May 2, 2023

SUPERINTENDENT SEARCH
YOUR HYA SEARCH TEAM

Dr. Mike Richie
HYA Vice President

Dr. Sarena Shivers
HYA Associate

Michelle Fiedler
Administrative Assistant

Daneyelle Martell
HYA Project Manager
ABOUT THE FIRM

- 35 years of Executive Searches
- 1,600+ searches for School Districts & State and National Organizations
- 130+ nationwide Associates
- Has worked with districts with enrollment of less than 300 to over 640,000 students

- Comprehensive Stakeholder Engagement
- Research & Analytics
- Full-time back office and IT staff
- Responsive, regular communication
HYA’S SIGNATURE SEARCH PROCESS

3-4 WEEKS
ENGAGE
Understand the desires of your organization

6-8 WEEKS
RECRUIT
Bring the widest range of candidates that meet the requirements

3-4 WEEKS
SELECT
Facilitate selection process to arrive at the best match

VARIES
TRANSITION
Support the organization and your new superintendent
HYA Website lists 22 current HYA led searches from 13 different states, and 145 additional searches from throughout the U.S.

- Michigan Leadership Institute lists 5 current searches on their website (all MI districts)
- Michigan Association of School Boards list 2 current searches (all MI districts)

According to market research, HYA completes the highest number of searches per year and has the lowest superintendent turnover rates of any of our competitors.

- 94% of superintendents placed in the last 10 years stay the full term of their first contract

Richie’s Track Record

- Led or assisted in 25 searches
- All candidates hired are still serving in the positions for which they were hired
ENGAGE PHASE

- Board Planning Meeting
- Board Interviews
- Individual Interviews
- Focus Groups
- Community Forums
- Stakeholder Survey

HYA’s research-based approach helps you best understand the desires of your stakeholders.

- Leadership Profile Report
- Summary Survey
- Selection criteria and characteristics which determines candidate qualities that match the Bloomfield Hills Schools needs
HOW WE FACILITATE YOUR FOCUS GROUPS

**Versatile Meeting Formats**
- Face to face
- Zoom
- Various locations
- Email feedback

**Flexible Meeting Times**
- Morning/Afternoon/Evening
- Weekday/Weekend

**Potential Focus Groups**
- High school students
- Parents
- Certified staff/support staff
- Administrators
- Business partners/other businesses
- Civic groups
- Booster clubs/PTO's
- Others as recommended by the Board

**Diverse & Inclusive**
- Seek to reach ALL community members and stakeholders
- Coordinated for various languages
RESEARCH BASED STAKEHOLDER SURVEY

RESEARCH BASED
Assess strategies that have been proven to have the greatest likelihood of affecting student learning.

NORM REFERENCED
Designed to compare and rank survey takers in relation to one another or within subgroups.
SURVEY EXAMPLES

State of the District

State of the District Summary
Respondents rated statements related to the state of the district on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Each statement corresponds to one of the following constructs: Vision & Values, Teaching & Learning, Community Engagement, and Management. Overall results are presented below; results for individual items are reported in the appendix.

State of the District Results by Constituent Group

Leadership Profile

Leadership Profile Results by Constituent Group

Vision and Values
Community Engagement
Management
LEADERSHIP PROFILE REPORT

EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile assessment conducted by Hazard, Young, Attea & Associates (HYA) in November and December 2021 for the new Executive Director of the Association of California School Administrators (ACSA). The data collected was obtained from input the HYA consultants received when they met with individuals and groups in virtual focus group sessions and from the results of the online survey completed by ACSA members. The survey and focus group sessions were structured to gather input to assist the ACSA Executive Committee in determining the primary characteristics desired in the new Executive Director (District Characteristics).

Additionally, the consultants collected information regarding the strengths of the Association, some of the challenges and issues that it will be facing in the coming years, as well as the professional experience, qualifications, and the personal characteristics/traits that the new Executive Director should possess. This information supported the results of the online survey. Data regarding the strengths of the Association and the leadership profile characteristics desired in the new Executive Director. This information is summarized in the following sections of this Executive Summary. Strengths of the Association, Challenges and Issues, Professional Qualifications and Experience, and Personal Characteristics and from the focus group is described in the Summary of Findings from the Focus Group Sessions.

