

INDEPENDENT SCHOOL DISTRICT NO. 659
SPECIAL SCHOOL BOARD MEETING

Friday, March 6, 2026 ~ 6:00 p.m. ~ Special Board Meeting
Northfield District Office Boardroom
Meeting Link

AGENDA

1. Call to Order
2. Discuss and decide superintendent search timeline, hiring criteria, stakeholder involvement, and procedures.
3. Discuss, decide, and schedule the steps necessary for the rest of the hiring process.
3. Adjournment

Reaching Out, Reaching Up:

THE 2027 STRATEGIC PLAN



VISION

We prepare every student for lifelong success by developing critical thinkers who are curious and ready to engage in our society.

BENCHMARKS

1

All children are ready for **kindergarten**.

2

All students are connected to the **community**.

3

All students are at grade level in **reading and mathematics** by the end of third and sixth grades.

4

All students exhibit physical, social and emotional **well-being**.

5

All students have a **connection** with a caring adult beyond their parents as they transition to middle school.

6

All students have interests, goals and a **vision** for the future by the end of eighth grade.

7

All students **graduate** from high school with a plan to reach their full potential.

8

All **employees** report satisfaction in the workplace.

9

All **parents** report satisfaction with their children's educational experience.

10

The district maintains 14% of its annual expenditures in its unassigned fund balance to ensure **financial stability**.

11

Community education provides relevant and accessible learning opportunities for all residents.

Note: The first seven benchmarks are aligned with the language identified by Northfield Promise, a collective impact consortium of 20 community organizations committed to helping Northfield's youth thrive "from cradle to career."

STRATEGIC COMMITMENTS



People

We prioritize the engagement, satisfaction, and support of every student, staff member, and family.



Learner Outcomes

We prepare every student to be academically and socially ready to choose their preferred pathway after high school graduation.



Equity

We ensure that every child has a fair opportunity to reach their full potential.



Communication

We communicate effectively and transparently with all stakeholders.



Stewardship

We responsibly manage our personnel, finances, property, time and environmental impact.



Partnerships

We seek community partnerships that accelerate student achievement of district benchmarks.



Northfield Public Schools Superintendent Search Planning Meeting Details March 6, 2026

___ Introductions

___ Review of Process

- MN statutes
- Board ownership

___ Timeline

___ Vacancy Brochure

___ Public Input

- Q&A with MSBA, Search preview meetings
- Community and staff survey
- Finalist interviews

___ Review Search Agreement

- ___ Focus groups
- ___ In-district meetings
- ___ National advertising
- ___ Background checks

___ Role of Current Superintendent

___ School Board Spokesperson

___ Ground Rules/Do's & Don'ts

___ In-District Contact Person(s)

___ Confidentiality Employee

___ Two Pre-Screening Priorities for the District

___ Questions



Northfield Public Schools – Superintendent Search Timeline

March 6, 2026 <i>(6:00 pm, Special Meeting)</i>	Planning meeting – Board adopts search timeline, reviews hiring criteria and search procedures
March 10 – March 22, 2026	Public Input survey open online and in hard copy
March 10, 2026 – April 7, 2026	MSBA posts opening on local, regional, and national websites, advertises position vacancy, receives applications, and responds to applicants' inquiries
March 18, 2026 <i>(4:00 pm – will be recorded)</i>	MSBA hosts informational Q&A session on Zoom – will be recorded for viewing throughout the search
March TBD, 2026	MSBA holds Search Preview mtgs w/ district leadership
April 1, 3, 6, 7, or 8, 2026 <i>(Time TBD, Special Meeting)</i>	Board meets for interview training, and to discuss public input report, interview questions and procedures
April 7, 2026	Application Deadline
April 8 – TBD, 2026	MSBA conducts screening, preliminary verification of references, pre-interviews of recommended applicants
April 9 – TBD, 2026	Board members review applications
April 15, 16, 17, 20, 21, 22, 23, or 24, 2026 <i>(Time TBD, Special Meeting)</i>	Board meets to determine finalists, interview questions and procedures; MSBA reviews interview training
April 18, 20, 21, 22, 23, 24, 25, 27, 28, or 29, 2026 <i>(Time TBD, Special Meeting)</i>	Board conducts first round of interviews
April 21, 22, 23, 24, 25, 27, 28, 29, May 5 or 6, 2026 <i>(Time TBD, Special Meeting)</i>	Board conducts reference checks and holds second round of interviews; Board selects lone finalist and sets negotiations process
April or May TBD, 2026	Board designee begins negotiations of employment contract
April or May TBD, 2026 <i>(Time TBD, Regular or Special Meeting)</i>	Board meets to approve employment contract
July 1, 2026	New superintendent reports to work
August 1 – December 31, 2026	New Board Team attends MSBA Transition Workshop





