

November 16, 2023

A search for:

Chief Executive Officer

Proposal prepared for:

Accelerated Schools

on-ramps



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Leonard Rabinowitz
Board Chair
Accelerated Schools

Hello, Leonard!

Thank you for contacting On-Ramps about a potential search partnership. We would be excited to collaborate with you to find a **Chief Executive Officer** for **Accelerated Schools**.

This proposal is designed to provide you with a clear and comprehensive description of our approach to your search as well as additional information about our unique firm.

Our process is designed to be rigorous, equitable, and cultivating—and the results speak for themselves. In the past 10 years, we've led over 100 committee-led searches for executive director and CEO roles. In doing so, we've developed expertise in guiding stakeholders through their selection process. (Please see the next page for a list of relevant, education searches.)

Over the past five years, On-Ramps has conducted **more than 80 searches in the CA region, with 39 of those being in LA, and has led more than 140 searches in the education sector**.

We're happy to provide additional context on our work, as well as discuss any questions you have regarding On-Ramps or this proposal.

We hope to continue the conversation and deeply appreciate being considered for this critical search.

My best,

Sarah Grayson

Sarah Grayson
Founding Partner
sgrayson@on-ramps.com

DIRECT EXPERIENCE

On-Ramps has completed numerous CEO/Superintendent/ED searches in the education sector. Some relevant examples include:

- President & Chief Executive Officer for **The Eagle Academy Foundation**
- Superintendent for **KIPP NYC**
- Executive Director (and multiple additional C-level roles) for **KIPP North Carolina**
- Chief Executive Officer (and multiple additional C-level roles) for **Reading Partners**
- Chief Executive Officer for the **Police Athletic League**
- Executive Director for **Global Kids**
- Chief Executive Officer for **America Needs You**
- Executive Director at **INCLUDEnyc**
- Executive Director for **Leadership Enterprise for a Diverse America**
- Chief Executive Officer and Executive Director, New York Region for **Room to Grow**
- Chief People & Operating Officer for the **Partnership for Los Angeles Schools**
- Chief External Relations Officer for the **Partnership for Los Angeles Schools**
- Chief Executive Officer for the **Partnership for Los Angeles Schools** (search underway)

Why

On-Ramps

When you work with us, you can expect: Higher standards. Comprehensive service. A deeply knowledgeable team. An uncommon commitment to diversity, equity, and inclusion. Exceptional, thoroughly vetted candidates. And a partner that shares your desire to create lasting social change.

On-Ramps is a full-service search and consulting firm that serves innovative, mission-driven organizations.

70%

of our work over the past five years was with repeat clients.

Service Excellence

We bring a high level of rigor, responsiveness, and care to the work we do, along with deep knowledge of the field and robust networks. Working with us, you'll be meeting candidates who have gone through an uncommonly thorough and disciplined screening process. That's because the On-Ramps team comprises highly accomplished individuals with a deep commitment to racial, social, and economic justice. Our team has a wide array of professional backgrounds at every level and bring a mix of social and private sector experience. We encourage you to review our staff bios.

61%

of our 2021 placements self-identify as people of color.

Diversity, Equity, and Inclusion

On-Ramps is deeply committed to helping create diverse, equitable, and inclusive workplaces—both in our work with clients and in our own company. Together, we thoughtfully consider and address these topics throughout every step in our process. Specifically, we work closely with you to understand the definition, importance, and activities built around DEI—past and present—within your organization. Then we use this understanding to inform our efforts to build diverse candidate pipelines that reflect your organization's priorities. In addition, we advise on designing interview and evaluation processes that are equitable and inclusive to candidates of all backgrounds.

100%

of our clients who responded to our survey said we exceeded their expectations as a thought partner and advisor.

Thought Partnership

We believe—and we have seen—that working with On-Ramps can change the way an organization approaches talent recruitment. As we work with you to find exceptional talent, we impart best practices in role design, search process design, comprehensive assessment, and candidate cultivation. Our deep investment in knowing your organization and knowledge of the social sector, coupled with our recruitment and selection expertise, allows us to function as both your sounding board and advisor throughout the process.

190k⁺

candidates compose our proprietary network.

