surface that are not a good fit for the organization. Recruitment entails solicitation of current leaders in area school districts as well as other leaders in the Midwest who are deemed a good fit for the position. Although other firms may promote being able to recruit from a national pool or have consultants around the United States, the truth is that each firm posts to similar national boards.

Grundmeyer Leader Services has hired multiple candidates from out of state. Many of these candidates were contacted personally to apply for a position for which they were identified as a good fit. Other candidates have inquired about the position on state posting boards and reached out to the firm directly. Regardless of how the candidates hear about the position, we will recruit the best candidates both locally and nationally and facilitate a hiring process that ensures the best candidate for your district is hired.



SHARED CANDIDATE INFORMATION

To ensure a thorough and confidential review process for our current hiring initiative, we will implement a three-phase approach in collaboration with the school board. In the first phase, board members will receive weekly updates with application materials for each candidate as they are submitted, including detailed cover letters, resumes, and reference letters, which allows for continuous evaluation. Following the application deadline, the second phase will provide comprehensive information on all candidates and initial screening results. Finally, the third phase will involve an in-person board meeting in a closed session to review all candidates, incorporating confidential references and social media checks to ensure a well-rounded assessment. This structured approach will facilitate informed decision-making and maintain the integrity and confidentiality of the selection process.

PHASED CANDIDATE UPDATES TO THE BOARD



ESTABLISH INTERVIEW TEAMS & QUESTIONS

Formal interviews are normally conducted on your campus but can be a combination of Zoom and face-to-face. Usually formal interview teams include one or more mixed teams consisting of multiple stakeholder groups, an interview with the board, and a community and district tour. Stakeholder interviews may include representatives from the following groups: administrative team, classified and certified staff, students, and community members. It is the responsibility of the district to be purposeful in the selection of interview team members as districts know its constituents at a much deeper level than GLS.

Interview questions for each stakeholder team are provided after input is garnered from interview team members.

CANDIDATE REVIEW

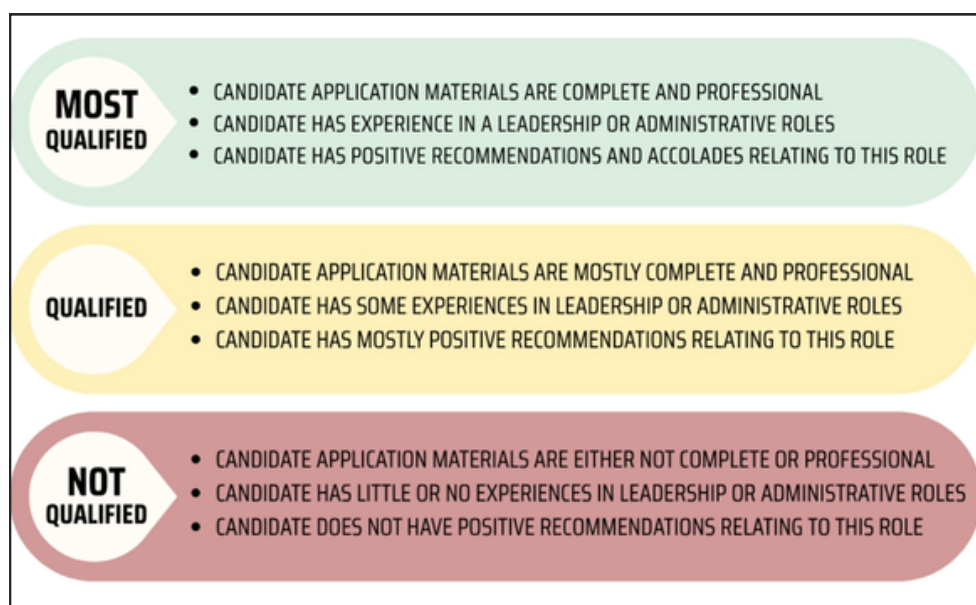
A search firm's role is to objectively rate candidates based on their skills and experiences in relation to an organization's desired qualifications. Something unique to GLS is that we will present materials for all candidates for the board's consideration. We will advise based on objective data, but the decision on who to move forward with is a board decision. While each hiring process is unique and tailored to the individual district or organization, GLS ensures that all legal standards are met, key dates are clearly shared, and input from all stakeholders involved is gathered throughout the process. The stakeholder survey, screening protocols, interview questions, reference calls, and candidate comparisons are all aligned to the desired qualifications the board wants in the successful hire.