is seeking an exceptional leader to serve as **Superintendent**

Northfield Public Schools is located just south of the Twin Cities metropolitan area in Minnesota. The district covers 178 square miles and serves the communities of Northfield, Dundas, and the surrounding region. District Points of Pride:

- ◆ Students consistently score above state and national averages on standardized assessments, including the ACT, making NPS one of the top-performing districts in MN.
- ◆ Every district building (except NMS) has been updated since 2018, with the NHS Reimagine Project breaking ground in 2026.
- ◆ Graduation rates exceed the MN average by 15 percentage points, including strong outcomes for our Latino student population.
- ◆ NMS was recognized by MDE in 2026 as both an Exemplary High Performing School and an Exemplary Achievement Gap Closing School.
- ◆ A Spanish immersion program is offered at all three elementary schools.
- ◆ As the only MN public school district to authorize charter schools, NPS authorizes Arcadia Charter School and Prairie Creek Community School.
- ◆ NPS actively elevates student perspectives in decision-making through youth voice initiatives.
- ◆ A wide range of extracurricular opportunities in athletics and fine arts are offered, with numerous teams and ensembles earning state-level appearances and recognition year after year.
- ◆ Recognition as a Minnesota School Finance Award recipient for 13 consecutive years, including seven consecutive years of clean audits.
- ◆ NPS benefits from an engaged and invested community with strong, sustained partnerships.
- ◆ A robust community ed program serving learners of all ages and comprehensive early childhood programming.
- ◆ Long-term retention of highly experienced staff, and leadership stability, with only four superintendents since 1989—three of whom served ten or more years.
- ◆ Learn more at northfieldschools.org.

Application Deadline

To be considered for this position, an applicant's completed file must be received by MSBA prior to 11:59 p.m. on TBD, 2026.

About the Community

- Northfield is a charming historic community on the banks of the Cannon River, 45 minutes south of the Twin Cities. With a population over 20,000, Northfield offers an exceptional quality of life.
- ◆ In 2024, Money.com recognized Northfield as one of the Top 50 Places to Live. Country Living has also included Northfield on its list of the 50 Most Beautiful Small Towns in America.
 - ◆ Home to two nationally prestigious colleges, St. Olaf and Carleton.
 - ◆ Downtown Northfield is a lively destination filled with locally owned shops, restaurants, breweries, art galleries, and live music.
 - ◆ Outdoor enthusiasts enjoy hundreds of acres of parks and trails, canoeing and kayaking, and access to Nerstrand Big Woods State Park.
 - ◆ Learn more at visitnorthfield.com.

By the Numbers

- ◆ Student enrollment: 3,676
- ◆ Licensed staff members: 306
- ◆ Non-licensed staff members: 178
- ◆ Principals/Asst. Principals or Deans: 5/3
- ◆ Full-time District Office staff: 25
- ◆ District school buildings maintained: 7

Search Timeline

Announce Vacancy	TBD, 2026
Application Deadline	TBD, 2026
Applicant Screening	TBD, 2026
Announce Finalists	TBD, 2026
First Round Interviews	TBD, 2026
Second Round Interviews	TBD, 2026
Superintendent Begins	July 1, 2026

Leadership Profile

The Northfield Public School Board seeks an accomplished superintendent who demonstrates strong executive leadership, sound judgment, and a commitment to ethical governance. The successful candidate will bring proven ability to lead a complex organization, work collaboratively with the School Board, and advance district priorities through effective leadership and community partnership. Key attributes include:

- ◆ **Ethical Leadership** – Demonstrates honesty, integrity, professionalism, and ethical leadership in all decision-making and interactions across the district and community.
- ◆ **Fiscal Stewardship** – Possesses experience and expertise in school finance, including responsible resource allocation and sound fiscal oversight aligned with district priorities.
- ◆ **Effective Communication** – Leads through clear, confident, and purposeful communication that informs, aligns, and builds trust with all audiences.
- ◆ **Team Leadership** – Develops and supports a collaborative, high-performing leadership team focused on district priorities, accountability, and continuous improvement.
- ◆ **Community Engagement** – Builds trust through a visible, approachable, and engaged presence that strengthens relationships within the district and broader community.
- ◆ **Labor Relations** – Provides effective, fair, and professional leadership in collective bargaining and labor negotiations.

