

Jackson Public School District Superintendent Search Proposal

HYA | HAZARD
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ATTEA
ASSOCIATES



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ATTEA
ASSOCIATES

January 19, 2017

Ms. Beneta D. Burt, Board President
Jackson Public School District
662 S President Street
Jackson, MS 39225

Dear Members of the Jackson Public School District Board of Education:

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Jackson Public School District (JPSD) in your search for a new Superintendent. Why is HYA exceptional amongst educational search firms? We believe it is due to the following factors:

NATIONAL REACH – LOCAL KNOWLEDGE: We have conducted over 1200 searches and are represented by our network of associates across the country. We have also conducted searches for more than half of the member districts of the Council of Great City Schools and 47 of the 100 largest districts in the country.

THE BOARD PORTAL: Communication and organization are critical to successful searches. Our web-based delivery system gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

RESEARCH BASED COMMUNITY ENGAGEMENT: HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership.

MORE THAN A BACKGROUND CHECK – EXECUTIVE DUE DILIGENCE: HYA's comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read.

Our technical proposal, which follows, was written and coded based on the requirements defined in your RFP. Additionally, the brochure entitled, HYA Signature Search Process, defines a prototypical search, but please know that HYA customizes each search to the District's and Board's specific needs and wishes.

Sincerely,

Glenn "Max" McGee, Ph.D.
Midwest Regional President
Hazard, Young, Attea & Associates
HYA Executive Search Division of ECRA Group, Inc.

www.ecragroup.com

ECRA Group, Inc.
1475 E. Woodfield Rd., 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional Office
Jersey City, NJ

West Coast Regional Office
Palo Alto, CA



INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) Proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Jackson Public School District (hereinafter referred to as JPSD).

We began working with Boards more than 30 years ago in an effort to assist them in making the best leadership decisions possible. Our firm has more experience in identifying quality educational executives than any other firm in the industry. During a typical year, we conduct 60-80 executive searches, concurrently. Since 1987, we have assisted over 1,200 school boards with executive searches, student enrollment in these districts has ranged from less than 100 students to upwards of 640,000. Over 80% are still in the position for which they were hired or have retired. Presently, we are represented by 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. Our Associates are uniquely qualified to bring local – as well as national – perspectives, knowledge, experience and connections to each search and bring extensive executive search experience and broad educational backgrounds to our practice. Through continuing involvement in school and university work, our Associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management.

Information on our firm and the search process are detailed under separate cover titled HYA Signature Search Process. This document serves to clearly outline the specific services, deliverables, and costs proposed for JPSD.

SCOPE OF SERVICES

Full descriptions of each phase in our search process are available in our *HYA Signature Search Process* brochure. HYA shall provide the following services and deliverables.

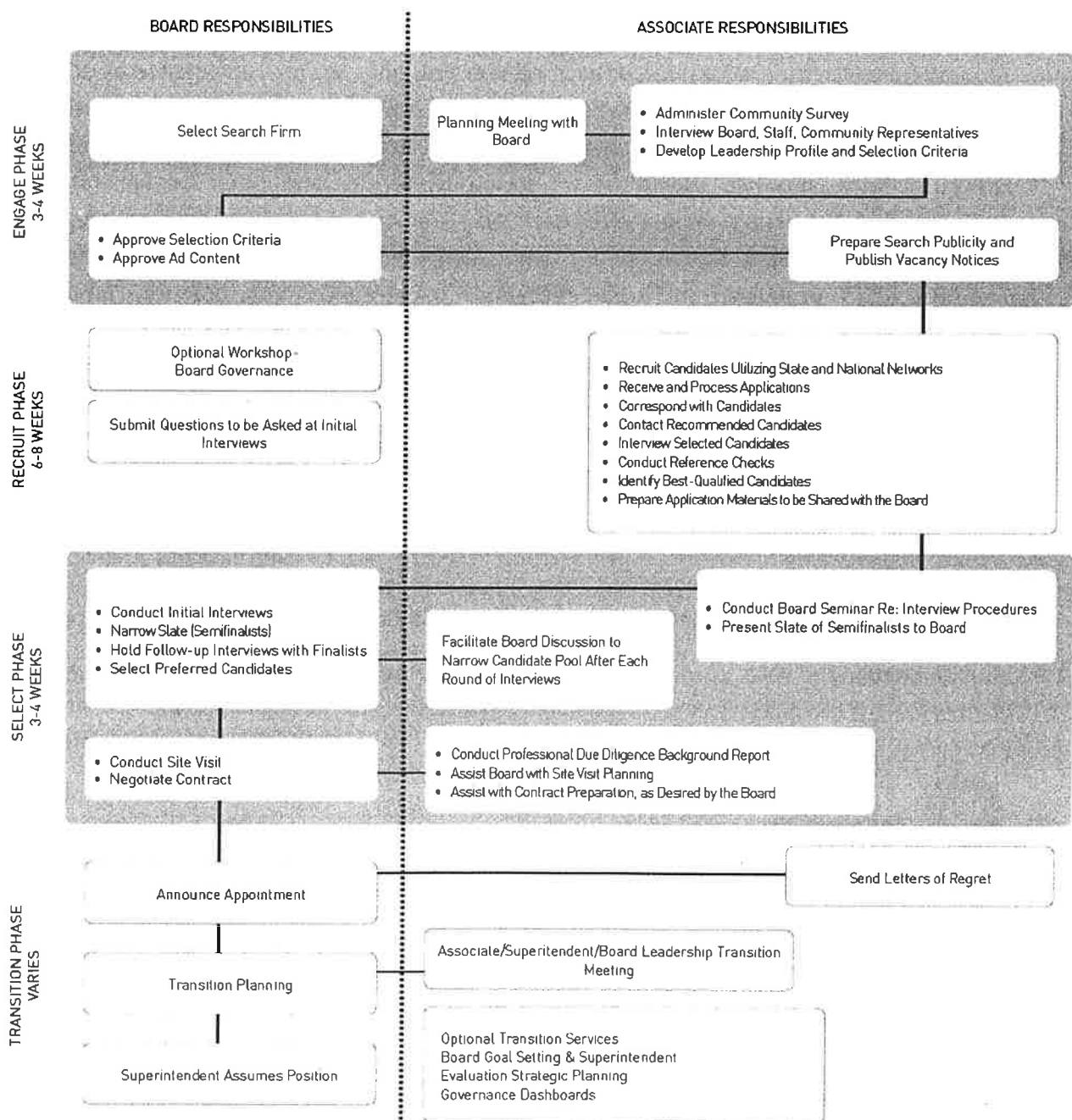


Engage Phase

- Conduct a Planning Meeting with the Board and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the board;
- Survey community constituents electronically and provide a report of findings;

- Provide for up to four individual consultant days for interviews, focus groups, and/or town hall meetings to gather in-person input from constituent groups as decided by the board; additional days are billed at \$1000/day;
- Present a *Leadership Profile Report* to the Board, and propose *Desired Characteristics* based on the data from the survey, interviews with district and community representatives and other material made available to the associates;

HYA Signature Search Process





Recruit Phase

- Prepare and place advertisements as selected and paid for by the Board;
- Recruit and contact candidates utilizing national networks;
- Correspond with candidates regarding the search process, timeline, *Leadership Profile Report* and *Desired Characteristics*;
- Interview candidates;
- Conduct reference checks;
- Identify best qualified candidates;
- Prepare application materials of selected slate of candidates for Board consideration;



Select Phase

- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Conduct the Interview Workshop and provide materials and protocol to ensure informative effective Board interviews;
- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate Board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide third party, independent investigative background check(s) of candidates as selected and paid for by the Board;



Transition Phase

- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new Superintendent;
- Hold a debriefing meeting with the new Superintendent and Board regarding information learned throughout the search process;
- Offer other transition services to be considered by the Board and if desired, paid for by the Board.



GUARANTEES

Fixed Price

Throughout the search process the consultants will be available to counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the appropriate candidate for the position.

Non-Solicitation of Selected Candidate

The Superintendent appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within five (5) years of employment unless the Board provides written authorization to HYA that they may do so.

Two-Year Window


If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place, HYA will conduct a new search for the Board for no additional consulting fee.