Participation in Focus Group Sessions

Virtual focus group sessions were scheduled between November 29th and December 16th specifically for the following leadership groups, Committees, and Councils as per ACSA staff:

Leadership Groups
- Board of Directors
- Leadership Assembly Members
- Region Presidents
- Region Vice Presidents/Leaders for Legislative Action

Committees
- Co-Administration
- Equity
- Parity
- Small School District
- Urban Education
- Core
- Equity
- Adult Education
- Business Services
- Career Technical
- Special Education
- Classified Educational Support Leaders
- Team

were invited to complete the HYA Online Survey, with a link provided on the District’s Website from December 1 through December 31, 2021. This survey data was disaggregated into six groups: administrator, community member, parent of student attending school, support or classified staff, teachers or licensed staff, and students. The Lincoln Public Schools Survey was completed by 136 stakeholders. The largest stakeholder group surveyed were parents of students attending school representing 36.0% of the responses. Certified staff/licensed staff teachers and 27.4% make up the second most populous stakeholder group. The third largest participant group were community members at 14.4% of all respondents.

The numbers of participants by the stakeholder group in the two methods of data gathering are listed in the following chart. Not all focus groups were a group that was disaggregated for the online survey.

<table>
<thead>
<tr>
<th>Group</th>
<th>Personal Interview or Focus groups</th>
<th>Online Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>7 interviews</td>
<td>NA</td>
</tr>
<tr>
<td>Building level admin</td>
<td>1 focus group</td>
<td>47</td>
</tr>
<tr>
<td>Central office admin</td>
<td>10 interviews</td>
<td>52</td>
</tr>
<tr>
<td>Faculty</td>
<td>4 focus groups</td>
<td>324</td>
</tr>
<tr>
<td>Community</td>
<td>14 focus groups</td>
<td>289</td>
</tr>
<tr>
<td>Support Staff</td>
<td>27 focus groups</td>
<td>122</td>
</tr>
<tr>
<td>Parents</td>
<td>2 focus groups (parents only)</td>
<td>318</td>
</tr>
<tr>
<td>Students</td>
<td>276 focus groups</td>
<td>318</td>
</tr>
<tr>
<td>Total</td>
<td>21 focus groups + 17 interviews</td>
<td>1,589</td>
</tr>
</tbody>
</table>

The community profile report and a chart of the district characteristics are provided under separate cover and are meant to be stand-alone complementary pieces to the Leadership Profile Report.

DESCRIPTION OF THE DISTRICT

Lincoln Public Schools is the second largest public school district in Nebraska, located in the heart of the state, renowned for its long standing history of educational excellence and tradition of rigorous academic achievement. The school district is growing and thriving, serving over 42,000 students in more than 85 schools and programs.

The school district boundaries nearly coincide with the City of Lincoln. The district includes all of the city, plus a small amount of adjoining rural areas. The district serves a total population of...
THE HYA RECRUITING ADVANTAGE

- **90%** of Associates are retired superintendents who are experts in education with strong networks to potential candidates.

- **75%** of superintendents placed are recruited by HYA Associates.

- The HYA website has 25,000+ page views per month. HYA is unique in that we post ALL superintendent vacancies in addition to those we are conducting.

- Currently, there are 22 HYA led searches and 145+ other openings posted on the [HYA website](#).

- HYA is represented and makes connections at state and national conventions.
  - AASA - San Antonio, Texas (February, 2023)
  - NASB - Orlando, Florida (April, 2023)
    - HYA Recruiting/Networking Booth on exhibit floor
    - HYA Associates present/lead numerous sessions
    - Marketing materials distributed

We do not believe that "If you post it, they will come" and thus we aggressively recruit candidates from across the nation.
THE HYA RECRUITING ADVANTAGE

Associates have access to ALL applicant materials for any HYA lead search.

