

HARTLAND CONSOLIDATED SCHOOLS
9525 E. Highland Rd. • Howell, Michigan 48843

Superintendent Search
Ad Hoc Committee meeting
Boardroom
September 14, 2026, 6:30 p.m.

AGENDA

This is a meeting in public for the purpose of conducting the business of Hartland Consolidated Schools and is not to be considered a public community meeting. There is a time for public participation during the meeting as indicated on the agenda. Guests are expected to act with civility and not interrupt this school business meeting. Anyone being disruptive will be asked to leave.

- I. Call to Order
- II. Pledge of Allegiance
- III. Approval of minutes: 8-27-26 Superintendent Search Committee meeting

IV. Call to the Public

This portion of the agenda is for citizens to address any questions or comments to the Board. Attendees must register their intention to participate in the public participation portion of the meeting prior to the start of the meeting. Individuals may not register others to speak during public participation.

The committee will listen and take comments and questions under advisement but will not respond at this time. The chairperson will refer any questions to the superintendent for investigation and respond at a later date.

Speakers are asked to express themselves in a civil manner, with due respect for the dignity and privacy of others who may be affected by your comments. Each speaker may be limited to three (3) minutes. No participant may speak more than once.

- V. Finalize search committee interview questions
- VI. Determine search firm candidates to interview
- VII. Discuss search firm candidate interview schedule

HARTLAND CONSOLIDATED SCHOOLS SUPERINTENDENT SEARCH COMMITTEE MEETING ~ MINUTES

Hartland Educational Support Service Center, Boardroom

August 27, 2026

Present: K. Coleman, G. Gogoleski, G. Keller

Ms. Coleman called the meeting to order at 3:30 p.m. The Pledge of Allegiance was recited.

Call to the Public

A community member addressed the committee.

Amend the Agenda

Mr. Keller asked to add the Selection of Committee Chair and Secretary to the agenda.

All committee members agreed.

Selection of Committee Chair and Secretary

Mr. Gogoleski nominated Mr. Keller as Committee Chair; Mr. Keller accepted and the committee agreed.

Mr. Keller nominated Ms. Coleman as Committee Secretary; Ms. Coleman accepted and the committee agreed.

Discussion Items

Develop questions for the search firms that have provided proposals

The committee members reviewed questions proposed by the committee members and discussed what more they would like to learn from the candidate search firms.

Next steps:

- *Mr. Gogoleski: Revise the discussed comprehensive list of questions and narrow it to a shorter, more concise list.*
- *Ms. Coleman: Review Mr. Gogoleski's revised question list and provide additional input.*
- *Mr. Keller: Send RFPs to three additional search firms.*

Map out two potential search timing scenarios: Fall and Winter

The committee discussed the pros and cons of pursuing a superintendent search in the fall vs. waiting until later winter/early spring. If the latter is pursued, appointing an interim superintendent will be necessary.

Adjournment

The meeting was adjourned at 5:32 p.m.

Next Meeting

Monday, September 14, 2026. The meeting time was tentatively set for 7:30 a.m.

Condensed Superintendent Search Consultant Interview Questions

1. Stakeholder Input

- How will you gather input from the Board, administrators, staff, parents, students, and community?

2. Your Role & Board Support

- Will you advocate for the Board's interests and priorities, including negotiations and contract issues, during the process?

3. Search Process & Deliverables

- What is your recommended timeline (fall vs. winter/spring) and why?
- What are the specific and/or measurable deliverables the Board will receive at each stage?

4. Finding Candidates Beyond the Traditional Applicant Pool

- How do you identify and recruit highly qualified candidates who are not actively seeking another position?
- What strategies do you use to attract candidates who would not respond to a conventional job posting?

5. Focus on Student Outcomes

- How do you evaluate candidates based on demonstrated results and leadership effectiveness, rather than simply years of experience, titles, degrees, or credentials?

6. Candidate Evaluation & Selection

- What does your scoring rubric look like, and how are candidates measured against the district's priorities?
- How are interview questions developed, and what role will the Board have in developing or approving them?

7. Vetting & Reference Checks

- Describe your process for conducting deep, independent vetting and reference checks including candidates' claims and performance history.

8. Communication & Confidentiality

- How frequently will the Board receive updates?
- How will candidate confidentiality be protected throughout the process?