Previous superintendent experience preferred.

Salary and Benefits

TBD

2025-26 District Financial Highlights

◆ General Fund Revenue:	\$ 70,171,484
◆ General Fund Expenditures:	\$ 68,208,704
◆ Unassigned Fund Balance:	\$ 11,656,909
◆ Total General Fund Balance:	\$ 19,152,044

School District Mission

We prepare every student for lifelong success by developing critical thinkers who are curious and ready to engage in our society.

Screening Team

A team from the Minnesota School Boards Association's Executive Search Service (MSBA) has been selected to assist the School Board with the search process and in securing and screening applicants. The search team will be led by Amy Jordan, MSBA Associate Director of Leadership Development and Executive Search.

Deadline and Selection

MSBA's Executive Search Service uses an online application process. Applicants begin the application process at mnmsba.myrevelus.com. To be considered for this position, an applicant's completed file must be received by MSBA prior to 11:59 p.m. on TBD, 2026.

Contact Amy Jordan at 507-479-9984 (ajordan@mnmsba.org) with questions.

Applicants are requested to not contact school board members.

Northfield Public Schools is an equal opportunity employer. The MSBA Executive Search Service is an equal opportunity search agency.

Deadline to apply: TBD, 2026

NORTHFIELD PUBLIC SCHOOLS: SUPERINTENDENT QUALIFICATIONS

INSTRUCTIONS: Read the list provided below. Choose the **SIX** items you feel are the most important traits or skills the next Superintendent must possess.

1	Delegates authority while maintaining accountability	2
2	Demonstrates clear, confident, and adaptable communication skills	4
3	Develops and directs an effective leadership team	4
4	Develops trust and works collaboratively with diverse groups and communities	
5	Effectively mediates and accommodates different perspectives	2
6	Experience in developing and/or implementing a strategic plan	
7	Experience in implementing practices that support student safety and mental health	2
8	Experience in leveraging technology, AI tools, and/or web-based education curricula	2
9	Experience in school finance, including resource allocation and fiscal oversight	5
10	Follows the school board's chosen educational philosophy which reflects the community's values	1
11	Keeps up on changes in legislation and helps the school district engage in the legislative process	
12	Knowledge of and experience with equity leadership challenges and opportunities	
13	Knowledge of and experience with negotiations and the collective bargaining process	3
14	Knowledge of and experience with special education needs	
15	Leads with honesty and in an ethical manner with the school board, staff, students, parents, and community	7
16	Maintains a good working relationship with the media	1
17	Possesses a strong academic background with experience in curriculum	1
18	Possesses a visionary and creative approach to problem-solving	1
19	Promotes business and community involvement in schools	
20	Provides written, understandable administrative procedures that implement school board policy	1
21	Understands the effects of poverty on student learning and achievement	
22	Uses curriculum, data, and other resources to improve test scores	
23	Visible and accessible to the school board, staff, students, parents, and community	4
24	Works cooperatively with the school board; provides options and recommendations	2

Is it important that the next superintendent has previous experience as a superintendent? Yes 5 No 2



Vacancy brochure – compensation language

*A competitive compensation and benefits package, with a starting salary range of \$XXX,XXX-\$XXX,XXX, will be negotiated commensurate with experience and qualifications. Contract length is negotiable as provided in Minnesota statute. Additional benefits available may include (*List benefits such as: Health / Dental / Life / Long-term disability insurance; Personal / bereavement days; Relocation / car / phone allowances; VEBA/other retirement plans; HSA / HRA / Deferred compensation plan; Retention bonus*).

**Beginning January 1st, 2025, this will be the required verbiage per state statute, and benefits must also be included:*

Chapter 110, SF 3852 -- Article 7 Sec. 2. [181.173] SALARY RANGES REQUIRED IN JOB POSTINGS.

Subdivision 1. Definitions. (a) For the purposes of this section, the following terms have the meanings given.