HYA database that shows current superintendents.
<table>
<thead>
<tr>
<th>City</th>
<th>Location</th>
<th>Applicants</th>
<th>Out of State Applicants</th>
<th>% Out of State</th>
<th>Tier 1 Candidates</th>
<th>States</th>
<th>Superintendent Hire</th>
</tr>
</thead>
<tbody>
<tr>
<td>LINCOLN, NE</td>
<td>Nebraska</td>
<td>22</td>
<td>18</td>
<td>82%</td>
<td>6</td>
<td>2 NE, 2 IA, 1 FL, 1 TX</td>
<td>IA</td>
</tr>
<tr>
<td>LITTLETON, CO</td>
<td>Colorado</td>
<td>24</td>
<td>17</td>
<td>71%</td>
<td>11</td>
<td>4 CO, 1 MI, 1 GA, 1 IN, 1 MD, 1 WI</td>
<td>IN</td>
</tr>
<tr>
<td>AURORA, CO</td>
<td>Colorado</td>
<td>32</td>
<td>22</td>
<td>69%</td>
<td>12</td>
<td>1 IA, 1 MO, 1 FL, 1 CA, 1 WA</td>
<td>CO</td>
</tr>
<tr>
<td>VERONA, WI</td>
<td>Wisconsin</td>
<td>22</td>
<td>8</td>
<td>36%</td>
<td>8</td>
<td>6 WI, 1 CA, 1 NC</td>
<td>WI</td>
</tr>
<tr>
<td>NEW RICHMOND, WI</td>
<td>Wisconsin</td>
<td>14</td>
<td>5</td>
<td>36%</td>
<td>6</td>
<td>3 WI, 3 MN</td>
<td>MN</td>
</tr>
<tr>
<td>WHITEWATER, WI</td>
<td>Wisconsin</td>
<td>24</td>
<td>10</td>
<td>42%</td>
<td>10</td>
<td>6 WI, 4 IL</td>
<td>IL</td>
</tr>
</tbody>
</table>
HYA LEADS THE NATIONAL SCENE

Networking and presenting at AASA, recruiting candidates.

HYA Vice President, Mike Richie - interview with AASA regarding Job Central Recruiting

The annual job fair welcomed superintendents and other conference attendees to meet with hiring firms from around the nation. This story was produced by Logan Reid at the 2023 AASA Conference in San Antonio, Texas.
HYA RECOMMENDED ADVERTISING

Included in HYA Base Price
- HYA Website
- HYA Social media
- NASS (National Association of School Superintendents)
- Networking

NATIONAL

LOCAL

Jobs posted on the MISTAFF site will automatically post to the following association job sites:
- MASA - MAISA - Michigan
- ASCD - MASSP - MASB,
- MEMSPA - MSPR

Other State Associations
- Bloomfield Hills School District Website

NATIONAL (OPTIONAL)

- ALAS (Association of Latino Administrators and Superintendents)
- NABSE (National Alliance of Black School Educators)
- Ed Week Top School Jobs
- AASA (American Association of School Administrators)
HYA ADVERTISING ANALYTICS

- **1,480 Views** (total number of screen views, page views. Repeated views of a single screen or page are counted)
- **967 Users** (total number of active users)
- **1.53 Views Per User** (average number of mobile app screens or web pages viewed per user)
- **1m 04s Average Engagement Time** (average length of time that the page was in the foreground in the browser)
- **4,358 Events** (number of times users triggered an event - click, file download, first visit, page view, scroll, session start, user engagement, view search results)

Graph compares views over time between different searches.
Conduct screening interview for all applicants.

Present a tiered slate along with supporting materials of qualified candidates.

Support and prepare Board for interviews as needed. Board will select the number of candidates to be interviewed.

Co-coordinate Day in the District for finalists.

Conduct reference checks, blind reference checks, and internet searches.

Assist Board in developing interview questions.

Coordinate final interviews between candidates and the School Board.

Facilitate third party background checks on final candidate as requested by the Board.

HYA Associates will coach the Board with legal obligations and will work with the districts’ legal counsel to assure compliance with Michigan laws.
Stakeholder feedback from Day in the District meet and greets and open session interviews.
HYA Associates work with the district translation team to ensure all members of the community have a voice.
MICHIGAN HYA EXPERIENCE

HYA Searches conducted from 1992–2020

Battle Creek
Birmingham
Bloomfield Hills (2002)
Clarkston
East Lansing
Grosse Pointe
Gull Lake
Holland Academy
Jackson
Zeeland
Plymouth
Flint
Pontiac
Portage
Southfield
Summit
Traverse City
Troy
Wayne Westland
West Bloomfield
Midland
Novi
Ludington
Lansing
Mona Shores
Oakland Intermediate
L’Anse
Kalamazoo

Sarena Shivers
HYA Associate
Currently working for Michigan Association of Superintendents and Administrators (MASA)
Former Superintendent in Michigan
Michigan Educational Leader since 2004
BOARD & FIRM TRANSPARENCY
All Bloomfield Hills Board Members and other authorized users will have 24/7 access to a personalized and private portal which will serve as a hub for up to date information, links, and documents related to the superintendent search, organized by phase.