9. Fees, Contract Terms & Risk

- Please explain any and all fees, payment schedules, and reimbursable expenses, including travel.
- What happens if the search does not produce a candidate the Board considers qualified?
- Is a replacement search included if the selected superintendent leaves or proves unsuccessful?

Condensed Superintendent Search Consultant Interview Questions

10. Ownership, Conflicts & Post-Hire Support

- Who owns the candidate information and application materials, and will the Board receive all resumes and supporting materials?
- What confidentiality and conflict-of-interest provisions apply?

SUPERINTENDENT SEARCH PROPOSAL

Hartland Consolidated Schools



Leading the Search:
MLI Consultant, Sheila Alles
Sheilaalles1@gmail.com

Michigan Leadership Institute is a service of the Genesee Intermediate School District
2413 West Maple Avenue
Flint, MI 48507
810-591-3251
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Michigan Leadership Institute

The Michigan Leadership Institute (MLI), one of the most experienced and successful executive search firms in Michigan, is pleased to offer a unique and comprehensive search proposal for Hartland Consolidated Schools. In partnership with MLI, Hartland Consolidated Schools can benefit from the expertise of MLI in your superintendent search. Our unique partnership would offer:

- A superintendent search using MLI's proven methodologies and facilitated by MLI Consultant Sheila Alles;
- Extensive outreach, networking, and marketing of MLI and all MLI Consultants; and
- Ongoing support for your Board of Education and Superintendent.

History and Philosophy

MLI was founded in 1998 by Dr. Timothy Quinn who served as President of the organization until 2008 when Dr. Michael Wilmot became President/CEO. In 2018, Genesee Intermediate School District assumed ownership and operations of Michigan Leadership Institute, under the direction of Dr. Steven Tunnichliff - appointed Superintendent of Genesee Intermediate School District in July 2021. In September 2021, Dr. Lisa Hagel was appointed Executive Director of Michigan Leadership Institute.

We are guided by the following principles:

- **Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in the physical, social/emotional, and intellectual aspects of oneself expands a leader's strength and effectiveness.
- **Service** - Outstanding leaders define themselves and grow by viewing leadership as service to others.
- **Trust/Integrity** – Honest and open communication is integral to building and maintaining a trusting relationship.
- **Competence** – High quality performance and competence depend on clear articulation of desired outcomes and processes for continuous improvement.

Our philosophy as an organization is one of service to children and communities by providing comprehensive and ongoing services to schools across Michigan—to **develop, deploy** and **support** outstanding leaders.

Consistent with our mission, we acknowledge that strong leadership for any school system is dependent upon the effective and ongoing development of educational leaders. At present, we are nearing the completion of our 26th year of the MLI Superintendent Preparation Academy (SUPES Academy), providing research driven leadership development and meaningful, intentional, and relevant skill building to aspiring superintendents – including cultural competency.

As the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies, including those associated with diversity, equity, and inclusion.

Experience, Recruiting, and Successful Placements

The Michigan Leadership Institute (MLI) employs a comprehensive, proactive, and highly personalized approach to recruiting exceptional candidates for a Superintendent position. Each search is led by a dedicated Lead Consultant who is supported by a statewide network of experienced MLI consultants. This collaborative team approach ensures broad outreach, deep professional connections, and the ability to identify candidates who align with the district's unique leadership profile, community values, and long-term goals.

The process begins with the Lead Consultant working closely with the Board of Education to establish a clear district profile and candidate criteria based on stakeholder input and the district's strengths, challenges, and strategic priorities. Using this customized profile, the consultant team actively recruits and screens high-caliber candidates from across Michigan and the nation.

MLI consultants leverage their extensive professional networks, developed through decades of leadership service in Michigan's schools, professional associations, and national organizations. This network allows the team to personally contact outstanding leaders, encourage qualified individuals to apply, and identify emerging talents who may not be actively seeking a new position but represent an excellent fit for the district.

Recruitment efforts are multi-faceted and tailored to each search. Strategies include:

- Direct personal outreach to high-potential leaders and professional contacts.
- Electronic recruitment platforms and statewide posting systems.
- Use of social media and digital communication tools to broaden reach and elevate visibility.
- Collaboration with state and national educational associations to identify and attract qualified candidates.
- Targeted communication to individuals who reflect the district's desired leadership qualities, experience, and cultural alignment.