(b) "Employer" means a person or entity that employs 30 or more employees at one or more sites in Minnesota and includes an individual, corporation, partnership, association, nonprofit organization, group of persons, state, county, town, city, school district, or other governmental subdivision.

(c) "Posting" means any solicitation intended to recruit job applicants for a specific available position, including recruitment done directly by an employer or indirectly through a third party, and includes any postings made electronically or via printed hard copy, that includes qualifications for desired applicants.

(d) "Salary range" means the minimum and maximum annual salary or hourly range of compensation, based on the employer's good faith estimate, for a job opportunity of the employer at the time of the posting of an advertisement for such opportunity.

Subd. 2. Salary ranges in job postings required. (a) An employer must disclose in each posting for each job opening with the employer the starting salary range, and a general description of all of the benefits and other compensation, including but not limited to any health or retirement benefits, to be offered to a hired job applicant.

(b) An employer that does not plan to offer a salary range for a position must list a fixed pay rate. A salary range may not be open ended.

EFFECTIVE DATE. This section is effective January 1, 2025.





Superintendent Search Survey

The School Board of Northfield Public Schools is conducting a search for its next superintendent, and input is now being requested. The Minnesota School Boards Association (MSBA) has been contracted to assist with the search and will summarize survey comments for presentation to the school board.

IMPORTANT: All responses to this survey will remain anonymous. Also, you are not required to answer every question in order to have your responses included.

Information from this survey will provide valuable input for the board to consider as they move forward in selecting the next superintendent. Please submit this survey by March 22, 2026, to the district office at 201 Orchard Street South, Northfield, MN 55057.

Thank you for your participation!

Please select the role that best reflects your perspective for this survey. Use only one response.

<input type="checkbox"/>	Business Owner/ District Partner or Agriculture
<input type="checkbox"/>	Community Member
<input type="checkbox"/>	Parent/Guardian
<input type="checkbox"/>	Staff Member
<input type="checkbox"/>	Student
<input type="checkbox"/>	Other (please specify)

Read the list provided below. From this list, **choose the top six areas of expertise** you believe the next superintendent must possess. Leave the remaining choices blank.

<input type="checkbox"/>	Budget and Finance
<input type="checkbox"/>	Business Partnerships
<input type="checkbox"/>	Collaborative Leadership
<input type="checkbox"/>	Contract Administration and Negotiations
<input type="checkbox"/>	Cultural Competency
<input type="checkbox"/>	Curriculum Development/Evaluation
<input type="checkbox"/>	Educational Equity
<input type="checkbox"/>	Fluctuating Enrollment
<input type="checkbox"/>	Fundraising/Grant Writing
<input type="checkbox"/>	Personnel Management
<input type="checkbox"/>	Public Relations
<input type="checkbox"/>	School Facilities
<input type="checkbox"/>	Social/Emotional Support Services
<input type="checkbox"/>	Special Education
<input type="checkbox"/>	Strategic Planning
<input type="checkbox"/>	Student Testing Results and Achievement
<input type="checkbox"/>	Technology



Read the list provided below. From this list, **choose the top six most important traits or skills** the next superintendent must possess. Leave the remaining choices blank.

	Delegates authority while maintaining accountability
	Demonstrates clear, confident, and adaptable communication skills
	Develops and directs an effective leadership team
	Develops trust and works collaboratively with diverse groups and communities
	Effectively mediates and accommodates different perspectives
	Experience in developing and/or implementing a strategic plan
	Experience in implementing practices that support student safety and mental health
	Experience in leveraging technology, AI tools, and/or web-based education curricula
	Experience in school finance, including resource allocation and fiscal oversight
	Follows the school board's chosen educational philosophy which reflects the community's values
	Keeps up on changes in legislation and helps the school district engage in the legislative process
	Knowledge of and experience with equity leadership challenges and opportunities
	Knowledge of and experience with negotiations and the collective bargaining process
	Knowledge of and experience with special education needs
	Leads with honesty and in an ethical manner with the school board, staff, students, parents, and community
	Maintains a good working relationship with the media
	Possesses a strong academic background with experience in curriculum
	Possesses a visionary and creative approach to problem-solving
	Promotes business and community involvement in schools
	Provides written, understandable administrative procedures that implement school board policy
	Understands the effects of poverty on student learning and achievement
	Uses curriculum, data, and other resources to improve test scores
	Visible and accessible to the school board, staff, students, parents, and community
	Works cooperatively with the school board; provides options and recommendations



Is it important that the next superintendent has previous experience as a superintendent?