CANDIDATE SCREENING

The GLS List of Screening Tools and Resources:

- Online applications submitted via Frontline Technologies
- Stakeholder survey with comprehensive summary reports
- Education Simulations available for use during finalist interviews
- Conduct online background check through court websites
- Utilize 3rd Degree Screening for social media and online background checks
- Leadership Style, Motivators, and Attributes Inventory
- Interview feedback forms tailored to desired qualifications
- Finalist feedback chart to facilitate objective review of finalists

SAMPLE CANDIDATE SUMMARY REPORT



FORMAL INTERVIEW PROCESS

An organization's location, hiring timeline, benefits package, and other factors contribute to the total number of applicants. During the application period, the board will receive digital copies of applicant cover letters and resumes. Board members will have the opportunity to observe applications weekly throughout the process. Once the application period has closed, GLS will screen all candidates based on the desired qualifications developed earlier from the stakeholder survey. GLS will present a one-page Candidate Summary Report (an example is shown on the previous page) on every candidate and board members will receive materials from any and all applicants for the position. GLS will rate the candidates objectively and present that information to the board; however, it is the board's responsibility to select semifinalists to interview. Using the desired qualifications and data provided by GLS, the board will work to narrow the field to two or three finalists. Often, boards will select five to eight semi-finalists, and GLS will schedule 30-minute Zoom interviews so that the board can hear from each of the semi-finalists. After the screening interviews the board can again review all the data and select two to three finalist candidates for formal interviews. Sometimes, boards choose to move right to formal interviews with finalists.

During the actual interviews, a GLS consultant will be present to guide the process but will not participate in the actual interviewing of candidates. This includes talking with each interview team before the interview begins, introducing the candidates to the interview team, escorting the candidate between interview groups, and ensuring illegal interview questions are not asked throughout the process.

Each stakeholder team is provided interview questions by GLS. Traditionally, two to three minutes should be allotted for each interview question.

FEEDBACK & DEBRIEF

At the conclusion of the formal interview, stakeholder teams provide feedback and identify strengths and concerns regarding each candidate. Each individual on the interview team provides their individual feedback, and group discussions are not allowed until all feedback forms are gathered to ensure everyone has an equal and unbiased voice in the process. Stakeholder groups will NOT rank candidates, as it is the board's responsibility to review data and make the decision on the interim superintendent of the Iowa City School District. To make this important decision, the board can expect a comprehensive feedback report from the search firm consultants with accurate data collected from all interview team members and groups. GLS consultants will also share any factors for consideration with the finalists that may contribute to, or take away from, the candidate's capacity to lead and be successful in the position.

GLS provide support and guidance throughout the entire process, while keeping objectivity as much as possible. Just as it should be, it is the board's responsibility to actually decide semifinalists, finalists, and ultimately which candidate gets the official job offer. Finally, we will prepare multiple press releases for the district throughout the process. These are sent to the district for approval and dissemination as wanted.



FINALIST FEEDBACK CHARTS

The search consultant provides the school board succinct candidate feedback charts with themes from each interview team, key considerations, and final interview team ratings. This targeted data helps the board objectively review the finalists and make the best decision for their organization.