<table>
<thead>
<tr>
<th>Home</th>
<th>Propose</th>
<th>Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search Team Members</td>
<td>RFP</td>
<td>Summary Survey</td>
</tr>
<tr>
<td>Board Updates</td>
<td>Proposal</td>
<td>Open Ended Survey Questions</td>
</tr>
<tr>
<td>Zoom Links</td>
<td>Presentation</td>
<td>District Leadership Profile Report</td>
</tr>
<tr>
<td>Board Planning Summary</td>
<td>Signed Letter of Agreement</td>
<td>Profile Report Presentation</td>
</tr>
<tr>
<td>Summary Notes</td>
<td></td>
<td>Focus Group Schedule</td>
</tr>
<tr>
<td>Search Timeline</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruit</th>
<th>Select</th>
<th>Transition Services Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Postings</td>
<td>Interview Schedule</td>
<td>Comprehensive First Year Support</td>
</tr>
<tr>
<td>All Candidate Application Materials</td>
<td>Day in the District Schedule</td>
<td>Executive Coaching</td>
</tr>
<tr>
<td>Resume / CV</td>
<td>Tier 1 - 2 - 3 Document</td>
<td>Board Governance</td>
</tr>
<tr>
<td>Slate Presentation</td>
<td>Interview Questions</td>
<td>Board Goal Setting</td>
</tr>
<tr>
<td></td>
<td>Google Forms (Day in the District Feedback)</td>
<td>Superintendent Evaluation</td>
</tr>
<tr>
<td></td>
<td>Feedback Responses Document</td>
<td>Strategic Planning</td>
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<td></td>
<td>Candidate Presentations</td>
<td>Community Engagement</td>
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<td></td>
<td>Delphi Technique</td>
<td></td>
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<td></td>
<td>Screening Tool</td>
<td></td>
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<tr>
<td></td>
<td>Interview Rubrics</td>
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</tbody>
</table>
“Dr. Richie was incredible in his diligence and professionalism throughout the Lincoln, Nebraska search process. This search was a first class operation with information and communication at the highest of levels. He clearly has established HYA as a leader in search firms.”

Peter Licata, Ph.D.
South Regional Superintendent
Palm Beach County School District
(Finalist for Lincoln, Nebraska)
If a superintendent departs from the position during the first year under any circumstances, professional or personal, HYA will recruit new candidates for the Board at no additional cost with the exception of travel, advertising and due diligence expenses.

OR

Within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not personal/health reasons.

The superintendent appointed to the position will not be presented as a candidate to another organization if this will result in a resignation within five (5) years of employment.
HYA “WALKS THE TALK OF EQUITY”

THE HYA COMMITMENT:
HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts. Each candidate we slate regardless of race, ethnicity, gender, or sexual preference must have recent, relevant, and demonstrated experience in successfully addressing opportunity gaps, leading with an equity lens, and advancing equity initiatives.

HYA has a strong partnership with AASA which supports our ability to recruit underrepresented candidates including female leaders.

- A current HYA Associate served as a past president of AASA
- HYA conducted AASA’s 2022 Executive Director Search
HYA PRICE PROPOSAL

HYA Search Fee
$18,500 (this fee includes the HYA Survey)

Travel
Utilizing Zoom for portions of the search will reduce travel costs
$1,500 to $3,500 (not to exceed)

OPTIONAL SERVICES

Additional Days
Our base fee includes up to four individual Associate consulting days. Most searches are completed utilizing four days. However, in some cases the Board requests more days in the District (examples: additional focus groups, additional interviews, additional meetings, attend interviews, coaching, and/or mentoring).
$2,500 per additional day. This fee includes all costs for Associates travel.

Advertising
The Board determines what type of advertising they want. HYA has designed extended advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits their needs. Advertising on the HYA website, National Association of School Superintendents (NASS) website and social media pages are included in the base fee.

State of Michigan Advertising ($0 to $500)      National Advertising ($2,150 to $4,000)

Comprehensive Background Check
Background checks/Executive Due Diligence Services, are typically conducted on the lone finalist, as selected by the Board. The comprehensive cost from a third-party professional firm (per candidate)
$1,100 to $1,950
SUPPORTIVE TRANSITION PHASE

MEET WITH APPOINTED SUPERINTENDENT AND BOARD:

- Debrief Process and Assist Transition
- Associates are available for informal mentoring and support after placement

HYA OFFERS OPTIONAL TRANSITION SERVICES:

- Leadership Coaching
- Board Governance Workshops
- Goal Setting and Evaluation
- Strategic Planning