Price Match

HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

COMMUNITY ENGAGEMENT & CONFIDENTIALITY OPTIONS

Ideally, we strive for 100% engagement on the part of the various stakeholders through our focus groups and online community survey. We hope we reach all stakeholders with an interest in providing input. A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Board in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the Board and others the Board designates. HYA recommends extensive community involvement in providing input to the Board prior to establishing the criteria desired in the new Superintendent. Up to four consultant days are allocated for the purpose of soliciting input through individual interviews, focus groups and general forums (open to all stakeholders). It is recommended that the consultants facilitate the interviews, focus groups and general forums so as to maintain objectivity in determining what respective stakeholder groups value in the District, the issues they foresee, and the characteristics they would like the new Superintendent to possess. In addition to the personal interviews, HYA has developed an online survey that can be completed by any stakeholder. The data collected from the online survey and interviews with Board members, staff and the various stakeholders will be compiled in a *Leadership Profile Report*, which will be presented to the Board in both oral and written formats. Working




with the Board, specific profile characteristics emerge from the results of the *Leadership Profile Report* and are subsequently incorporated into recruitment material. From experience, HYA has learned that one of the most crucial aspects of a successful search is the careful and explicit formation and enumeration of the criteria used in the selection process. Overall, this leadership assessment process has been highly successful in determining critical attributes, while invariably building positive public relations.

Some of the critical decisions to be made during the planning phase of the search involve confidentiality versus the release of the names of candidates under consideration. In some states, state laws and requirements guide these issues, but in many states this is a local board decision. The desire for confidentiality on the part of candidates versus the desire of the community to know as much as possible about the candidates under consideration is an important issue for the Board to consider in order to weigh the impact of the approach to be followed. HYA prides itself on the extensive time and energy that our associates commit to working with local community and staff members to determine what they seek in their next Superintendent. While these steps in the process will satisfy the need for involvement in some communities, other Boards and communities have determined they wish to have more involvement and in some cases complete transparency in vetting and determining the preferred candidate. HYA has developed a range of approaches to meet these varying needs of different communities as the Board determines which is the best approach for their community. The chart on the following page describes the range of approaches along with the positive and possible negative impact of each approach.

	Full Disclosure of Candidates Interviewed	Finalists Names with Community Forums	Confidential Stakeholder Committee Involved	Completely Confidential
Description of Option	The names of all candidates being interviewed by the Board are released to the public.	The name of the three finalists being interviewed would be released and community forums would be held to meet the candidates.	No names of candidates would be released publicly, but the Board would have a staff/community committee interview the finalists to provide feedback.	Board conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
Questions Related to Option	What benefit does it provide to release the name of all applicants interviewed?	What input would be sought from community members after meeting candidates? How will stakeholders gather information?	What feedback and input does the Board want from the committee? How to structure committee membership?	Do the community and staff accept that this is the Board's decision? Will there be push back?
Benefits of Option	Staff and community members will see the process as totally open and feel the Board is being as transparent as possible.	Stakeholders will have an option to meet the finalists and express an opinion on their preference.	Some stakeholders will be involved and will provide input to the Board in making their decision, which may provide information that would be helpful with their decision.	The Board will have the broadest field from which to select their next superintendent.
Drawbacks of Option	Very few if any active superintendents will consider the position. Stakeholders will make judgments about the Board's decision based on whatever information they gather on their own.	Stakeholders will form an opinion on their preference and may feel the Board did not listen to them if a different candidate is chosen. Successful superintendents will be unlikely to put their name into consideration.	Some stakeholders may feel the process is not open enough as they will want to know who is being considered. Some members of the committee may violate the confidentiality agreement. Some candidates may not apply.	Stakeholders may feel the Board is not interested in their views. Community reaction may impact the acceptance of the preferred candidate. If confidentiality is violated, it may be viewed that a board member did so.

REFERENCE CHECKING & BACKGROUND CHECKS

HYA associates view reference checking as one of the most important tasks in the search process. We often begin with the informal references of referrals for potential candidates. Our network of associates is regularly contacted to see whom they might recommend for a



given position. Once an individual moves to the level of a potential candidate through the application process or through recommendations and recruitment efforts, we begin our vetting process, which includes:

- Contacting the listed references on the application or provided by the candidate. While this step is necessary it is not sufficient as no one lists or provides references which are not going to provide positive comments.
- Comprehensive Google and Internet searches to review any public information regarding the candidates are done. We share these searches with the Board if desired.
- Confidential reference calls. We strive to obtain a number of positive confidential references on any candidate that would be recommended to the Board for consideration. Given our network of associates and many professional relationships, it is unlikely that we do not know someone who either knows the candidate directly or knows someone who knows the candidates. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether or not to recommend the candidate to the Board.

Two additional steps are recommended at the end of the selection process before any public announcement. This includes a comprehensive independent background check by an outside firm and a site visit. The comprehensive and expanded background checks completed by independent third-party investigators include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents will produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for criminal record history. Each background search requires 7-10 working days to complete.

REFERENCES

HYA's reputation for effectiveness and integrity is extremely important. The following references were chosen because the Board worked with the HYA consultant(s) being proposed for the search or because the District has a similar demographic profile to JPSD. In addition to the references listed below, an extensive list of national searches our firm has completed since 2013 is attached.



HYA SEARCHES FOR DISTRICT WITH 25,000 STUDENTS OR MORE SINCE 2013

District Name	Size
Fairfax County Public Schools, VA	183,000
Garland Independent School District, TX	57,400
Midland Independent School District, TX	25,000
Portland Public Schools, OR	49,200
Beaverton School District, OR	40,725
Houston Independent School District, TX	215,000
Humble Independent School District, TX	41,000
Los Angeles Unified School District, CA	640,000
Phoenix Union High School District, AZ	27,000
Santa Ana Unified School District, CA	56,000
Boston Public Schools, MA	57,300
Montgomery County Public Schools, MD	154,000
Loudon County Public Schools, VA	70,000
Virginia Beach City Public Schools, VA	70,000
Fort Bend Independent School District, TX	69,000
Indianapolis Public Schools, IN	30,000
Round Rock Independent School, TX	47,300
Stafford County Public Schools, VA	27,460

HYA will be happy to provide a list of additional searches for districts with 25,000 students or more prior to 2013 if requested.

FIVE MOST RECENTLY COMPLETED SEARCHES

Due to the amount of searches HYA conducts each year, it is difficult to determine which of the searches are most recently completed. Please see the attached references list for 2017.

LITIGATION

HYA has not been involved in litigation or arbitration with any of its clients.

SAMPLE LETTER OR AGREEMENT

Attached.

THE SEARCH TEAM

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Board, HYA proposes the following search team for JPSD. Resumes are attached.

HYA Associate	Cell Phone	Email
Jim Morse (lead associate)	616-292-1599	jamesemorse@aol.com
Alena Zachery-Ross	231-660-2883	alenazachery@gmail.com

Executive oversight for this search is provided by the Midwest Regional President, Dr. Max McGee. Contact: 224-234-6129; maxmcgee@ecragroup.com

The Director of Operations, Therese Meyer, serves as project manager and can be reached at 847-318-0072 and theresemeyer@ecragroup.com

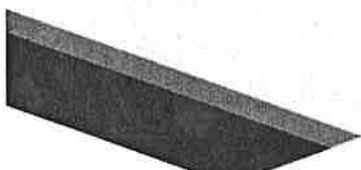
FEES

In consideration for Services, the District will pay to ECRA/Hazard, Young, Attea and Associates:

- A. Consulting Fee for the search in the amount of \$28,500. This fee is due in three installments:
 - 50% will be invoiced upon execution of the contract/agreement
 - 25% will be invoiced upon presentation of the Leadership Profile Report
 - 25% will be invoiced upon presentation of the slate
- B. Based on past experience, HYA has designed advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits their needs. The cost ranges from \$1950 - \$5000. See Appendix A in the *HYA Signature Search Process* for additional details.
- C. Background checks/Executive Due Diligence Services as selected by the Board. The cost ranges from \$1105 - \$1950 per candidate. See Appendix B of the *HYA Signature Search Process* for investigative procedures and options.
- D. Printing and Postage; HYA is a green corporation whereby all documents related to the search will be provided via a Board portal. If the Board wishes to have hard copies, 3% of the Consulting Fee will be added to the agreement as an additional fee to cover the costs associated with printing, binding and shipping all materials.
- E. The Community and Leadership Profile Survey is offered in English and Spanish. If the district wishes to offer the survey in additional languages, the fee is \$315 per language. Please allow up to two weeks for translation.