Candidate 1	Candidate 2	Candidate 3
<p>Strengths:</p> <ul style="list-style-type: none"> + Relationship builder + Communicates effectively + Confident + Would be visible in schools and the community + Passionate about education + Understands southern Iowa + Could be a culture builder + Would bring kids to the district + Could grow into position long-term + Cares about students and staff + Asked good questions to students 	<p>Strengths:</p> <ul style="list-style-type: none"> + Genuine and approachable + Effective and transparent communicator + Understands the district and community + Reflective and open to feedback + Natural relationship builder + Very organized + Student-centered + Passionate about education + Led district initiatives (calendar, Title I) + Builds capacity of others + Would promote sports and fine arts programs 	<p>Strengths:</p> <ul style="list-style-type: none"> + Superintendent experience + Diverse K-12 background + Collaborative leadership style + Calm and professional + Experience overseeing building projects + Experience with online program + Knows the area + Understands school finance + Values alternative education + Data-driven decision maker + Clear integrity + Follows district policies and procedures
<p>Concerns/Weaknesses:</p> <ul style="list-style-type: none"> - Limited total years in education - School finance experience - Using data to make decisions - Little experience overseeing major projects - Naive to how visible he can be and ideas he has 	<p>Concerns/Weaknesses:</p> <ul style="list-style-type: none"> - Holding former colleagues accountable - No superintendent experiences 	<p>Concerns/Weaknesses:</p> <ul style="list-style-type: none"> - Some general examples - Recent media reports - Lower energy than other candidates - No entry plan and didn't seem to do as much homework



ADVANCED INSIGHTS PROFILE (FOR FINALISTS)

The ADVanced Insights Profile provides a depth of understanding of candidates that is unmatched. There are three different, yet intricately connected profiles: DISC (focuses on HOW a person responds to problems, people, pace of work, and procedures/precedents); Values Index (focuses on WHY a person does what they do and what their motivators are); and Attributes Index (in WHAT order a person thinks and processes). This combination of profiles is a powerful tool in understanding candidates prior to actually hiring them. The ADVanced Insights Profile has been used in the business world very successfully and in several school districts throughout the Midwest.

The tool is EEOC compliant and researched-based. The Results Group of West Des Moines, IA, helps to administer the inventory and interpret the candidate's results.



**GRUNDMEYER
LEADER
SERVICES**

Community School District

Desired Qualifications:

- ⇒ Proven leadership skills
- ⇒ Experience with school finance
- ⇒ Vision to promote student opportunities

- Ability to foster positive culture
- Engagement in community
- Ability to foster community and school partnerships

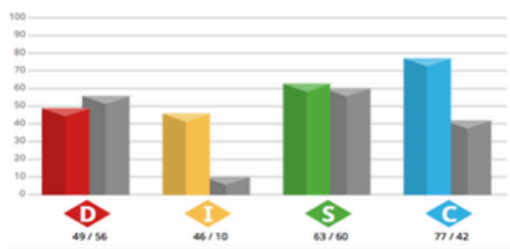
KYLE SMITH

Profile highlights: Kyle's DISC profile indicates he is responsible when addressing problems, and convincing in how he prefers to interact with others. He prefers a stable and consistent pace and prefers careful or systematic procedures. His values index shows he has a thirst for learning new things and is a team player. His lower values in Individualistic indicate he can support the team and does not value being in the limelight. Kyle's Dimensional Values indicate high levels of Practical Thinking, which means he can generate solutions to problems easily. His Systems Judgment is balanced which means he accurately considers the ramifications of his decisions. His Empathy is his lower External Dimension but still relatively high, which relates to higher levels of emotional intelligence.

SARA WILLIAMS

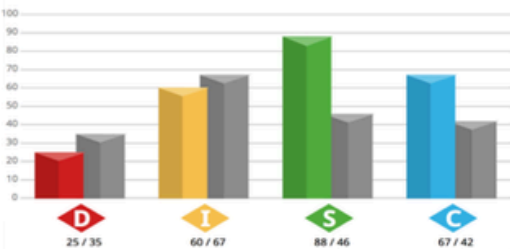
Profile highlights: Sara's DISC profile indicates she is mild in addressing problems and more poised in how she prefers to interact with others. Her high S indicates she prefers a slower predictable pace and is adapting up for a more active pace. Her higher C indicates Sara prefers to follow procedures carefully and analytically. Sara's Values Index shows she really likes to learn new things and values leadership opportunities. She has the attitude that the buck stops with her and is able to accept blame or criticism. Her lower Economic value conveys that she is not motivated by rewards. Sara's External Dimensions are high in both Practical Thinking and Systems Judgment, which means that she is able to develop solutions and consider their long-term implications.