[Transition Services Linked Here]
**TIMELINE OPTIONS**

<table>
<thead>
<tr>
<th>TENTATIVE TIMELINE #1</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>After search firm is hired/contract signed</td>
<td>The HYA Team will meet with the Bloomfield Hills District School Board to plan the search and determine the process, finalize timeline, etc.</td>
</tr>
<tr>
<td>Mid-May through Mid-June, 2023</td>
<td>Post position on HYA site and other sources &amp; Network with other HYA Associates National and regional advertising and marketing Accepting applications and recruiting</td>
</tr>
<tr>
<td>Mid-May, 2023</td>
<td>Individual interviews with Board members (phone)</td>
</tr>
<tr>
<td>Mid to late May, 2023</td>
<td>Stakeholder interviews/focus groups/forums</td>
</tr>
<tr>
<td>Ongoing as HYA receives applications</td>
<td>HYA screening interviews/vetting</td>
</tr>
<tr>
<td>Mid-May, 2023</td>
<td>Open HYA digital survey to all stakeholders</td>
</tr>
<tr>
<td>Late May, 2023</td>
<td>Close HYA digital survey</td>
</tr>
<tr>
<td>Early June, 2023</td>
<td>Presentation of District Leadership Profile Report</td>
</tr>
<tr>
<td>Mid-June, 2023</td>
<td>Presentation of slate to Board and interview workshop</td>
</tr>
<tr>
<td>Late-June, 2023</td>
<td>Board first round interviews Board meets to identify semi-finalists</td>
</tr>
<tr>
<td>Early July, 2023</td>
<td>Finalists Day in the District</td>
</tr>
<tr>
<td>Late July, 2023</td>
<td>Board conducts final interview(s)</td>
</tr>
<tr>
<td>Late July, 2023</td>
<td>HYA third-party background check</td>
</tr>
<tr>
<td>Early August, 2023</td>
<td>Superintendent’s hiring approved and announced</td>
</tr>
<tr>
<td>August 15, 2023</td>
<td>Superintendent contract formally begins</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TENTATIVE TIMELINE #2</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>After search firm is hired/contract signed</td>
<td>The HYA Team will meet with the Bloomfield Hills District School Board to plan the search and determine the process, finalize timeline, etc.</td>
</tr>
<tr>
<td>July, 2023</td>
<td>Individual interviews with Board members (phone)</td>
</tr>
<tr>
<td>September, 2023</td>
<td>Stakeholder interviews/focus groups/forums</td>
</tr>
<tr>
<td>September 18 through October 31, 2023</td>
<td>Post Position on HYA website and other sources Accepting applications and recruiting Network with other HYA Associates Advertising and marketing</td>
</tr>
<tr>
<td>Ongoing as HYA receives applications</td>
<td>HYA screening interviews/vetting</td>
</tr>
<tr>
<td>Mid-September, 2023</td>
<td>Open HYA digital survey to all stakeholders</td>
</tr>
<tr>
<td>End of September, 2023</td>
<td>Close HYA digital survey</td>
</tr>
<tr>
<td>Early October, 2023</td>
<td>Presentation of District Leadership Profile Report</td>
</tr>
<tr>
<td>Early November, 2023</td>
<td>Presentation of slate to Board and interview workshop</td>
</tr>
<tr>
<td>Mid November, 2023</td>
<td>Board first round interviews / Board meets to identify semi-finalists</td>
</tr>
<tr>
<td>End of November, 2023</td>
<td>Finalists Day in the District</td>
</tr>
<tr>
<td>Early December, 2023</td>
<td>Board conducts final interview(s) and HYA third party background check</td>
</tr>
<tr>
<td>By the end of December, 2023</td>
<td>Superintendent’s hiring approved and announced</td>
</tr>
<tr>
<td>July 1, 2024</td>
<td>Superintendent contract formally begins</td>
</tr>
</tbody>
</table>

Timeline one offers an expedited search for a 2023 start date. Timeline two shows placement of an interim and a 2024 start date.
HYA Website lists 22 current HYA Led Searches from 13 different states, and 145 additional searches from all over the U.S.

- Michigan Leadership Institute lists 5 current searches on their website (all MI Districts)
- Michigan Association of School Boards list 2 current searches (all MI Districts)

According to market research, HYA completes the highest number of searches per year and has the lowest superintendent turnover rates of any of our competitors.

- 94% of superintendents placed in the last 10 years stay the full term of their first contract

Richie's Track Record

- Led or assisted in 25 searches.
- All candidates hired are still serving in the positions for which they were hired.
QUESTIONS?

We wish you all the best on your search and we hope to be working with you!

Dr. Mike Richie, HYA Vice President
Email: mikerichie@hyasearch.com
Cell: 715-891-1816

Dr. Sarena Shivers, HYA Associate
Email: sarenashivers@hyasearch.com
Cell: 734-589-5119