Throughout the recruitment period, the Lead Consultant and supporting MLI team operate with the highest professional and ethical standards, ensuring confidentiality, equity, and fairness. All recruitment activities are conducted with the goal of attracting a diverse, talented pool of candidates who are prepared to lead the district with integrity, vision, and a deep commitment to student success.

This rigorous and relationship-driven process results in a candidate pool that is not only highly qualified but also closely aligned to the district's needs and aspirations, supporting the Board in selecting a Superintendent who will lead with excellence and long-term impact.

The Michigan Leadership Institute is deliberate and purposeful in every aspect of its work, whether providing professional development, recruiting leaders, supporting newly appointed superintendents, or partnering with Boards of Education. As former superintendents ourselves, we bring firsthand experience, deep understanding, and unwavering commitment to ensuring that every district receives the highest level of leadership support.

MLI is deeply dedicated to cultural competence and to fostering leadership that reflects the diversity of the communities we serve. We intentionally support all leaders, with a strong focus on lifting and empowering leaders of color, female leaders, and individuals from historically underrepresented groups. Our consultants understand the unique challenges and strengths these leaders bring, and we work tirelessly to ensure they are encouraged, supported, and positioned for success.

Our recruitment and placement processes are grounded in equity, quality, and integrity. We take great care to understand the critical needs, culture, and aspirations of each district, using that insight to guide a thoughtful and effective search. MLI's statewide and national networks allow us to identify, cultivate, and encourage a broad and diverse pool of highly qualified candidates, ensuring that districts have access to exceptional leaders who reflect their values and are prepared to make a meaningful impact.

In every engagement, MLI's intentional approach ensures that our collective experience, commitment to diversity, and passion for public education are reflected in the leaders we support and the districts we serve.

Since 1999, we have conducted over 540 successful superintendent/organizational leader searches across the state of Michigan on behalf of K-12 school districts, ISDs and ESDs, Middle Cities Association, the Michigan Department of Education, colleges and other non-profit organizations, and county municipalities.

MLI has an extensive network of contacts for recruiting top quality candidates for its searches. Superintendents who have been appointed through the MLI search process have demonstrated outstanding leadership and longevity. We attribute this success to our intentional efforts to present candidates that best match the goals, vision, and values of the school districts/organizations we partner with.

The Michigan Leadership Institute is known throughout Michigan for its superintendent preparation program: MLI SUPES Academy. The SUPES Academy puts MLI in the unique position of developing and supporting aspiring superintendents. Nearly 960 aspiring leaders have completed this preparation program, including approximately 25% of the current superintendents in Michigan. Although intended as a program to develop the skills and attributes necessary for success in the role of superintendent, the SUPES Academy also serves as an opportunity for MLI to identify high-quality superintendent candidates. As such, the SUPES Academy establishes a diverse "pool" of candidates that MLI accesses when reaching out to prospective applicants.

Superintendent position postings are advertised on Frontline, the MLI website, and the MASA website. Jobs posted on the MASA MISTAFF site automatically post to the following association job sites: MAISA, Michigan ASCD, MASSP, MASB, MEMSPA, and MSPRA.

At the Board's request, MLI will advertise job postings on national sites such as AASA The School Superintendents Association, the Association of Latino Administrators & Superintendents (ALAS), the National Alliance of Black School Educators (NABSE), Education Week, and AESA (for an additional fee).

Michigan Leadership Institute values and practices diversity, equity, and inclusion in our organization, our professional development opportunities, and search practices. MLI does not engage in, nor do we support, discrimination of any kind in our business practices, professional development opportunities, or executive search facilitation. It is our belief that an effective leader is ethical, trustworthy, accountable, and epitomizes integrity – qualities that have no racial, ethnic, gender, or cultural boundaries.