Yes _____ **No** _____

Read the list provided below. From this list, **choose the top six personal characteristics** you believe the next superintendent must have. Leave the remaining choices blank.

	Confident
	Consistent
	Creative
	Effective Communicator
	Empathetic
	Enthusiastic
	Ethical
	Flexible
	Inclusive
	Influential
	Intellectual
	Personable
	Problem Solver
	Resourceful
	Sense of Humor
	Tenacious
	Transparent

Please read and respond to the following questions:

1. What are some of the good things taking place in Northfield Public Schools today?



2. What challenges do you see ahead for the district over the next five years?

3. What does the new superintendent need to know about the history of the school district and community to be successful?

Please limit any additional comments to the space provided below:

Please call Amy at 507-479-9984 if you have any questions regarding this survey. Thank you!



Encuesta de búsqueda del superintendente



La Junta Escolar de las Escuelas Públicas Northfield está realizando una búsqueda de su próximo superintendente y ahora se solicita la opinión de las partes interesadas. La

Asociación de Juntas Escolares de Minnesota (MSBA) ha sido contratada para ayudar con la búsqueda y resumirá los comentarios de las partes interesadas para presentarlos a la junta escolar.

¡Importante! Todas las respuestas a la encuesta permanecerán anónimas y no es necesario responder todas las preguntas para que se incluyan sus respuestas.

La información de esta encuesta proporcionará información valiosa para que la junta la considere a medida que avanza en la selección del próximo superintendente. Complete y devuelva esta encuesta antes de la 22 de marzo de 2026 a su lugar de recogida o a la oficina del distrito en 201 Orchard Street South, Northfield, MN 55057.

¡Gracias por su participación!

Seleccione el título o función que mejor refleje la base o fundamento subyacente de sus respuestas. Utilice solo una respuesta.

<input type="checkbox"/>	Propietario de Negocio/ Compañero de distrito OR Agricultura
<input type="checkbox"/>	Miembro de la comunidad
<input type="checkbox"/>	Padre/ Guardián
<input type="checkbox"/>	Empleado del distrito
<input type="checkbox"/>	Estudiante
<input type="checkbox"/>	Otro (especifíquese)

Lea la lista que se proporciona a continuación. De esta lista, **elija** las seis **áreas principales de experiencia** que cree que debe poseer el próximo superintendente. Deje las opciones restantes en blanco.

<input type="checkbox"/>	Presupuesto y Finanzas
<input type="checkbox"/>	Asociaciones comerciales
<input type="checkbox"/>	Liderazgo colaborativo
<input type="checkbox"/>	Administración y negociaciones de contratos
<input type="checkbox"/>	Competencia Cultural
<input type="checkbox"/>	Desarrollo curricular / Evaluación
<input type="checkbox"/>	Equidad Educativa
<input type="checkbox"/>	Inscripción Fluctuante
<input type="checkbox"/>	Recaudación de fondos / Escritura de subvención
<input type="checkbox"/>	Gestión de personal
<input type="checkbox"/>	Relaciones públicas
<input type="checkbox"/>	Instalaciones Escolares
<input type="checkbox"/>	Social/Emocional Servicios de apoyo
<input type="checkbox"/>	Educación Especial
<input type="checkbox"/>	Planificación estratégica
<input type="checkbox"/>	Resultados y logros de las pruebas de los estudiantes
<input type="checkbox"/>	Tecnología

Lea la lista que se proporciona a continuación. De esta lista, **elija los seis rasgos o habilidades más importantes** que debe poseer el próximo superintendente. Deje las opciones restantes en blanco.