Natural and Adaptive Styles Comparison

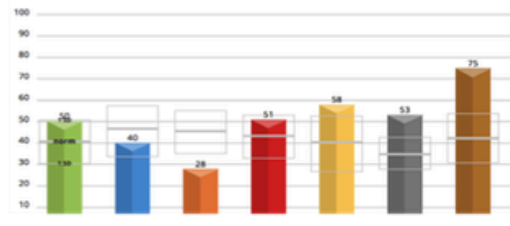


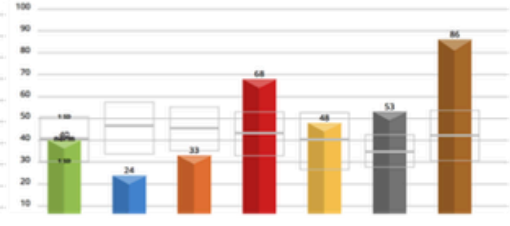
Style	Score	Target
D	49	56
I	46	10
S	63	60
C	77	42

Natural and Adaptive Styles Comparison



Style	Score	Target
D	25	35
I	60	67
S	88	46
C	67	42







BACKGROUND CHECK PROCESS & DUE DILIGENCE

Once top candidates are identified, consultants contact their current and previous employers and complete extensive reference checks on the finalists. Any concerns will be brought to the attention of the board president and/or board secretary. We also administer the Advanced Insights Inventory to surface each finalist's communication, motivation, and problem-solving style.

Grundmeyer Leader Services coordinates with 3rd Degree Screening to provide comprehensive, structured background and reference checks on every candidate. This includes social media screening to flag job-relevant risks on finalists, and state licensure/endorsements verification with the Board of Educational Examiners.

In addition to licensure and criminal background screening, your district human resources department is responsible for verifying a finalist's eligibility to work in the United States. This includes completion of Form I-9 (candidate completes section 1 no later than the first day of work; the district examines acceptable documents and completes section 2 within three business days) and, if the district participates, initiating E-Verify (a free DHS/SSA service) to confirm employment authorization. Because federal law requires the employer to perform these checks, the search firm cannot legally complete them on the district's behalf. However, GLS will coordinate timelines, provide checklists, and assist with documentation logistics so all required HR verifications are completed in accordance with law prior to the board's final contract action and onboarding. Note that E-Verify confirms work authorization—not citizenship—and must be used uniformly and only after an offer is accepted.

JOB OFFER TO SUCCESSFUL CANDIDATE

As it should be, it is the board's responsibility to actually decide semifinalists, finalists, and ultimately which candidate gets the official job offer.

A salary and benefit range as well as other potential benefits (such as cell phone stipend, relocation fee, TSA, or insurance) is normally established early in the search process. The search firm consultant is in a good position to act as a liaison between the successful candidate and the school board. Once a candidate is chosen, the board should decide on their first offer and provide some leeway to the search firm consultant. The consultant will then make the offer and keep the board updated until a formal hire is made. In the event that the successful candidate counteroffers the board's offer, the search firm consultant will communicate with the board by phone or email.

PUBLIC ANNOUNCEMENT

We will share communication templates for press release announcements throughout the hiring process. These are sent to the district for approval and dissemination as requested, including the final announcement naming your new interim superintendent.



DEVELOPING A SUCCESSFUL ENTRY PLAN

When a candidate is hired with GLS, the process is not over. We work with the new hire to establish an entry plan that ensures the candidate is well-informed to be successful in their new role. The entry plan includes key meetings, tasks, and people with whom to meet.

Advice for the new interim superintendent and feedback from the stakeholder survey will also be shared with your new hire. This information, paired with information gleaned throughout the hiring process, helps your new leader draft a customized entry plan to get off to a great start in your system. We also recommend first-year goals for the new leader.