Reimbursable Expenses

Expenses related to travel of the candidates and consultants will be borne by the Board. HYA directs its associates and candidates to utilize the United States General Service



Administration (GSA) guidelines (<http://www.gsa.gov>) for business travel in their given area. Mileage reimbursement is based on current IRS guidelines.

Optional Transition Services

The Transition Phase consists of assisting the Board and new Superintendent to assure a successful transition. HYA associates will meet with the new Superintendent and Board leadership regarding the information learned throughout the search process. In particular, the *Community and Leadership Profile Survey Report*. HYA offers additional Transition Services, please see appendix C of *HYA Signature Search Process* brochure for a listing of transition services.

- \$3000 Board Governance Workshop
- \$5000 Board Goal Setting and Superintendent Evaluation
- \$15,000 Comprehensive First Year Support (includes Governance Workshop and Board Goal Setting and Superintendent Evaluation)

Other transition services quoted based on student population.

JAMES E. MORSE, Ed.D.

EDUCATION

Wheaton College, Illinois	B.S. – Zoology and Chemistry
Northern Illinois University	M.S. – Ed. Administration
Northern Illinois University	Ed.D. – Ed. Administration

PROFESSIONAL EXPERIENCE

2010 – Present	<u>Senior Associate – Hazard, Young, Attea & Assoc., Superintendent Search Firm, Schaumburg, Illinois</u> Superintendent Searches and Organizational Consultant in Michigan, Kansas and Ohio
2012 – 2014	<u>Academic Specialist – Michigan State University, East Lansing, MI</u> Consulting with Priority and Focus Schools in the State of Michigan, Schools in Kalamazoo, MI, Muskegon Hts, MI, and Muskegon, MI
2006 – 2010	<u>Assistant Professor – Educational Leadership</u> <u>Coordinator Fieldbased Ph.D. program</u> Western Michigan University The Graduate Center-Beltline, Grand Rapids, MI
1981- 2006	<u>Superintendent of Schools</u> East Grand Rapids Public Schools East Grand Rapids, MI 49506
1975 – 2006	<u>Visiting Professor – Graduate Courses</u> Michigan State University East Lansing, MI 48824
1975 – 1981	<u>Assistant Superintendent for Instruction</u> West Bloomfield Schools (5,800 students) West Bloomfield, MI 48033
1973-1975	<u>Associate Dean for On-Campus Affairs, Chairperson, Administration and Supervision, Professor</u> The Foster G. McGaw Graduate School National-Louis University, Evanston, IL

ALENA E. ZACHERY-ROSS

EDUCATION

Ed.D.	Walden University	In Process
M.A.	Wayne State University	1999
B.A.	Grand Valley State University	1995

PROFESSIONAL EXPERIENCE

2017-Present	Superintendent of Schools Okemos Public Schools, Okemos, MI
2015-Present	Associate Hazard, Young, Attea & Associates, IL
2012-2017	Superintendent of Schools Muskegon Heights Public School Academy
2001-2012	Assistant Superintendent of Instruction Principal Teacher Consultant Van Dyke Public Schools, MI
1995-2000	School Psychologist Teacher Detroit Public Schools, MI

LETTER OF AGREEMENT

HYA Signature Search

Purpose

The purpose of this Letter of Agreement (the "Agreement") is to document the working arrangement between ECRA Group, Inc. and its Hazard, Young, Attea and Associates Executive Search Division ("HYA"), and _____ (the "District") and its Board of Education (the "Board") to support the Board in its effort to recruit and employ talented leadership. All schedules hereto are an integral part of this agreement and are deemed incorporated by reference herein.

Section I: HYA Responsibilities

HYA shall provide the following services and deliverables:

Engage Phase:

- A. Conduct a Planning Meeting with the Board and provide a **summary of said meeting which will** detail the timeline and steps of the search process and decisions **made by the board**;
- B. Survey community constituents electronically and **provide a report of findings**; The HYA Community Engagement Survey is a research based instrument **that is specifically** designed for the search process and has a specific analysis, scoring **logic and reporting framework** that does not allow for customization. If the client wants a **customized survey**, it will include a **customized** report that will not look like the current report template. **A customized survey is \$5,000 plus** translation at \$315 per language including Spanish. Administering the survey in **paper format is not supported** as part of the general search fee; paper administration **can be quoted but note** it will change the timeline for delivery of the leadership profile report.
- C. Provide up to four individual **consultant days** for **interviews**, focus groups and/or town hall meetings to gather in-person input **from constituent groups as decided by the board**; additional days are billed at \$1000/day.
- D. Prepare and **Present a Leadership Profile Report to the Board**, and propose *Desired Characteristics* based on the **data from the survey**, interviews with district and community representatives and other material **made available to the consultants**;

Recruit Phase:

- E. Coordinate and place **advertisements as selected** and paid for by the Board;
- F. Recruit and contact candidates **utilizing state and national networks**;
- G. **Correspond with candidates** regarding the search process, timeline, *Leadership Profile* and desired characteristics;
- H. Interview candidates;
- I. Conduct reference checks;
- J. Identify **best qualified candidates**;
- K. Prepare application materials of selected slate of candidates for the Board consideration;

Select Phase:

- L. Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- M. Conduct the Interview Workshop and provide materials and protocol to ensure informative effective Board interviews;
- N. Schedule interviews for the Board with selected semi-finalists and finalists;
- O. Facilitate Board discussion to narrow candidate pool after each round of interviews;
- P. Coordinate and provide investigative background check(s) of candidates as selected and paid for by the Board;

Transition Phase:

- Q. Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent;
- R. Hold a transition meeting with the new superintendent (after he/she is employed) and Board President and if desired, the full board, regarding information learned throughout the search and next steps in the transition process;
- S. Offer other transitional services to be considered by the Board and if desired, paid for by the Board.

Section II: Board and District Responsibilities

To effectuate the search and selection of a successor superintendent, the Board will:

- A. Approve the search process at the Planning Meeting;
- B. Select advertising and executive due diligence services to be paid for by the Board;
- C. Conduct interviews (and site visits, if desired) of finalists shortly after a slate is presented. The consultants will not be present at the Board interviews or site visit but will assist the Board in the scheduling of the interviews and preparation. The consultants will be available by phone during the scheduled interviews.
- D. Write and execute the employment contract with the selected superintendent, with the assistance of its attorney. The Associates will support the Board and its attorney, if requested.
- E. Communicate with local media regarding the search process and appointment of a superintendent with its community relations/public relations designee. The consultants will support the Board and its designee, if requested.

Section III: Guarantees

- A. Throughout the search process the consultants will be available to counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the appropriate candidate for the position.
- B. The superintendent appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within five (5) years of employment unless the Board provides written authorization to HYA that they may do so.
- C. If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place, HYA will conduct a new search for the Board at no additional cost barring travel, advertising and due diligence expenses.
- D. Should the Board choose to end the search before a superintendent is selected, the Board is responsible for the search fee, advertisement, background checks and all expenses incurred prior to their decision based on the fee and payment schedule outlined herein.

Section IV: Fees and Payment Schedule

In consideration for Services, the District will pay to Hazard, Young, Attea and Associates for:

- A. Consulting Fee for the search in the amount of \$_____. This fee is due in three installments:
 - 50% will be invoiced upon contract signing and completion of the Planning Meeting
 - 25% will be invoiced after the *Leadership Profile Report* is presented
 - 25% will be invoiced after the slate is presented
- B. Advertisement pursuant to the Advertising Services Schedule attached to this agreement as selected and paid for by the Board.
- C. Background checks pursuant to the Executive Due Diligence Services Schedule attached to this agreement as selected and paid for by the Board.
- D. Printing and Postage; ECRA/HYA is a green corporation whereby all documents related to the search will be provided via a Board portal. If the Board wishes to have hard copies, 3% of the Consulting Fee (See IV, A above) will be added to the agreement as an additional fee to cover the costs associated with printing, binding and shipping all materials.
- E. Translation of survey into other world languages; the *Community and Leadership Profile Survey* will be provided in English and Spanish. Additional languages are available for \$315 per language.

Section V: Reimbursement Costs

Expenses related to travel of the candidates and consultants will be borne by the Board. HYA directs its associates and candidates to utilize the United States General Service Administration (GSA) guidelines for business travel in a given area to determine what is appropriate and reasonable for expenses related to business travel. The IRS mileage rate is used for personal vehicle travel (not rental cars).