Candidate Network

Over the past decade, On-Ramps has taken a comprehensive and proactive approach to building a strong pool of prospective candidates. Our candidate network includes talented leaders in all 50 states, and we have successfully placed candidates in Europe, Asia, the Middle East, and Africa. We source candidates and maintain active relationships with sector leaders across a wide range of functional areas, such as general management, finance, operations, talent, fundraising, and program management. Our candidates come from the private, public, and nonprofit sectors, joining our network because of their interest in mission-driven work.

Vision, Mission & Values

At On-Ramps, we really walk the talk. Our vision, mission, and core values guide everything we do, from our internal culture to the work we do for clients.

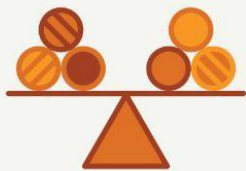
Our vision—the inspiration for our values

A transformed social sector where courageous leaders and organizations drive lasting change.

Our mission—the motivation for our work

We advance equity and inclusion in talent to better enable leaders and organizations to achieve transformational impact.

Our core values—the drivers of our success



Equity

We believe transformational impact cannot occur without pursuing equity. As such, we strive to advance equity in the values, policies, and practices that shape our work and culture.



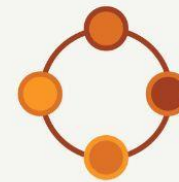
Service

We work in service to our clients, engaging in authentic thought partnership and dialogue in pursuit of our mission.



Integrity

We center trust and transparency in our work, maintaining a high degree of responsibility to fulfill our promises to our clients, candidates, and team.



Collaboration

We are most impactful when we collectively drive toward aspirational outcomes and show up for each other as colleagues and partners.

CLIENT LIST

*On-Ramps
clients include:*



KIPP:



TEACHFORAMERICA



**Uncommon
Schools**



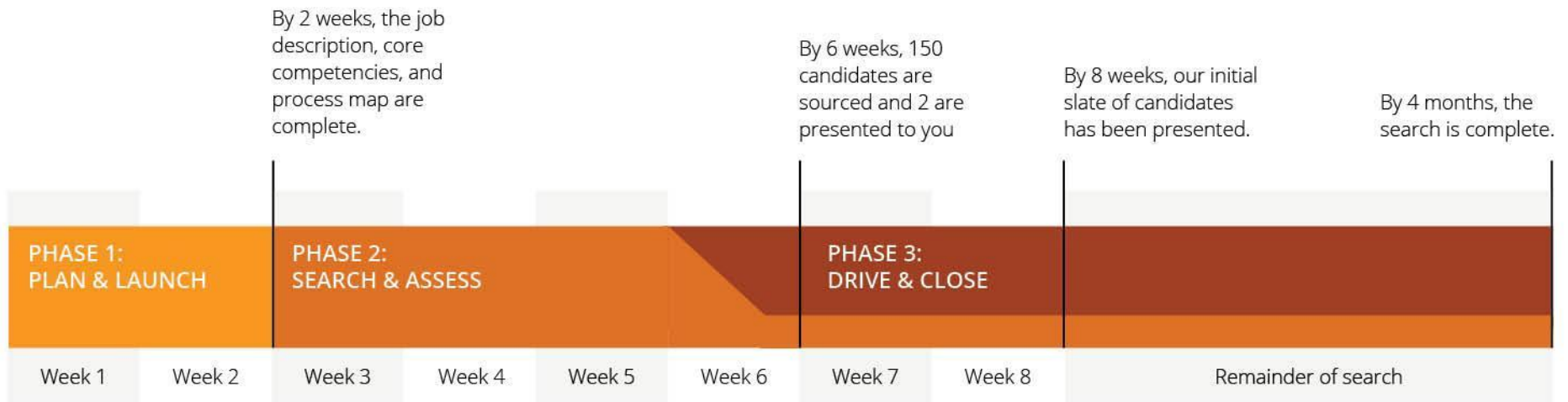
Our

Process

Our process comprises three phases.*

During Phases 1 and 2, On-Ramps drives the planning and outreach strategy. Your selection committee's involvement will be most intense in Phase 3.

Last year, our median search length was just under 4 months, and 80% of our searches were completed within 6 months.