Lastly, with Regional Presidents across Michigan, who maintain close ties to superintendents and other high-level leaders through our various services (strategic planning, leadership coaching, and governance workshops, to name a few), and our participation in MASA and other leadership organizations, we are able to develop and sustain a large and diverse network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Why Select Michigan Leadership Institute as your Search Partner

- We have a proven record of accomplishment for highly successful search process management and placements that are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you and as the process progresses, so you will have no "surprises" during the final stages of your search process.*
- We work in close partnership with the Board of Education throughout the search, customizing the search activities to meet the district's unique needs and remaining readily available and responsive throughout the process.
- We ensure that the process is both transparent - with clear and open communication, and inclusive - engaging stakeholders throughout the process to provide input and feedback to the Board of Education.
- We provide a board/superintendent orientation workshop after the new leader is on the job to help get the relationship off to the right start.
- We provide ongoing support to your new leader during his/her first year on the job.
- We are highly sensitive to confidentiality issues and very experienced at meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We utilize our extensive leadership networks to attract a strong and diverse candidate pool.
- We provide the highest quality professional services at a good value.
- Executive leadership is our business and our specialty, and our mission statement, ***"Developing, Deploying and Supporting Outstanding Leaders"*** attests to that. We have a tremendous amount of expertise and experience with superintendent searches and are just as skilled at developing and supporting district leaders. There is no organization that is better suited or better prepared to identify and recruit outstanding candidates, facilitate a successful search process, and continue to support your Board and your new leader once the new superintendent is in place than the Michigan Leadership Institute.

*Our process for screening applicants includes a thorough review of all application materials, Internet searches, networking and conversations with viable candidates prior to the Board selecting those it wishes to interview. Once the interview field is discussed and established in open-session, and the confidentiality of applicants is no longer an issue, we contact the references provided by the interviewees in addition to colleagues the interviewees have worked with and for. We often have the inherent benefit of having screened applicants previously during other searches. In all searches, MLI Regional Presidents and Consultants communicate with one another and share knowledge and information on all applicants throughout the process.

Note: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted by the district once a final candidate is selected.

Search Process

A successful superintendent search requires thoughtful planning, continuous communication, and a highly collaborative relationship between the Board of Education and the lead consultant. At the Michigan Leadership Institute, our consultants are former superintendents who understand firsthand the complexities of district leadership and the importance of finding the right fit. We are committed to supporting the Board before, during, and after the search with a flexible, responsive, and Board-centered approach.

Before the Search:

The consultant begins by building a strong working relationship with the Board, listening closely to its priorities, expectations, and concerns. Together, the consultant and Board develop a customized timeline that reflects the district's needs, calendar, and desired pace of the search. The consultant guides the Board through each step of the process, ensuring clarity regarding roles, responsibilities, and effective search practices. Stakeholder input systems, community engagement plans, recruitment strategies, and selection procedures are all shaped collaboratively to reflect the district's values and goals.

During the Search:

Throughout the recruitment, screening, and interview phases, the consultant remains readily available, flexible, and sensitive to Board member perspectives. Adjustments to the timeline or process are made as needed to accommodate Board availability, district events, or unforeseen circumstances. The consultant provides continuous communication, timely updates, and expert guidance, ensuring that the Board receives a diverse, qualified, and well-matched pool of candidates. Every step is conducted with professionalism, confidentiality, and integrity, keeping the focus on what is best for the district and its students.

After the Search:

Once the Board has selected a new superintendent, the consultant may support negotiations, transition planning, and onboarding as needed. MLI's commitment does not end with the appointment. Our goal is to ensure a smooth transition and a strong start for the new leader, and the consultant remains available to the Board for follow-up support and guidance for a full year.

Commitment to District Needs:

The Michigan Leadership Institute is dedicated to meeting the district where it is. If, for any reason, the first search does not yield a candidate the Board wishes to appoint, the consultant will work with the Board to review the process, refine recruitment strategies, and launch a second search at no additional cost. Our commitment is to provide the district with the high-quality leadership it deserves, and we stand by our work until the right superintendent is identified and hired. Since MLI was founded, we have experienced just two occasions where search and placement efforts led to a superintendent who was unable to serve successfully for an entire year.

Michigan Leadership Institute shall fulfill the Scope of Services as required by the Board of Education, as indicated by our Search Process:

The Planning and Preparation Stage

- Discuss and agree upon search activities and services to be performed.
- Establish a search calendar customized to your district's needs.
- Consult with the Board of Education regarding compensation, benefits and other contractual provisions for the position.
- Consult with the Board of Education, and with constituents as determined by the Board, to gather input regarding the organization's leadership needs. This step may include forums with staff, community members and others.
- Develop an organizational and community profile to identify the unique attributes of the community and the district.
- Prepare and agree upon the position profile and specifications.