- A. Travel expenses of candidates invited for interview by the consultants or by the Board will be billed after initial Board interviews and at the conclusion of the search;
- B. Travel expenses for consultants to meet with the Board and/or conduct interviews will be billed after the presentation of the *Leadership Profile Report*, after the slate is presented, and at conclusion of the search.

Section VI: Additional Services

- A. If and when selected, the workshop(s) costs will be added pursuant to the Transition Services Schedule of this agreement. (The Interview Workshop is included in the consulting fee for the search.)
- B. If the Board wishes to secure additional services beyond those described in this agreement or to design customized workshops and services, these services can be discussed and defined with the consultants and added to the contract as an addendum.

Section VII: Business Relationship

- A. The District and HYA agree that HYA does not have the status of employee, shall not be entitled to any employee fringe benefits, and shall function as an independent contractor.
- B. The District agrees that any and all Intellectual Property and technology designed, made or conceived by HYA (solely or jointly with others) arising from HYA's work for the District, is the sole property of HYA, without royalty or other consideration to the District.
- C. All information, notes, interview sheets, lists, and other documents developed by HYA consultants shall remain the property of HYA.
- D. Should the Board request in writing the verbatim open-ended responses from the engage phase survey, the board shall hold harmless and indemnify HYA, its officers, and its associates from any and all liability or damages arising from the release of said responses.
- E. The District and the Board understands that it is unlawful for it to either disclose to any person outside of the District's employment or make any unauthorized use of HYA trade secrets or confidential information unless it can be shown that such information has become public knowledge through no act of the District.
- F. As the eventual decision to hire the candidate will be the Board's, the Board hereby agrees to save, indemnify and hold harmless the Consultants for any decision the Board makes in the employment process relative to the hiring or failure to hire of any candidate(s) recommended by the Consultants.

Section VIII: Term and Termination

This Agreement shall become effective on the date the Agreement is signed by the District and will continue in effect until the search is completed and mutually terminated by both parties.

ECRA Group, Inc.:
HYA Executive Search Division

Name of School District:

Signature Date

Signature Date

Name and Title

Name and Title

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2017

0 – 3,000 Students	3,001 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Bexley City SD (OH) 2,274 Students, K-12 Melissa LaCroix Melissa.Lacroix@bexleyschools.org</p> <p>Harvard CUSD 50 (IL) 2,400 Students, PK-12 Sandra Theriault stheriault@cusd50.org</p> <p>Hunterdon Central Regional HS (NJ) 2,990 Students, 9-12 Deborah Labbadia 908.616.8588</p> <p>Madison SD (NJ) 2,604 Students, K-12 Lisa Ellis 201.400.2349</p> <p>Orinda Union Elementary SD (CA) 2,529 Students, K-8 Julie Rossiter 925.408.1780 jrossiter@orinda.k12.ca.us</p> <p>Pelham Public Schools (NY) 2,800 Students, K-12 Madeline Smith 646.209.5213</p> <p>Piedmont City USD (CA) 2,706 Students K-12 Andrea Swenson 510.697.8567 aswenson@piedmont.k12.ca.us</p> <p>Richland SD88 (IL) 915 Students, K-8 Julie Starasich 815.690.0674</p> <p>Valhalla UFSD (NY) 1,517 students K-12 Bob Ierace, 914.522.9581 rierace@valhallaschools.org</p>	<p>Beacon City Schools (NY) 3,600 Students, K-12 Meredith Heuer 917.447.6562</p> <p>Chappaqua Central SD (NY) 4,000 Students, K-12 Allison Gardner 914.409.7696</p> <p>Concord Public Schools & Concord-Carlisle Regional School District (MA) 3,355 students, K-12 Johanna Boynton 978.318.1500</p> <p>Duxbury Public Schools (MA) 3,250 students, PK-12 Anne Ward, awarddux@verizon.net</p> <p>Manhasset Union Free SD (NY) 3,300 Students, K-12 Regina Rule 914.602.1483</p> <p>Rescue Union SD (CA) 3,766 Students, PK-8 Nancy Brownell, 916.769.7417</p> <p>Rye City SD (NY) 3,384 Students, K-12 Katy Keohane Glassberg glassberg.katy@ryeschools.org</p>	<p>Franklin Public Schools (MA) 5,447 students, PK-12 Kevin O'Malley 774.571.8486</p> <p>Hempstead Union Free School District (NY) 6,000 Students, PK-12 Maribel Touré 516.434.4000</p>	<p>Clarke County SD (GA) 13,500 students, PK-12 Charles Worthy, 706.255.7795</p> <p>Crowley ISD (TX) 15,200 Students, PK-12 June W. Davis 817.292.6092</p> <p>Cupertino USD (CA) 18,000, PK-12 Anjali Kausar 408.827.8336</p> <p>El Rancho USD (CA) 8,800 students, PK-12 Dr. Aurora Villon, 562.965.8636</p> <p>L'Anse Creuse PS (MI) 12,000 Students, K-12 Amy Servial 586.822.9302. amyservial@gmail.com Dr. Terri Spencer 248.520.0334 tnsedd@gmail.com</p> <p>Richland SD (WA) 13,400 Students, K-12 Rick Jansons, 509.528.3488 rick.jansons@rsd.edu</p> <p>Sequoia Union HSD (CA) 9,000 Students, 9-12 Carrie DuBois, cdubois@cbnorcal.com</p>	<p>Fairfax County PS (VA) 183,000 students, PK-12 Sandy Evans, 571.423.1083</p> <p>Garland ISD (TX) 57,400 Students, PK-12 Larry H. Glick 972.475.4000</p> <p>Midland ISD (TX) 25,000 Students, PK-12 Rick Davis 432.683.6686</p> <p>Portland Public Schools (OR) 49,200 students, PK-12 Amy Kohnstamm 503.913.3945</p> <p>Richmond City SD (VA) 22,000 Students, PK-12 Dawn Pope 804.402.5000 Thomas Farrell 804.513.0523</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2016				
0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Brisbane SD (CA) 450 students, TK-8 Leo Tingin 415.269.4149 ltingin@brisbanesd.org</p> <p>Carlisle Public Schools (MA) 620 students PK-8 Melissa McMorrow 978.369.6550</p> <p>CCSD 89 – Glen Ellyn (IL) 2,000 students PK-8 Mike Nelson 773.469.7750</p> <p>Gravenstein Union SD (CA) 748 students K-8 Jim Horn 707.823.1052</p> <p>Harvey School District 152 (IL) 2,300 students PK-8 Gloria Johnson gjohnson@harvey152.org</p> <p>Soquel Union Elementary SD (CA) 1,900 students PK-8 Judy McGooden 408.818.1263</p> <p>Woodbridge School District (CT) 780 students, PK-6 Margaret Hamilton, 203.494.7591 mannham@sboglobal.net</p>	<p>Bedford Central School District (NY) 3,600 students K-12 Jennifer Gerken 914.262.3526</p> <p>Jefferson UHSD (CA) 5,000 students 9-12 Rosie Tejada 415.250.5123</p> <p>Laguna Beach USD (CA) 3,037 students K-12 Carol Normandin 949.497.7700 ext. 5202</p> <p>Minooka Community HSD #1111 (IL) 2,700 students 9-12 Mike Brozovich mbrozovich@mchs.net</p> <p>New Albany-Plain Local SD (OH) 4,882 students PK-12 Debra Kalinosky dkalinosky@earthlink.net</p> <p>Walnut Creek ESD (CA) 3,600 students K-8 Katie Peña 925.287.0494</p>	<p>Westport Public Schools (CT) 5,770 students PK-12 Michael Gordon 203.255.2244</p>	<p>Campbell Union HSD (CA) 8,000 students 9 - 12 Linda Goytia 408.230.7414</p> <p>Carlsbad USD (CA) 11,000 students, K-12 Claudine Jones 760.331.5000</p> <p>Fairfield Public Schools (CT) 10,000 students PK-12 Philip Dwyer dwyer_philip@yahoo.com</p> <p>Manchester School District (NH) 15,000 Students PK-12 Debra Langton 603.669.8338</p> <p>Santa Barbara Unified SD (CA) 15,500 students PK-12 Kate Parker kparker@sbunified.org</p> <p>Stamford SD (CT) 16,000 students K-12 Geoff Alswanger 203.968.0233</p>	<p>Beaverton School District (OR) 40,725 students K-12 Anne Bryan 503.679.5040</p> <p>Blue Valley SD 229 (KS) 22,000 students PK-12 Mike Seitz 913.226.7765</p> <p>Houston ISD (TX) 215,000 students PK-12 Manuel Rodriguez 713.498.5649</p> <p>Humble ISD (TX) 41,000 students PK-12 Robert Sifton 281.450.2472</p> <p>Los Angeles USD (CA) 640,000 students PK-12 Steve Zimmer 213.241.6387</p> <p>Northwest ISD (TX) 21,000 students PK-12 Mark Schluter 817.948.6425 Josh Wright 682.472.1846</p> <p>Phoenix Union HSD (AZ) 27,000 students 9-12 Lela Alston 602.278.2002</p> <p>Providence PSD (RI) 24,000 students PK-12 Nicholas Hemond 401.453.8600</p> <p>Santa Ana Unified SD (CA) 56,000 students PK-12 John Palacio 714.542.0589</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY

WITH REFERENCES

2015

0 - 2,500 Students	2,501 - 5,000 Students	5,001 - 7,500 Students	7,501 - 20,000 Students	20,001+ Students
Galt Joint Union High SD (CA) 2,300 students 9-12 Terry Parker Owning 209.810.0720	City Schools of Decatur (GA) 4,200 students PK-12 Annie Caiola 404.371.3601	Cambridge Public Schools (MA) 7,000 students PK-12 Mayor David Maher 303.249.6575 Barbara Allen 617.349.6441 ballen@cpsd.us	Bridgewater-Raritan RSD (NJ) 8,800 students K-12 Ann Marie Mead 732.216.7268 amead@brsrd.k12.nj.us	Boston Public Schools (MA) 57,300 students PK-12 Michael O'Neill 617.947.2967
Highland Falls-Fort Montgomery CSD (NY) 1,000 students K-12 Anne Lawless 914.588.0384	Fayetteville-Manlius Central SD (NY) 4,420 students K-12 Marissa Joy Mims 315.682.3231	CCSD 62 - Des Plaines (IL) 5,200 students PK-8 Stephanie Duckmann 847.824.1136	Eugene School District 4J (OR) 16,000 students K-12 Jim Torrey 541.790.7707	Colorado Association of School Executive (CO) Executive Director Diana Sirkko 970.618.1829
Northbrook/Glenview SD 30 (IL) 1,130 K-8 students Chuck Gittles 847.498.4190 cgittles@district30.org	Freeport School District 145 (IL) 4,187 students PK-12 Janice Crutchfield janice.crutchfield@fsd145.org	Centinela Valley Union HSD (CA) 6,600 students 9-12 Hugo M. Rojas II 310.263.3200	Franklin Township PS (NJ) 8,300 students PK-12 Edward Potosnak 732.745.1866	Montgomery County PS (MD) 154,000 students PK-12 Mike Durso 240.401.0674
Rockridge CUSD #300 (IL) 1,100 students PK-12 Jeff Widdop 309.793.8001	Mahopac Central School District (NY) 5,000 students K-12 Michael Sclafani 914.939.1256	Flint Community Schools (MI) 7,000 students PK-12 Isaiah Oliver 810.210.6823 isalah.m.oliver@gmail.com	Jefferson County Schools (WV) 9,000 students PK-12 Scott Sudduth scottsud@gmail.com	Sioux Falls School District (SD) 23,000 students PK-12 Kent Alberty 605.941.3740
Salem Elementary SD111 (IL) 970 students PK-8 Terry Barnfield 618.267.0514		Hudson School District #2611 (WI) 5,600 students K-12 Jamie Johnson 751.381.7105	Montgomery County PS (VA) 9,500 students PK-12 James Lyons 540.831-9864 joeylyons@mcps.org	
Saratoga Union School District (CA) 2,100 students K-8 Arati Nagaraj 408.656.9137		Oak Park Elementary SD 97 (IL) 5,900 students PK-8 Bob Spatz bspatz@op97.org	Orleans Parish School Board (LA) 11,000 students PK-12 Nolan Marshall, Jr. 504.460.1496	
Trevor-Wilmot Consolidated SD (WI) 565 students PK-8 Tom Steiner 262.862.2356		Pemberton Township Schools (NJ) 5,000 students 9-12 Sandy Glawson glawson@pemb.org	San Mateo-Foster City SD (CA) 12,000 students PK-8 Audrey Ng 626.862.4582	
		Union Elementary SD (CA) 5,000 students K-8 Sheila Billings 408.888.3268	South San Francisco USD (CA) 9,375 students PK-12 Rosa Acosta 650.754.3672	
			West Allis-West Milwaukee SD (WI) 9,877 students PK-12 Patricia Kerhin 414.604.3000	

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2014				
0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Clarke County Schools (VA) 1,950 students PK-12 Janet Creager Alger 540.664.1163</p> <p>Green Brook Township PS (NJ) 930 students K-8 James Benscoter benscoter@gbtpps.org</p> <p>Haldane Central School District (NY) 883 students K-12 Jennifer Daly 917.450.1630</p> <p>Maple Dale-Indian Hill SD (WI) 500 students K-8 Chris Soyke 414.540.4092</p> <p>Moffat County SD RE-1 (CO) 2,402 students PK-12 J.B. Chapman 970.846.2671</p> <p>Palos CCSD 118 (IL) 1,882 students PK-8 Sheila Pacholski 312.835.3589</p> <p>Ross Valley School District (CA) 2,200 students PK-8 Anne Capron 415.686.2926</p> <p>Roselle School District #12 (IL) 690 students K-8 Lisa Mondo 630.240.1709</p>	<p>Ashville City Schools (NC) 4,081 students PK-12 Jacquelyn Hallum 828.258.8118</p> <p>Katonah-Lewisboro SD (NY) 3,200 students K-12 Marjorie Schiff 516.972.3614</p> <p>North Plainfield School District (NJ) 3,152 students K-12 Linda Bond-Nelson 908.922.0377</p> <p>Princeton Public Schools (NJ) 3,800 students PK-12 Timothy Quinn 609.921.0428</p> <p>Somerville Public Schools (MA) 4,987 students PK-12 Paul Bockelman 617.833.8883</p> <p>Summit Public Schools (NJ) 4,100 students K-12 Celia Colbert 908.399.6131</p> <p>Wilton Public Schools (CT) 4,320 students PK-12 Bruce Likly 203.722.6474</p>	<p>Accomack County Schools (VA) 5,200 students PK-12 Ronnie Holden 757.710.1830</p> <p>Baldwin Union Free SD (NY) 5,000 students K-12 Mary Jo O'Hagan 516.589.2994 chaganmaryjo@gmail.com</p> <p>Cleveland Heights-University Heights City School District (OH) 5,800 students PK-12 Ron Register 216.403.4708 r_register@chuh.org</p> <p>Evanston-Skokie SD 65 (IL) 7,082 students PK-8 Traci Quattrochi 847.859.8005</p> <p>Lexington Public Schools (MA) 6,600 students PK-12 Margaret Coppe mcoppe@sch.ci.lexington.ma.us</p> <p>Linn-Mar Community SD (IA) 7,000 Students PK-12 Tim Isenberg tisenberg@linnmar.k12.ia.us</p> <p>Parsippany-Troy Hills SD (NJ) 7,300 students PK-12 Fran Orthwein 973.263.7200 orthwein@aol.com</p> <p>Ridgefield Public Schools (CT) 5,500 students K-12 Austin Drukker 203.894.5550</p> <p>Woodstock CUSD 200 (IL) 6,145 students PK-12 Paul Meyer 815.337.2503</p>	<p>City SD of New Rochelle (NY) 11,600 students PK-12 David Lachter 914.671.2171</p> <p>Eanes ISD (TX) 7,803 students K-12 Rob Hargett 512.415.4656 rhargett@eanesisd.net</p> <p>East Brunswick PS (NJ) 8,309 students K-12 Brad Cohen 732.613.6700</p> <p>Portsmouth Public Schools (VA) 15,200 students PK-12 James Bridgeford 757.434.2567</p> <p>Rowland Unified SD (CA) 14,000 students K-12 Heidi Gallegos heidigallegos@gmail.com</p> <p>Shoreline District #412 (WA) 9,000 students PK-12 Mike Jacobs or Debi Ehrlichman 206.393.6111</p> <p>Toms River Regional Schools (NJ) 17,000 students K-12 Joseph Torrone jtorrone@trschoos.com</p>	<p>Loudoun County Schools (VA) 70,000 students PK-12 Eric Hornberger 571.291.5685</p> <p>Virginia Beach City PS (VA) 70,259 students K-12 Dan Edwards 757.263.1016</p>