On-Ramps will help guide you and the candidate through three key steps in Phase 3:

Step 1: An initial interview between candidates and members of the selection committee to determine if they merit a broader assessment

Step 2: A performance task completed by candidates and presented to a panel of key stakeholders

Step 3: Additional conversations with finalists to gather outstanding stakeholder buy-in and address any open questions from you or the candidate

* This diagram conveys the timing and volume of a typical On-Ramps search. Exact numbers may differ from the above. 51% of our searches close within 4 months. 80% of our searches close within 6 months.

During Phase 1, we develop a thorough understanding of your organization as well as the responsibilities, priorities, and qualifications for the role you're seeking to fill.

Our goal is to begin building a solid partnership with you so that we can identify candidates that meet your aspirations and organizational needs.



ACTIVITIES

Staff your search with a team equipped with the skills and experiences to serve as effective thought partners to you throughout the search. **We regularly develop and attend trainings to build the knowledge and skills necessary to run the most inclusive equitable search possible.**

Conduct listening tours to better understand your organization and culture. **We make an explicit effort to include stakeholders from diverse backgrounds and levels to help ensure a broad and nuanced perspective.**

Discuss organizational context and role parameters, ensuring that we have a comprehensive understanding of priorities, opportunities and challenges, and ideal profiles for the role. **We initiate a dialogue about diversity, equity, and inclusion in your organization's context that informs our approach to build a diverse slate of qualified candidates.**

Create key tools and resources, such as a position description and core competencies. **We develop these search materials to encourage candidates from a wide range of professional backgrounds to express interest in the role.**

Align on approach to a rigorous, inclusive and equitable search process. We will discuss assessment tools, interviewers, and references, with the goal of ensuring **that candidates from a range of backgrounds are set up for success.** We will also **co-create a process that gives your team multiple vantage points into candidates' skills and experiences.**



DELIVERABLES

Position Description

The marketing document to be shared widely

Process Map

A planning document outlining search stages, participants' roles, target timelines, and decision-making criteria for your committee

Core Competencies

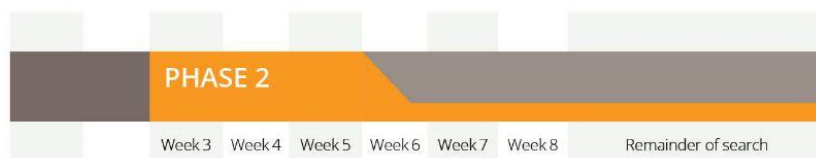
Internal document to prioritize needs and drive assessment

Sourcing Strategy

A plan for finding candidates that are the right fit

In Phase 2, we market the role widely, cultivate and assess prospects, and present candidates on a rolling basis or as part of a slate.

Typically, by the sixth week, we have identified a minimum of 150 viable prospects and are ready to present at least two to you. And by the eighth week, you will have been presented a slate of our initial candidates.



ACTIVITIES

Market the role via email to relevant segments of our network of 150,000+ candidates, our website, top job boards, and social media. **Our goal is to present a slate in which at least 50% of the candidates self-identify as members of communities prioritized by your organization.**

Conduct extensive candidate research and direct outreach, identifying prospective candidates, speaking with connectors in the field and members of affinity groups, and reaching out to candidates we identify through our networks and yours. **We leverage our long-term relationships in the sector and utilize targeted sourcing tactics to build a diverse and extensive pipeline.**

Assess applicants through rigorous interviews that delve deeply into each candidate's career progression, accomplishments, and relevant core competencies. **We evaluate candidates based against the core competencies using standardized interview guides to reduce implicit bias and present qualified applicants to the selection committee.**

Communicate market trends and share insights to inform search strategy and your hiring decision.

Diversity, equity, and inclusion-focused activities are integrated throughout the process, as indicated in orange.

DELIVERABLES

Slate of Candidates for Consideration

Initial candidates to be interviewed by members of your selection committee, while we continue to present candidates on a rolling basis throughout the process

Candidate Reports

A document that includes each candidate's resume, career narrative, compensation data, and competency-based areas of strength and areas to probe

Weekly Updates

Statistics, trends, and candidate pipeline detail, shared in writing and on weekly calls with the selection committee

During Phase 3, your team assesses candidates as we manage the interview process, coordinate logistics, cultivate candidates, and conduct references.