The new leader will also go over their ADVanced Insights Profile with GLS consultants. This briefing will help give them a better understanding of their natural talents, leadership motivators, and potential blind spots. This data, too, will be used to create an effective entry plan and first-year goals.

FOLLOW-UP SUPPORT

GLS takes great pride in making sure that new hires are indeed a good fit for the organization. Our ongoing support for your new leader intentionally connects them to experts on finances and facilities through our annual onboarding workshop.

Grundmeyer Leader Services (GLS) supports new interim superintendents beyond hiring through strategic partnerships that ensure long-term success. The Donovan Group strengthens communication through stakeholder surveys, press releases, videos, and strategic planning. ISFIS provides financial insights and legislative updates, especially during the New Superintendent Onboarding Workshop. Together, these partners provide ongoing support to help new leaders thrive.

Your new interim superintendent will be invited to our annual onboarding workshop with all our partners!

GLS PARTNERS



FEE STRUCTURE

GLS is confident in our process, networks of candidates, and ability to hire a leader who is truly a good fit for the Iowa City School District. The organization is billed \$2,500 at the start of the search to cover marketing and travel costs. The remainder of the search fees are invoiced at the substantial conclusion of the search process.

DESCRIPTION	COST
Provide Potential Candidates	\$0.00 (Consider GLS for Permanent Hire)
Recruit, References & Interviews	\$5,500.00
Interim and Permanent Search	\$26,800.00 (\$21,800 full search and \$5,000 for interim - mileage waived for both)

The proposed cost is normally eight percent of the outgoing leader's salary based on the Department of Education website. All necessary travel (up to five trips), associated expenses, and applicable marketing, consultation, and mileage fees are included in this proposal. The proposed search total is guaranteed to be the maximum amount the district will pay.

We recommend the full search with all screening tools and steps to leverage the best outcome. However, the board may choose to remove or conduct some steps on their own. In this event, the total invoice is reduced. Again, the GLS philosophy is that the firm works for the board so the customized support will be what the board values to ensure they get the best hire.

Key steps and resources included in the proposed search invoice:

- Stakeholder survey and/or in-person meetings
- Salary and benefits comparable and planning
- Recruitment of highly qualified candidates
- Marketing on proposed outlets (websites, pools, social media, personal contacts)
- Disclosure of any and all known qualifications and concerns about all candidates
- Reference calls for all qualified candidates
- Objective candidate ratings for all candidates
- Hiring update document drafted to share with the public
- Initial screening interviews
- ADVanced Insights Profile of each finalist
- Facilitating formal interviews
- Candidate summaries presented to the board
- Contract negotiations
- A final announcement to share with the public
- Development of an entry plan
- Mileage and travel



Optional steps and resources included in the proposed search invoice:

- Extra advertising/marketing
- ADVanced Insights for screening semifinalists

Responsibilities of the Iowa City Board of Education not included in the proposed search invoice:

- Printing and copying of interview materials
- Sharing the stakeholder survey
- Contacting stakeholders for interviews
- Following open and closed meeting laws
- Travel costs for finalists (as necessary)
- Completing legally required background checks

SEARCH MATERIALS

GLS accepts full responsibility for the cost associated with advertising for the district's interim superintendent opening. As previously stated, the position will be marketed on K12JobSpot, social media, university preparation programs, Handshake, and the GLS website. GLS assumes the cost associated with posting the position on these sites. The district would assume the costs on any other marketing outlets.

PROFESSIONAL LIABILITY INSURANCE

GLS will maintain \$1 million in Professional Liability Insurance coverage. No workers' compensation insurance, or any other type of insurance should be obtained by the organization, on account of GLS.

GUARANTEE OF SERVICE

Grundmeyer Leader Services (GLS) guarantees the selected candidate for one year from their contract start date. If the candidate leaves within the first 12 months, GLS will conduct a replacement search at no professional fee; the district will only cover direct expenses (e.g., mileage, advertising). If the candidate departs during the second year, GLS will provide:

- **Career Advancement:** A replacement search at a reduced fee if the candidate resigns for a promotional opportunity.
- **Board Termination/Non-Fit:** A replacement search with no professional fee; the district pays only actual, direct expenses

SATISFACTION FEEDBACK

GLS follows up regularly after the new leader starts the job and sends a formal six-month survey to get feedback about their performance and the board's satisfaction. To date, over 92% of organizations have reported ongoing satisfaction with their new hire. Many organizations rehire GLS for future searches because of how satisfied they are with their new leader and the value they found in the hiring process.