	Delega autoridad mientras mantiene la responsabilidad
	Demuestra habilidades de comunicación claras, seguras y adaptables
	Desarrolla y dirige un equipo de liderazgo eficaz
	Desarrolla la confianza y trabaja en colaboración con diversos grupos de partes interesadas
	Media eficazmente y acomoda diferentes perspectivas
	Experiencia en desarrollar y/o implementar un plan estratégico
	Experiencia en implementar prácticas que apoyen la seguridad y la salud mental de los estudiantes
	Experiencia en aprovechar la tecnología, herramientas de IA y/o planes de estudio basados en la web
	Experiencia en finanzas escolares, incluyendo asignación de recursos y supervisión fiscal
	Sigue la filosofía educativa elegida por la junta escolar que refleja los valores de la comunidad
	Se mantiene al día con los cambios en la legislación y ayuda al distrito escolar a participar en el proceso legislativo
	Conocimiento y experiencia con desafíos y oportunidades de liderazgo en equidad
	Conocimiento y experiencia en negociaciones y el proceso de negociación colectiva
	Conocimiento y experiencia con necesidades especiales de educación
	Lidera con honestidad y de manera ética con la junta escolar, el personal, los estudiantes, los padres y la comunidad
	Mantiene una buena relación de trabajo con los medios
	Posee una sólida formación académica con experiencia en el plan de estudios
	Posee un enfoque visionario y creativo para la resolución de problemas
	Promueve la participación empresarial y comunitaria en las escuelas
	Proporciona procedimientos administrativos escritos y comprensibles que implementan la política de la junta escolar
	Comprende los efectos de la pobreza en el aprendizaje y el rendimiento de los estudiantes
	Utiliza el plan de estudios, datos y otros recursos para mejorar los resultados de las pruebas
	Visible y accesible para la junta escolar, el personal, los estudiantes, los padres y la comunidad
	Trabaja de manera cooperativa con la junta escolar; proporciona opciones y recomendaciones

¿Es importante que el próximo superintendente tenga experiencia previa como superintendente?

Sí _____ No _____

Lea la lista que se proporciona a continuación. De esta lista, **elija** las seis **características personales principales** que cree que debe tener el próximo superintendente. Deje las opciones restantes en blanco.

	Confiado(a)
	Consistente
	Creativo(a)
	Comunicador(a) eficaz
	Empático(a)
	Entusiasta
	Ético(a)
	Flexible
	Inclusivo(a)
	Influyente
	Intelectual
	Amable
	Solucionador(a) de problemas
	Ingenioso (a)
	Sentido del humor
	Tenaz
	Transparente

Por favor, lea y responda las siguientes preguntas:

1. ¿Cuáles son algunas de las cosas buenas que suceder hoy en día en las Escuelas Públicas de Northfield?

2. ¿Qué desafíos o áreas de mejora ve Ud. para el distrito durante los próximos cinco años?



3. ¿Qué necesita saber el nuevo superintendente sobre la historia del distrito escolar y la comunidad para tener éxito?

Por favor, limite cualquier comentario adicional al espacio que se proporciona a continuación:

DRAFT

Llame a Amy al 507-479-9984 si tiene alguna pregunta sobre esta encuesta. ¡Gracias!



PUBLIC INPUT

Several opportunities for public involvement are included in the search package, including:

- an online **survey**, open to all staff, parents, students, community members, and district partners
 - ◇ This survey will include gathering quantitative information on public priorities regarding candidate background, skill set, experience, and personal characteristics.
 - ◇ It will also gather qualitative information through open-ended questions on the challenges and opportunities facing Northfield, and what type of leader could effectively serve the district.
 - ◇ This survey will be offered in multiple languages per the district's request, as well as hard copies to ensure access for those unable or uninterested in taking the survey electronically.
- **Search Preview Meetings** will be held with internal district leadership to inform them of search process details, answer their questions, and ask for their help in getting people involved in the search. This allows trusted resources *from within* the school walls to help share information and bake credibility and integrity into the search process.
- an **informational Q&A session** for all staff and community members regarding the superintendent search process. This public session is hosted virtually by MSBA, and is recorded to ensure all district participants have access to accurate information regarding search processes and expectations. The recording will then be made available on the district website throughout the duration of the search. Launched three years ago, these proprietary **Q&A with MSBA** sessions have proven to be one of the most effective tools a district can utilize to increase both the credibility and transparency of their search, and to limit toxic misinformation. Through leveraging the power of sharing information, these unique Q&A sessions have solidified MSBA's reputation as a provider of clear, accessible, and inclusive superintendent search services.
- **Input Forums** or **Interview Committees** will be offered in conjunction with the second round of interviews. Several options will be provided to the board for consideration, including the pitfalls and opportunities of involving others in the interview process. MSBA will also train participants to ensure adherence to all legal requirements involved in interviewing the finalists.