The Implementation Stage

- Place advertisements in state professional publications and online educational job posting sites (as part of proposed fee), as well as national professional publications (for an additional fee), as requested and approved.
- Develop an online search brochure; announce position to educational professionals and recruiting contacts.
- Make personal contacts and calls to recruit top-quality candidates.
- Communicate with potential candidates.
- Screen applicants and help to identify potential candidates that best meet the profile created by the Board of Education.
- Contact candidates prior to presentation to the Board.
- Present all applicants to the Board in closed session for consideration; Board will discuss and determine the candidates to be interviewed in open session.
- Conduct orientation workshop on appropriate and successful interviewing techniques and preparation for district visitations if desired.
- Conduct reference checks.
- Prepare interview questions, attend all candidate interviews and facilitate board discussion and deliberation.

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement and/or provide contract/salary information to district, as desired.
- Facilitate orientation workshop with the new leader and the Board.
- Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

Proposed Search Timeline

- Week 1: → Meet with Board of Education to gather background, establish parameters of search, agree upon timeline and discuss qualifications and compensation
- Weeks 2-3: → Meet with Board and designated staff and community groups to develop candidate profile and organization/community profile; develop and approve position announcement and search brochure
- Weeks 4-8: → Post position, recruit and screen applicants, accept applications until 4:00 p.m. on agreed upon date
- Week 9: → Presentation of applicants and determination by Board of candidates to interview; selection of questions and preparation for first-round interviews
- Week 10: → Initial interviews conducted, stakeholder feedback collected; finalists selected
- Week 11: → Finalist interviews conducted, stakeholder feedback collected; finalists meet with stakeholder groups
- Week 12: → Board subcommittee visitation to finalist work sites or hosting of finalists for a district tour/community meet and greet, as determined by the Board
- Week 13: → Selection of preferred finalist; negotiation of agreement
- Week 14: → Appointment of new superintendent

Note: This timeline can be customized to meet your district's needs.

Facilitating The Search

MLI Consultant Sheila Alles

Sheila A. Alles joined the Michigan Department of Education as Chief Deputy Superintendent in March 2017; was appointed Interim State Superintendent by the State Board of Education on May 8, 2018 serving until August 1, 2019; and returned to the Chief Deputy Superintendent position until her retirement on July 31, 2021. She became the first woman to hold the esteemed position of state superintendent during the 182-year history in which the position had existed prior to her appointment.

Sheila has left a lasting impact on education in Michigan by providing leadership to update and implement Michigan's Top 10 Strategic Education Plan, to guide intermediate and local school districts through a worldwide COVID-19 pandemic, and to transform the Michigan Department of Education from a compliance focused to a customer service organization.

Prior to serving at the Michigan Department of Education, Sheila spent the first half of her 46-year career in the Plymouth-Canton Community Schools where she taught at the elementary school and middle school levels, and gained administrative experience as a curriculum coordinator and curriculum director. She then culminated her school district career at Livonia Public Schools as elementary principal, director of elementary instruction, director of academic services, and chief academic officer.

Sheila earned her Bachelor degree in Elementary Education and Masters degree in Reading from the University of Michigan, and Education Specialist degree in Administration and Supervision from Wayne State University.

The following MLI Regional Presidents and consultants will support your search:

Regional President for Northern Michigan-Dr. John Scholten. Retired Superintendent of 23 years at Maple City-Glen Lake Community Schools (9 years) and the Public Schools of Petoskey (14 years).

Regional President for Southeast Michigan-John Silveri. Retired Superintendent of Waterford Public Schools and Marysville Public Schools; 24 years in education and administrative experience.

Regional President for Central Michigan-Tim Stein. Retired Superintendent of Flushing Community Schools for 10 years; serving Fenton Area Schools, Grand Blanc Schools, and Flushing for 33 years.

Regional President for Southwest Michigan-Andrew Ingall. Retired Superintendent of Grand Haven Public Schools for nearly 7 years; serving Chelsea School District for 15 years.

Associate Regional President for Southwest Michigan-Mr. Pete Haines. Retired Superintendent of Ottawa Area Intermediate School District for six years; Superintendent of Greenville Community Schools for 8 years.

Associate Regional President for Southeast Michigan-Dr. William Weber. Served as teacher, assistant principal, athletic director, assistant superintendent, and superintendent during his 43-year career in education.

Consultant-Dr. Wanda Cook-Robinson. Retired Superintendent of Oakland Schools. Lifelong educator and recipient of numerous awards.