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2013				
0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Fox Point-Bayside Schools (WI) 500 students PK-8 Deb Friberg deb_friberg@hotmail.com</p> <p>High Point Regional HS District (NJ) 800 Students 9-12 Paul Derin 973.875.7205</p> <p>Nicolet High School (WI) 1,300 students 9-12 Marilyn Franklin 414.352.1180</p> <p>Portola Valley School District (CA) 700 students PK-8 Jocelyn Swisher 650.851.1777</p> <p>Public Schools of the Tarrytowns (NY) 2,100 students PK-12 Mimi Godwin 914.564.9621</p> <p>Secaucus School District (NJ) 2,190 students PK-12 Jack McStowe jmcstowe@sboe.us</p> <p>Sunnybrook SD 171 (IL) 1,015 students K-8 Lance Lape 708.895.7790</p> <p>Tuckahoe Union Free SD (NY) 1,100 students K-12 Julio Urbina 212.239.3030</p> <p>Watchung Hills Regional HS (NJ) 2,068 students 9-12 Robert Horowitz 732.563.1122</p>	<p>Belmont-Redwood Shores SD (CA) 3,600 students K-8 Robert Tashjian 650.520.5354</p> <p>Monona Grove School District (WI) 3,121 students PK-12 Susan Fox 608.222.5015</p> <p>Tukwila School District (WA) 2,920 students K-12 Mark Wahlstrom wahlsea@yahoo.com</p>	<p>Oconomowoc Area Schools (WI) 5,100 students PK-12 Don Wiemer 262.490.0804</p> <p>Passaic City SD (NJ) 7,000 students PK-12 Byron Bostos 973.470.5500</p> <p>Piscataway Twp Schools (NJ) 7,200 students K-12 Tom Mosier tmosier@pway.org</p> <p>Shaker Heights City Schools (OH) 5,500 students K-12 Annette Sutherland 216.991.8573</p> <p>St John the Baptist Parish SD (LA) 6,253 students PK-12 Gerald Keller 504.628.5277</p> <p>Syosset Central SD (NY) 6,527 students K-12 Michael Cohen 516.587.7780 mcgrateful@gmail.com</p>	<p>Alvord Unified SD (CA) 19,812 students K-12 Art Kaspereen artjr@gmail.com</p> <p>Decatur Public Schools (IL) 9,000 students PK-12 Brian Hodges 217.877.8901</p> <p>Portage Public Schools (MI) 8,700 students K-12 Robert Snyder 269.381.3585</p> <p>San Leandro Unified SD (CA) 8,800 students K-12 Diana J. Prola 510.483.0744</p>	<p>Fairfax County Schools (VA) 186,000 students PK-12 Illyong Moon 703.409.0270</p> <p>Fort Bend ISD (TX) 69,000 students PK-12 Jim Rice 832.563.2942</p> <p>Indianapolis Public Schools (IN) 30,000 students PK-12 Diane Arnold 317.679.8844</p> <p>Jersey City Public Schools (NJ) 26,000 students PK-12 Suzanne Mack 201.344.7599</p> <p>Round Rock ISD (TX) 47,328 students PK-12 Catherine Hanna 512.731.6604</p> <p>Stafford County PS (VA) 27,463 students PK-12 Stephanie Johnson 540.295.0233 johnsons@staffordschools.net</p>

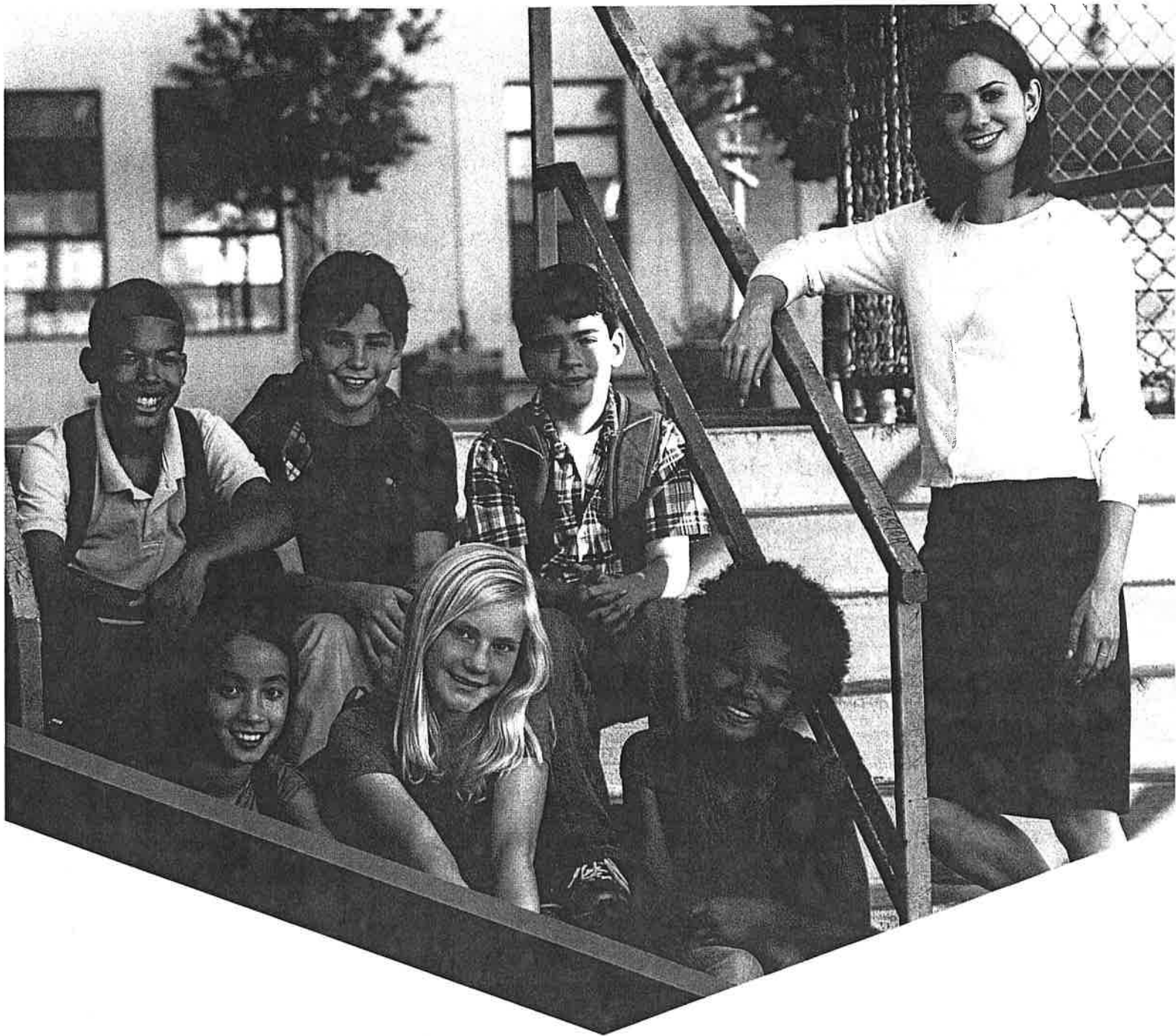
HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-318-0072 or at hya@ecragroup.com with questions or requests for additional information.

Hazard, Young, Attea & Associates
1475 E. Woodfield Rd, 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional office
Jersey City, NJ

West Coast Regional office
Palo Alto, CA

www.hyasearch.com



HYA Signature Search Process



HYA Executive Search
Hazard, Young, Attea & Associates

The HYA Difference

National Reach – Local Focus

Established in 1987, Hazard, Young, Attea & Associates (HYA) is one of the oldest and largest search firms having assisted more than 1000 school boards select exceptionally talented leadership in school systems across the nation, large and small, urban and rural. HYA's reputation and experience make it one of the preeminent school search firms in the nation and a standard which others often emulate. HYA Associates are located across the country to conveniently serve clients and are thus uniquely qualified to bring local – as well as national – perspectives, knowledge, experience, and connections to each search.