A la carte Options

Additional options for the school board to consider in gathering public input early in the process is through holding **Focus Groups** and/or **Listening Sessions** across multiple constituencies. These group sessions are a traditional methodology utilized by many search firms as the primary source of public input; however, these sessions must be carefully designed and implemented. MSBA will conduct them if requested, although the board should also consider the value of 24/7 public access to the survey as the initial (and sole) early feedback opportunity. The availability and anonymity of the survey contrasts significantly with the tendency of group sessions to amplify some voices over others, and the inequities which can result from access (or lack thereof) to participate. The decision of why and how to conduct group sessions must be carefully considered before initiating a search, and MSBA will guide this conversation to ensure the best possible decision is made regarding public input for your district's superintendent search process.

SUMMARY OF SEARCH SERVICES

The proposed search for Northfield Public Schools includes the services outlined below.

The MSBA Search Team will:

- Conduct an initial planning meeting with the school board to establish the search timeline, discuss hiring criteria and public involvement, identify the district's position in the marketplace, determine advertising venues, and finalize all processes and procedures for conducting the search. *
- Collect public input through an online qualifications and quantitative data survey (in multiple languages as requested by the district). Results will be summarized for the school board by MSBA.
- Hold **Search Preview meetings** with district leadership to share information and answer their questions.
- Conduct focus groups and/or listening sessions with a cross-section of district constituencies if requested by the district for an additional fee. Results will be summarized for the school board by MSBA.
- Host an online informational proprietary **Q&A with MSBA** session regarding the superintendent search process, and provide the recording for placement on the district's website. **
- Develop a two-sided color vacancy announcement and post on both statewide and national job sites.
- Directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Principals, Assistant Principals, and Cabinet Members across the state to advertise the vacancy and share how to apply.
- Develop all application procedures, handle applicants' calls and correspondence, collect and review applicants' files, and receive applicants' credentials.
- Screen the applicant pool against the school board's established hiring criteria and leadership profile.
- Conduct preliminary verification of references and pre-interviews and vetting of applicants who best meet the school board's hiring criteria and leadership profile as determined by MSBA's screening team.
- Conduct a meeting with the school board for purposes of interview training, developing interview questions, and clarifying interview schedules. **
- Conduct a meeting with the school board for purposes of presenting candidate recommendations so the school board can select finalists for interviews, and clarifying remaining steps of the search process. **
- Coordinate with finalists and be present during the first and second rounds of interviews. *
- Prepare a news release for the district to send to the media, school district staff, and community that includes the names of the finalists who will be interviewed.
- Facilitate public involvement in the second round of interviews, if requested. *
- Prepare a news release for the district to send to the media, school district staff, and community introducing the new superintendent.
- Assist in developing a transition plan for the new superintendent, if requested.
- Visit the new superintendent during their first year of employment. *
- Facilitate a Transition Workshop to develop goals and/or expectations for the school board and superintendent within six months after the new superintendent begins work in the school district. **

* **Designates in-district meetings, if possible.**

** **Designates virtual meetings. However, at the board's request in-district meetings may be substituted for an additional \$300 per meeting.**

ESTIMATED FEE FOR SERVICE

The professional services fee for Northfield's superintendent search is **\$15,900**. This includes the **MSBA search team's time and all expenses, public survey, Search Preview meetings, Q&A with MSBA session, vacancy brochure, all application procedures, applicant screening, finalist recommendations, interview training, news releases, and MSBA's Transition Workshop.**

A la carte options of customized public involvement beyond the above services (such as Focus Groups or Listening Sessions) will be provided for \$1,395 per day or \$300 per group if requested. These options would be added solely at the discretion of the school board.

MSBA does not charge for consultant travel, attendance at interviews, transition services, or any initial or ongoing support of the new board team. As noted earlier, if the board requests it, MSBA's "Hiring the Right Superintendent" workshop is included in our full search services at no additional charge.

Any language interpretation, refreshments, childcare costs, or school board member stipends or expenses associated with finalists' interviews (i.e. travel and lodging for candidates) are not included in this fee.

Finally, MSBA has no potential conflicts of interest in providing these search services to Northfield Public Schools, and the level of services and fee included in this proposal are negotiable based on the school board's needs.