Consultant-Chet Janik. Served as superintendent for Charlevoix Schools and Buckley as well as leadership roles at Northwestern Michigan College, Traverse Bay Area Intermediate School District.

Consultant-Clarence Garner. Retired Superintendent for Grand Blanc Community Schools; 30 + years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.

Consultant-Tom TenBrink. Tom has been in education for 44 years. He served Jenison Public Schools for 34 years – 18 years as the district’s Superintendent.

Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.

Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.

Consultant-Brian Keim. Retired superintendent of Elkton-Pigeon-Bay Port Laker Schools; over 30 years in education as well as a certified mentor.

Consultant-Dr. Randy Liepa. Dr. Liepa served as Superintendent of the Wayne County Regional Education Service Agency (Wayne RESA) for 6 years and Livonia Public Schools for 12 years. In 2014, he was honored as the Region 9 Superintendent of the Year in Michigan as well as Administrator of the Year for the Michigan PTSA.

Consultant-Dr. Robert Livernois. Retired Superintendent for Warren Consolidated Schools. Served in public education for 36 years, the last 20 of which as superintendent.

Consultant-Dr. Keely Mounger. Retired Deputy Superintendent for Genesee ISD; over 30-years in education as teacher, principal, executive director, deputy superintendent, and superintendent.

MLI Executive Director, Dr. Lisa Hagel. Dr. Hagel spent her 35-year career in education serving as elementary teacher, coach, elementary Principal, high school Principal, Curriculum Director, and local district Superintendent for 6 years. Dr. Hagel then served as superintendent at the Genesee Intermediate School District. She has earned multiple degrees from Central Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University.

SERVICE AGREEMENT

Hartland Consolidated Schools and Michigan Leadership Institute

Michigan Leadership Institute shall fulfill the Scope of Services as required by the Board of Education, as indicated by our Search Process:

This search involves receipt of applications, screening and interview facilitation for all candidates.

1. Advise the board on parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate meetings of the Board, faculty, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of District pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct screening, check references, and analyze all applications relative to the profile developed by the Board of Education.
6. Present all applicants to the Board; facilitate the Board process of selecting candidates to interview.
7. Conduct orientation session with the Board on interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Facilitate Board deliberation on choosing finalists and selecting its new leader; communicate with unsuccessful candidates.
10. Mediate employment agreement as requested by the Board; provide contract/salary information to District.
11. Facilitate orientation workshop with the new leader and the Board to develop mutual expectations and understandings.
12. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for \$6,800.00 plus direct expenses not to exceed \$750.00 (travel expenses). Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, and associated office expenses. MLI staff mileage will be billed to the district on an actual cost basis at the current mileage rate issued by the IRS. Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage/travel expenses will be invoiced with the final installment.

This agreement is hereby entered into by the parties thereto as set forth below:

Michigan Leadership Institute

Hartland Consolidated Schools

Dr. Lisa A. Hagel
MLI Executive Director

Date

Hartland Consolidated Schools
Board of Education

Date

Attachment A

MLI Facilitated Executive Searches

2017-Present

ISD/RESA/ESD Searches

Alpena-Montmorency-Alcona ESD
Berrien RESA
Branch ISD
Calhoun ISD
Clare-Gladwin RESD
C.O.O.R. Intermediate School District
Dickinson-Iron ISD
Hillsdale ISD
Ionia County ISD

Kalamazoo RESA
Lewis Cass ISD
Muskegon Area ISD
Marquette-Alger ISD
Montcalm Area ISD
Newaygo RESA
Northwest Education Services
Traverse Bay Area ISD
West Shore ISD

School District/Organization Searches

Addison Community Schools
Adrian Public Schools
Anchor Bay School District
Athens Area Schools
Baraga Public Schools
Beecher Community Schools
Bedford Public Schools
Bentley Community Schools
Berkley School District
Birmingham Public Schools
Bloomfield Hills Public Schools
Branch County
Brandon School District
Brandywine Community Schools
Bridgman Schools
Brighton Area Schools
Byron Area Schools
Caledonia Community Schools
Camden-Frontier Schools
Cass City Public Schools
Cass County Administration
Cedar Springs Public Schools
Charlotte Public Schools
Chelsea School District
Chocolay Township
Clarenceville Schools
Coldwater Community Schools
Coloma Community Schools
Colon Community Schools
Comstock Public Schools
Constantine Public Schools