The Board Portal

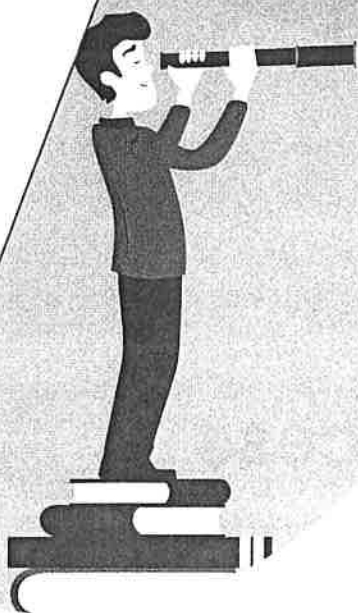
Communication and organization are critical to successful searches. Our web-based delivery system gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

Executive Oversight

Every HYA search has executive oversight by a Regional President, and HYA's Director of Operations serves as project manager to ensure all details are carefully managed. HYA has professionally staffed offices, a technological infrastructure, and a staff of full-time employees. Our tech team serves as a resource to school districts for linking the online community survey and other search materials to their website. These resources make HYA capable of responding to Board's requests in a very timely fashion.

Research Based

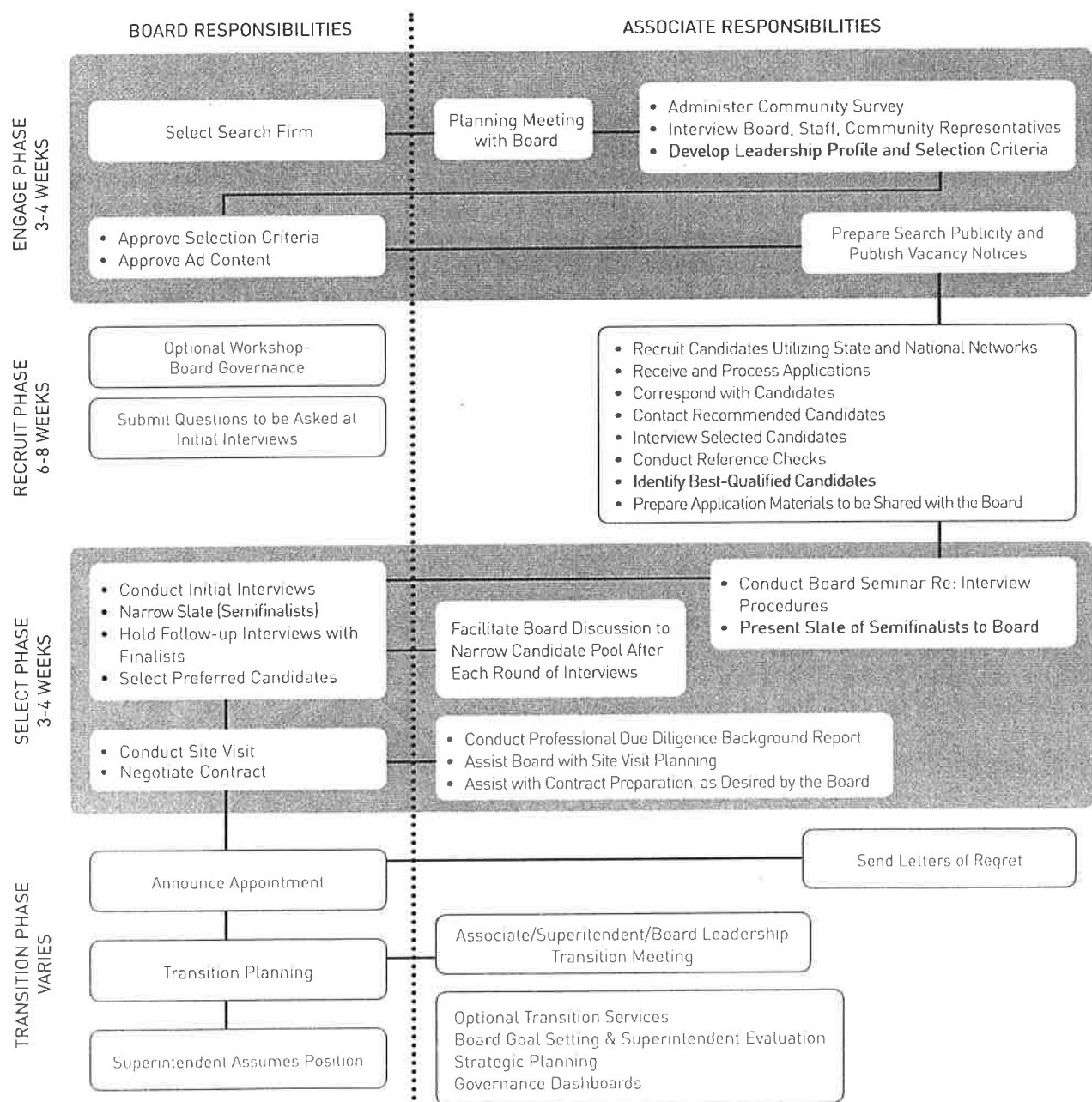
HYA is the leadership division of ECRA group, a premier research and analytics firm with over 35 years of experience supporting school districts in improving student outcomes. HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership. The resulting Community and Leadership Profile Survey Report provides information on the current state of the District, essential information the Board will use in the selection process and the new leader can use day one of employment. Furthermore, by blending consulting, professional service, and technology, HYA/ECRA group offers transition services and an analytics infrastructure to help the Board and their new leader better understand the interrelationships among school functions, and the impact of decisions and expenditures on student outcomes.



More Than a Background Check – Executive Due Diligence

HYA's comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, **not simply dozens of articles and documents** for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents could produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for civil and criminal record history. Additionally news and social media investigations provide a better understanding of a candidate's leadership style, public relations skills, and reputation.

HYA Signature Search Process





The Four Phases of HYA's Signature Search

The process outlined represents a prototypical search. Upon selection, the Associates will meet with the Board to discuss this process and modify it to meet the Board's unique needs. The following is a description of each phase in the search:



Engage

The Engage phase consists of designing and planning a process of engaging the Board and stakeholders through interviews, online surveys (available in world languages), and focus groups. Information from these interactions assists the Board in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of the local district. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be a part of the search process and provides valuable feedback about the school district based on HYA's local research and professional understanding of the district's standing in the broader marketplace. In an effort to be fully transparent to the community, an internet link is provided to the HYA website which details the search process and the vacancy announcement.





Recruit

The Recruit phase consists of leveraging HYA's extensive national network of Associates across multiple offices and incorporating advertising strategies (as selected and paid for by the Board pursuant to Appendix A) that results in the identification and recruitment of exceptionally talented leaders. HYA can also recruit non-traditional candidates, i.e. executives that have worked in business, military, private or public sector. HYA works in close partnership with state and national organizations with numerous Associates serving on those Boards.



Select

The Select phase consists of providing the Board with a slate of candidates that were interviewed by HYA Associates using the Leadership Profile established by the Board. HYA Associates are committed to spending the necessary time and energy on the details to find the right candidates to bring to the Board. The search team then facilitates the Board interviews and appointment process including reviewing candidates' references. HYA's ability to gain important background information regarding candidates - beyond what appears on an individual's resume - is a unique and distinguishing characteristic of HYA, and is attributable to the integrity of the firm, Associates, and the vast networks of professional relationships built through years in the education field. A workshop on interviewing and construction of interview questions is facilitated by the Associates for the Board. Executive due diligence including formal background and media checks complete the Select phase (as selected and paid for by the Board pursuant to Appendix B).



Transition

The Transition phase consists of assisting the Board and new Superintendent to assure a successful transition. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. Included in the search fee is a transition meeting with the new Superintendent and representative(s) of the Board regarding the information learned throughout the search process, in particular, the Community and Leadership Profile Survey. Additional transition services are available (as selected and paid for by the Board pursuant to Appendix C).

The Search Team

Presently, HYA is represented by Associates across the United States who assist with the firm's mission to provide proactive, thorough and quality assistance to School Boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. HYA Associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA Associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is committed to engaging a diverse and gender balanced cadre of Associates. Among HYA Associates are members of NABSE (National Alliance of Black School Educators) and ALAS (Association of Latino Administrators and Supervisors).

HYA assigns an individual management team to each executive search that it conducts. Associates assume direct responsibility for the search and coordinate the activities of all individuals engaged in the project. In addition to the Associates assigned to the search, all nation-wide Associates in the firm are tasked with identifying prospective candidates. Board members will receive the business, home and cell phone numbers, as well as the email addresses of the Associates.