ADDITIONAL FEES: A LA CARTE OPTIONS

NATIONAL ADVERTISING SITES: As referenced on Page 3, additional advertising is available on the following sites at no additional mark-up:

- American Association of School Administrators (AASA) - 30 days @ \$849; diversity boost for \$149
- National Alliance of Black School Educators (NABSE) - 30 days @ \$330; featured job boost for \$125
- Association of Latino Administrators and Superintendents (ALAS) - 6 weeks @ \$250
- Top School Jobs (EdWeek) - 60 days @ \$895
- National Indian Education Association (NIEA) - 8 weeks @ \$80
- National Association of Special Education Teachers (NASSET) - 3 weeks @ \$275; 6 weeks @ \$360

BACKGROUND CHECKS: National criminal background checks, as well as verification of employment, educational credentials, and professional licensure are also available at a cost of \$395 per candidate.

SATISFACTION GUARANTEE

If, at any time during the first year of the new superintendent's contract the board releases the superintendent, MSBA will conduct a second superintendent search for no additional fee. However, the school board would be responsible for new direct expenses, if any, incurred by MSBA for the second search.

NOTE: this guarantee is dependent upon the new board team's participation in the Transition Workshop, which must be held within six months after the new superintendent begins work in the district. Also, the candidate hired as superintendent must have been included in MSBA's recommended slate of finalists.



Two screening priorities (Sample application questions)

1. What is your **vision** for the future of education? How would you align your vision with the district's mission, goals, and strategic plan?
2. What are some strategies or initiatives that you have implemented or supported to promote **collaboration, trust, and respect** with staff, students, families, and community partners in your previous or current roles?
3. Describe a situation where you needed to **communicate effectively and transparently** with a diverse audience, either internally or externally. How did you handle a sensitive or controversial issue or message during that experience?
4. Give an example of how you have **managed** human, financial, physical, or technological **resources** within a district. How did you ensure accountability, equity, and efficiency in the allocation and utilization of these resources?
5. Can you provide an example of a time when you demonstrated **ethical and professional conduct** in a leadership role? How did your actions influence those around you?
6. Tell us about a time when you modeled and upheld your **district's values and policies**. How did your actions influence those around you?
7. Describe your direct experience managing **school district finances**. Can you share a specific example that illustrates your knowledge in this area?
8. Share an **initiative** that you are most proud of leading or being a part of within your district. Explain what your role was, and what the impact was on students.
9. How do you assess the **effectiveness of your leadership style** and communication skills, and what steps do you take to improve them?
10. Tell us about your current approach to **evaluation and professional development** of teachers and administrators, and what criteria do you use to measure their performance and growth?
11. Give an example of how you have used data and evidence to inform your **decision-making and problem-solving** processes. How did you communicate your rationale and outcomes to relevant parties?
12. Can you share a specific instance where you addressed the **academic, social, or emotional needs** of at-risk, special needs, or gifted and talented students? What approach did you take and what was the outcome?
13. Describe a time when you promoted **equity or inclusion** in your district. What strategies did you use to address gaps or disparities in achievement, opportunity, or access, and what results did you see?
14. How do you balance **competing priorities** and demands, and how do you manage your time and resources efficiently and ethically?
15. How do you **cope with stress** and maintain your well-being and **resilience** as a leader?

		2025-26 Contracts					
District Name	24-25 ADMS	Salary	Vacation or PTO	Health Insurance	403(b) Contribution	Holidays	Sick pay
Northfield	3,840	\$187,613	25 days	Amount equal to contribution received by teacher in their CBA	\$15,250	10 days	13 days
Owatonna	4,877	\$213,708	30 days	\$4,000/year HSA	\$12,000	12 days	15 days
New Prague	3,995	\$205,000	30 days	100% single and family	\$5,000	12 days	none
Albert Lea	3,266	\$185,000	25 days	100% single and family	\$6,500	12 days	12 days
Red Wing	2,411	\$166,000	24 days	\$8,100 single; or \$19,800 family	-	10 days	12 days
Winona	2,348	\$158,000	25 days	100% single; \$17,000 family	\$3,000	11 days	15 days
Monticello	4,119	\$196,316	25 days	100% single and family	-	12 days	20 days
Sartell	3,984	\$193,800	30 days	\$9,000 single; \$27,000 family	\$5,000	12 days	15 days

Northfield - Additional compensation of \$2,889 as payment in lieu of insurance contribution

Additional benefits provided by some districts:

- Dental / Life / Long-term disability insurance
- Personal / bereavement days
- Relocation / car / phone allowances
- VEBA/other retirement plans
- HSA / HRA / Deferred compensation plan
- Retention bonus