90% or more candidates hired with the support from Grundmeyer Leader Services are still in their current role six plus years later. This is a sign that the hires placed with the support of Grundmeyer Leader Services are truly a good fit for the organization they are serving. The longevity of the leader is also a positive sign for the district and what is best for staff and students.

SEARCH FIRM REFERENCES

SCHOOL DISTRICT	POSITION FILLED	CONTACT INFORMATION
Gilbert CSD (IA)	Superintendent	Andrew Ricklefs (Board President) 515-570-5088
Council Bluffs	Chief Finance Officer	Dr. Vicki Murillo 816-352-7660
Fort Dodge CSD (IA)	Superintendent	Stu Cochrane (Board President) 515-570-5088
Decorah CSD (IA)	Superintendent	Ron Faldness (Board President) 563-380-2026
Hannibal CSD (MO)	Superintendent	Blane Mundle (Board President) 573-249-9120
Lewis Central CSD (IA)	Superintendent	Dorene Scheffel (Board President) 402-677-7342
Gallatin CSD (MO)	Superintendent	Jeff Donovan (Board President) 660-334-1415
Madrid CSD (IA)	Superintendent	Lauren Clark (Board President) 913-660-3712
Fort Dodge, St. Edmond (IA)	Principal	Mike Johnson (Board President) 515-570-6921
Algona CSD (IA)	Superintendent	Rodney Davis (Board Vice-President) 515-320-0153
Okoboji CSD (IA)	Superintendent and AD	Juli Johnson (Board President) 712-330-5430
Roland-Story CSD (IA)	Superintendent	Chris McIlrath (Board President) 515-310-7162
Hubbard-Radcliffe CSD (IA)	Superintendent and Principals	Jacob Bolson (Board Member) 563-379-2337
Iowa Girls High School Athletic Union	Executive Director	Erin Gerlich 405-334-2547
Missouri School Board Association	Partner	Linda Quinley (Finance Director) 573-208-7872
Clear Creek-Amana (IA)	Superintendent	Dr. Alison Momany allisonmomany@ccaschools.org
School Administrators of Iowa	Executive Director	Dr. Lisa Remy (Executive Director) 515-633-5111
Eldora-New Providence CSD (IA)	Principal	Jay Mathis (Superintendent) 641-849-0522
Ballard CSD (IA)	Superintendent	Steve Domino (Board President) 515-450-7574

FREQUENTLY ASKED QUESTIONS

How many candidates do you think will apply?

Traditionally you can expect around 5-12 interim superintendent candidates. The location, hiring timeline, and benefits package, among other factors will contribute to the total number of applicants.

Will the board see all candidates that apply?

Yes. Candidate materials (cover letter, resume, and references) are shared with the board each week.

When are candidates' names made public?

Candidates' applications are confidential until they would be named as finalists for the position. Normally, there would not be more than two to three finalists made public. The board will decide when/if finalists names are shared publicly.

What if a candidate is not brought to the board as a finalist who a board member thinks should be?

GLS will present EVERY candidate to the board; an objective rating (based on the desired qualifications identified earlier in the process) will be made by the firm and shared with the board. However, the board will select semifinalists and finalists. We do the behind-the-scenes work, but it is the board's responsibility to make these decisions.

What if the board does not agree on a candidate after the formal interviews?

The board has the final say in who is offered a contract. The board can expect a final report from the search firm consultants with summaries and data from the formal interviews. Any factors for consideration with the finalists will be brought to the board's attention so the board can determine the factors that may contribute to, or take away from, the candidate's capacity to lead and be successful in their district. The consultants will also prompt the board when there is not an agreement, to try to reach consensus on a final candidate.

*Thank
you!*