HYA has professionally staffed offices, a technological infrastructure and a full-time employed staff; thus, HYA is capable to respond to any request the Board may have on the Board's time schedule. Finally, each search has executive oversight by a Regional President and HYA's Director of Operations serves as project manager to ensure no detail is overlooked. HYA's office staff, which is highly knowledgeable and pleased to assist at any time, is available to the Board from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

HYA believes that communication and organization are critical to successful searches. Our delivery system gives the Board anytime, anywhere access to all documents regarding the search. HYA has adopted a green process whereby all materials are delivered via a dedicated search portal so the Board and its Associates can have confidential access to all information associated with the search in an organized and timely manner.

All materials are delivered via a dedicated search portal giving the Board immediate and organized access to all information

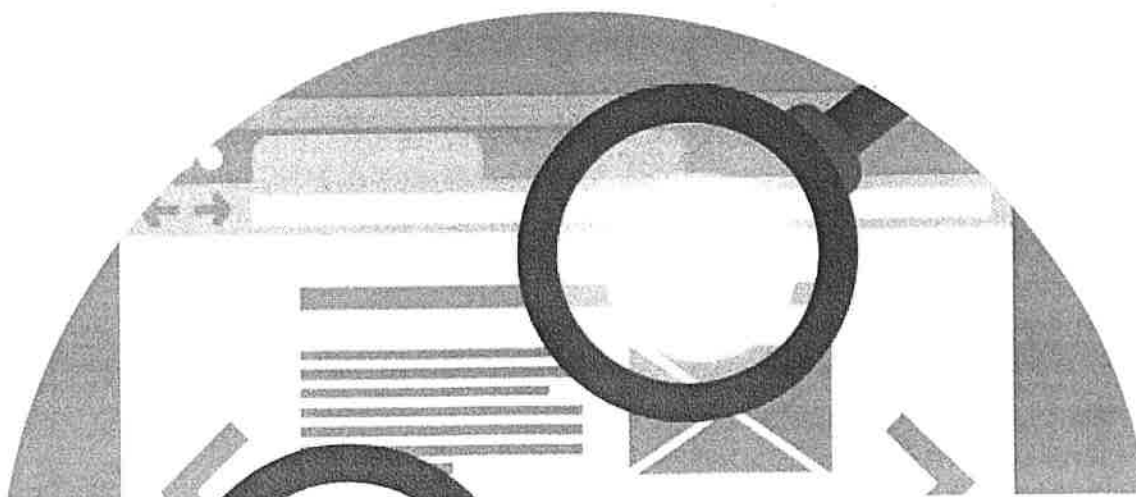
Appendices

- A Advertising Services
- B Executive Due Diligence
- C Transition Services

Advertising Services

HYA Associates work with their clients to consider the many approaches to advertising vacant position(s). The HYA staff creates and coordinates all advertisements at the Board's direction. The National Plan ensures exposure in the most frequently read print, e-publication journals, and job boards of educational leaders across the country. HYA has created other more focused advertisement options for the Board to consider as add-ons to the National Plan, including state and region-specific options. Whatever the Board chooses, HYA staff will write, place, and coordinate all the details.

Package 1	Package 2	Package 3
HYA group print ad in Ed Week	Two HYA group print ads in Ed Week	Monthly HYA group print ad in Ed Week for length of search
Online listing on EdWeek's TopSchoolJobs site for 30 days	Online listing on EdWeek's TopSchoolJobs site for 30 days	Dedicated District specific print ad in Ed Week
Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days	Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days	Online listing on EdWeek's TopSchoolJobs site for 30 days
Online listing on AASA's site for 30 days	Online listing on AASA's site for 30 days	Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days
Posted on ECRA, Twitter, and LinkedIn	Online Spotlight and Preferred upgrades on AASA's Site for 30 days	Online listing on AASA's site for 30 days
	Posted on ECRA, Twitter, and LinkedIn	Online Spotlight, Preferred, and Featured upgrades on AASA's Site for 30 days
		Posted on ECRA, Twitter, and LinkedIn



Options to Complement the Advertising Packages

(Choose as many as desired.)

Careerbuilder Network

Careerbuilder ad, linked to ASCD job ramp (Association for Supervision and Curriculum Development) for 30 days

ALAS & NABSE

Association of Latino Administrators and Superintendents (ALAS) for 6 weeks online, push on ALAS apps

National Association of Black School Educators (NABSE) for 30 days

LinkedIn

LinkedIn listing for 30 days

Regional Packages

(Choose one of the following.)

California

2 advertisements (5X4) in EdCal/ACSA (Association of CA School Administrators), print and e-publication

CALSA (CA Association of Latino Superintendents and Administrators) online advertisement for 90 days

CAAASA (CA Association of African American Superintendents and Administrators) online advertisement

Posted on ECRA, Twitter, and LinkedIn

Northeast

NJASA (New Jersey Association of School Administrators)

NYSCOSS (New York State Council of School Superintendent) online and newsletter

CAPSS (Connecticut Association of Public School Superintendents)

Posted on ECRA, Twitter, and LinkedIn

State Specific

Three state association advertisements as decided by the associate and the board

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Executive Due Diligence

HYA incorporates executive due diligence in the search process. The comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents will produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for criminal record history. Each background search requires 7-10 working days to complete.

Two packages are offered. The Comprehensive Package includes a news and social media analysis. The news media investigation provides a better understanding of a candidate's leadership style, public relations skills and priorities. The news media investigation draws upon over 28,000 specialized publications and 900 newswires in 200 countries and includes 30 years of credible archived information. Special focus is given to publications in communities where the candidate has lived or worked. The social media review includes a review of text and images on sites such as Twitter, LinkedIn, personal blogs and industry websites. The analysis provides a summary of candidate generated activity with highlights of negative alerts.

The Basic package was designed in response to requests for a simpler cabinet or principal position background check; it does not include the news and social media analysis.

	Comprehensive	Basic
Personal Profile Summary	x	x
Social Security Trace	x	x
County Criminal Record History	x	x
Federal Criminal Record History	x	x
County Civil Record History	x	x
Department of Motor Vehicles License Information	x	x
Education (Degree) Verification	x	x
Transunion Credit Report	x	x
Investigation of all Aliases Identified within Past 7 Years	x	x
Investigation of all Jurisdictions of Residence, Education, and Employment within Past 7 Years	x	x
University and Academic Program Accreditation	x	x
National Criminal Record History	x	x
National Sex Offender Search	x	x
Executive Summary	x	x
News Media Review (5 year timeframe and up to 20 relevant articles)	x	
Social Media Review	x	

Transition Services

HYA offers optional transition services that would benefit Boards and new Superintendents during the transition period and the Superintendent's first year in the school district.

Board Governance Workshop

The Board Governance Workshop requires 3-4 hours and provides the Board the opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement and systematic change. Developing and maintaining effective Board-Superintendent relations, the need for long and short range planning, consensus decision-making, and other components of successful Board service are also discussed at this workshop.

Board Goal Setting & Superintendent Evaluation

To develop and maintain effective Board-Superintendent relations and provide the Board with an opportunity to determine what it desires to have the Superintendent achieve during his/her first two years in the position, goals and the evaluation process must be codified and understood with great clarity. The evaluation process should reinforce the concept of continuous improvement, and should monitor the achievement of the Board's goals. Processes and instruments for performance evaluation will be provided.

Comprehensive First Year Support

This service includes both the Board Governance Workshop and the Board Goal Setting & Superintendent Evaluation service in addition to ongoing mentoring for the new Superintendent. The mentoring relationship will be designed with the HYA Associate and the new Superintendent with input from the Board. There is a focus on monitoring progress towards attainment of Board goals and facilitation of the Superintendent's first year evaluation.

Strategic Planning

Improving student outcomes begins with a clear and compelling vision for student success. When a new leader is appointed, a clear and concise strategic plan helps guide decisions and ensures energy is directed toward advancing the priorities of the community as directed by the Board. A disciplined strategic planning process allows school systems to engage stakeholders, build a consensus around what matters, and channel resources accordingly in order to ensure a maximum return on investments. A disciplined strategic planning process provides clarity of purpose as well as a structure to align the organization, its structures, and its policies. This service is typically a 3-6 month engagement.

Governance Dashboards

Governance dashboards help to facilitate, launch, and govern implementation of the district's strategic plan and give meaningful data for the Board to evaluate the impact and return on investment that strategic goals are having on student achievement, financial, and other system outcomes. The strategic dashboard provides a framework for the Board and Superintendent to communicate the priorities and progress of the school system to the community. This service is a continued service from year to year.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-318-0072 or at hya@ecragroup.com with questions or requests for additional information.

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