On-Ramps will help guide you and the candidate through 3 key steps in Phase 3:

Step 1: An initial interview between candidates and members of the selection committee to determine if they merit a broader assessment by your team

Step 2: A thought activity prepared by candidates and presented to a panel of key stakeholders

Step 3: Additional conversations with finalists to gather outstanding stakeholder buy-in from across your organization and address any open questions from you or the candidate



ACTIVITIES

Customize assessment tools to ensure that your team is well-equipped to vet candidates; these tools include interview guides aligned to the core competencies and a performance task completed by candidates. **On-Ramps will advise members of the selection committee on best practices in candidate assessment that reduce bias and provide a holistic understanding of each candidate.**

Regularly touch base with candidates to understand their interest level and decision-making criteria as they evolve. **We will build strong relationships with all candidates, ensuring everyone has a consistent experience and access to information.**

Facilitate interview days and objective decision-making. We guide debriefs that hold stakeholders accountable for competency-based candidate assessment.

Conduct formal references to verify the top finalist can succeed in the role, and to provide additional insight into how best to coach and manage that finalist, once hired. **We are committed to supporting hiring decisions that are made by requesting targeted and specific references from managers, direct reports and peers. We discourage using off the record references to inform hires.**

Diversity, equity, and inclusion-focused activities are integrated throughout the process, as indicated in orange.

DELIVERABLES

Interview Guides and Interviewer Feedback Forms

Competency-based guides for each interviewer with an accompanying feedback form we use to synthesize feedback for your selection committee

Candidate Thought Exercise

A customized activity focused on key competencies, often those which are hardest to assess in a traditional interview setting; qualified candidates prepare for these activities in advance of a final interview day

Search Conclusion

A new hire and respectful close-out of remaining candidates in process

Working

Together

Communication is key to a successful search. On-Ramps uses a variety of mediums to keep every committee member in the loop, and provides unique materials to engage candidates.

Memos, Reports, and Updates

We write thorough memos to update the selection committee on our progress, conversations, and deliverables between each stage of the search process, and more often if needed.

Real-Time Web Portal

Every committee member will have access to our live web portal showing each candidate, where they are in the process, and our team's notes about them, as well as our search statistics.

Position Profile

In addition to crafting a job description for widespread marketing use, we will also create a unique position profile brochure. Designed using your brand identity/guidelines, it showcases information about your organization

and the role, visually and in depth. It will be shared with select candidates who we identify as particularly well suited for the role.

Candidates in Process										
Name	Current or Most Recent Title	Cultivation or Info Call	OR Round 1	OR Round 2	Ali Forney Center Round 1	Thought Exercise	Final Round	References	Offer	Comment
Deb Brown	Development and Events Director at Back on My Feet		Complete	Complete	Complete	Complete				
William Gehling	Major Gifts Officer at Center for Reproductive		Complete	Complete	Complete	Complete				
Bryce Shaffer	Assistant Director of Donor Relations at Purdue Research		Complete	Complete	Complete					
Total			3	3	3	2				

No Longer in Process										
Name	Current or Most Recent Title	Cultivation or Info Call	OR Round 1	OR Round 2	Ali Forney Center Round 1	Thought Exercise	Final Round	References	Offer	Comment
Kathryn Berkson Sheppard	Non-Profit Consulting		Complete							
Richard Teller	see resume for more	Complete	Complete	Complete	Complete	Complete				



WHAT WE NEED FROM YOU

The following outlines our requirements and protocols for a successful engagement. Please review carefully and commit to these practices during the search.

Accessibility and Communication

Ensure consistent participation from members of the selection committee. Participation from engaged and empowered stakeholders leads to a decrease in search duration and an increase in client satisfaction. We will schedule weekly conversations with the selection committee to align on candidate profiles, provide ongoing search updates, plan process steps, and share feedback on candidates.

Schedule candidates within 5 to 7 days from candidate presentation. Timely scheduling and decision-making is both efficient and cultivating.

Provide competency-based feedback as quickly as possible after each interview, and no later than the subsequent weekly call.

Share candidate referrals with our team, so that all candidates have a comparable process, and all parties (you, On-Ramps, and the candidates) can benefit from the consistency.

Encourage consistent participation of interviewers at each phase. We recommend:

- First round: At least two consistent members of the selection committee to meet each candidate
- Second round: A diverse and engaged set of stakeholders who will work closely with the new hire
- Third round: Senior-level stakeholders with your organization, direct reports to the new leader, and stakeholders whose buy in is critical to the success of your new hire

Maintain candidate confidentiality. In particular, we ask that you conduct references transparently, consistently, and in a similar manner for all

On-Ramps approaches every client relationship as a partnership. We do our best work when there is open and honest dialogue and an alignment of goals and values.

candidates. References conducted through your own networks, without the explicit consent of candidates can backfire, run the risk of compromising candidates' current employment and angering candidates. In addition, this can also introduce significant inequity into the process, privileging candidates with "insider" networks over others.

Diversity, Equity, and Inclusion

Commit to upholding On-Ramps Diversity, Equity, and Inclusion principles. This includes:

- Running a fair and rigorous selection process that minimizes implicit and explicit bias
- Giving and receiving feedback in the spirit of ongoing learning and development
- Setting all candidates up for success by asking clear and

consistent questions and providing equal access to information about your organization

- Refraining from making assumptions about candidate identity; we share candidates' identity (e.g. race, gender, disability status, LGBTQ+ status) **only** when candidates voluntarily disclose that information

Plan for ongoing dialogue about diversity, equity, and inclusion at your organization. This will begin with an early meeting to discuss the ways in which diversity, equity, and inclusion are important in the context of your mission and goals, and what work has been done to honor that commitment.

Assemble a diverse committee that, as much as possible, reflects your organization's staff and the communities you serve.

Search Fee

One third (1/3) of the total first year cash compensation, with a minimum fee of \$75,000.

Expenses

Unlike most search firms, we do not charge a fixed overhead for our search work but we do seek reimbursement for actual expenses incurred. These typically include On-Ramps and candidate travel expenses, marketing/external job posting expenses, finalist employment and education verification, background checks, and social media checks. We will seek your approval in advance of incurring any expense over \$100.

Guarantee Period

Should the candidate selected through this process resign or be terminated for any reason other than as part of a layoff program, bankruptcy, or downsizing during the first twelve months of employment, On-Ramps shall conduct a free search within a period of up to six months from the date of the original candidate's termination of employment.

Payment Schedule

Searches < 4 months:

- First installment of \$25,000 invoiced at the commencement of the engagement.
- Remainder invoiced upon search conclusion.

Searches 4+ months:

- First installment of \$25,000 invoiced at the commencement of the engagement.
- Second installment of \$25,000 invoiced at the end of four months.
- Remainder invoiced upon search conclusion.

For the purposes of an engagement, search conclusion is defined as:

- The acceptance of an offer of employment
- A material change in the parameters of the Search (for example, a material change in the level, title or function of the position)
- Search cancellation, OR
- Nine months has elapsed since search launch. On-Ramps will work on a search for up to nine months from search launch.

THE ON-RAMPS TEAM

Each of our searches is managed by a three-person team to ensure your organization will have access to diverse perspectives, increased thought partnership, and comprehensive coverage. Our team structure, an uncommon level of support in this space, also enhances our responsiveness, agility, and effectiveness.

Your On-Ramps search team will comprise:

Senior Advisor: Your search coach and our team's decision-maker

Project Director: Your day-to-day contact and the one who makes sure everything moves smoothly and efficiently

Search Analyst: Your focused researcher and interviewer focused on filling the position with just the right candidate

Supporting the core team will be our research specialists, who will provide additional candidate sourcing, and our administrative team, who will help with scheduling.

We hire highly accomplished individuals with a deep commitment to racial, social, and economic justice who are eager to apply their professional skills in a mission-driven context. In addition, our team has a wide array of professional experiences and personal backgrounds at every level. As part of On-Ramps commitment to diversity, equity, and inclusion, we have proactively built a team that reflects our nation's diversity, and we continuously strive for an inclusive, equitable culture.

63%

of the On-Ramps team self-identifies as multiracial or as a person of color.*

30%

of On-Ramps identify as members of the LGBTQ community.*

20

20 is the average number of years each of our search leads have in executive search or human capital.

100%

of our team feels that their perspectives and contributions are welcomed and valued at work.*

* Sources: On-Ramps Employee Engagement Survey and 2021 affinity group participation.

Thank

You