Coopersville Area Public Schools
Crestwood School District
Crystal Falls-Forest Park Schools
Dearborn Heights District #7
Dowagiac Public Schools
Dundee Community Schools
Edwardsburg Public Schools
Elk Rapids
Evart Community Schools
Farwell Area School
Fenton Area Schools
Fowlerville Community Schools
Forest Hills Public Schools
Fraser Public Schools
Fremont Public Schools
Genesee ISD (Asst. Superintendent/Business)
Gladwin Community Schools
Gleaners Community Food Bank
Glen Lake Community School
Godfrey-Lee Public Schools
Greenspire School
Greenville Public Schools
Grosse Ile Township Schools
Hamilton Community Schools
Hamtramck School District
Harbor Springs Schools
Hastings Area Schools
Hillsdale Community Schools
Holly Academy
Huron Valley Schools
Ida Public Schools

Jefferson Community Schools
Jenison Public Schools
Jonesville Community Schools
Kalkaska Public Schools
Kaleva Norman Dickson/Bear Lake
Kingsley Area Schools
Lake Orion Community Schools
Lakeshore Public Schools
Lakeville Community Schools
Lakewood Public Schools
Lawton Community Schools
Leelanau County
Leland Public Schools
Livonia Public Schools
Ludington Area School District
Manchester Community Schools
Mar Lee School District
Marysville Schools
Mason County Central Schools
Menominee Public Schools
Mesick Consolidated Schools
Middle Cities Education Association
Millington Community Schools
Morenci Area Schools
Mona Shores
Monroe Public Schools
Munising Public Schools
Muskegon Public Schools
New Buffalo Area Schools
Newaygo Public Schools
Niles Community Schools
Novi Schools
Oak Park Schools
Olivet Community Schools
Hillsdale Community Schools
Okemos Public Schools
Onaway Area Schools

Oxford Community Schools
Pellston Public Schools
Pickford Public Schools
Pittsford Area Schools
Portage Public Schools
Public Schools of Petoskey
Reading Community Schools
Richmond Community Schools
River Valley Schools
Rockford Public Schools
Romeo Community Schools
Saline Area Schools
Saugatuck Schools
Shelby Public Schools
South Haven Public Schools
South Lyon Community Schools
South Redford School District
Sparta Area Schools
Springport Public Schools
St. Charles Community Schools
St. Johns Public Schools
St. Joseph Public Schools
Sturgis Public Schools
Tahquamenon Area Schools
Taylor School District
Thornapple-Kellogg Schools
Union City Community Schools
Utica Community Schools (Asst. Supt.)
Van Buren Public Schools (Finance Dir.)
Reed City Area Schools
Watervliet Schools
Waverly Community Schools
Wayne-Westland Community Schools
West Bloomfield School District
Westwood Community Schools
Wolverine Community Schools



MASB
MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

EXECUTIVE SEARCH SERVICES
presents

A PROPOSAL FOR SERVICES FOR:

Hartland Consolidated Schools



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About MASB

The Michigan Association of School Boards has been providing quality educational leadership services to Michigan boards of education for more than 70 years. We are unique in the superintendent search arena in that we are a 501(c)(3) nonprofit service organization that specializes in custom services for boards of education. Other entities offering superintendent searches tend to be for-profit firms and franchises.

Should Hartland Consolidated Schools retain MASB's Executive Search Services, you will, in effect, be hiring the entire Association. You will gain access to MASB's professional staff, extensive network and resources in their entirety.

Why Choose MASB

MASB is the market leader in superintendent recruitment and selection in Michigan because we're committed to serving boards of education and, in doing so, creating positive outcomes for students.

Our approach to superintendent search is based upon four core tenets:

1. The responsibility of hiring the superintendent rests solely with the board of education.
2. Choosing the most highly qualified individual—who also represents the ideal fit in your community—is critical to the academic achievement and well-being of your students.
3. Searching for and selecting a superintendent should be an inclusive process that meaningfully engages all stakeholders.
4. Boards of education must have access to all information pertinent to making a sound, informed selection.

MASB is beholden only to boards and has no obligation to place certain candidates.

Nationwide Network

As a member of the National Affiliation of Superintendent Searchers, MASB is connected to a network of superintendent search consultants who assist with recruitment and vetting of candidates. NASS enables MASB to harness the skills and collective networks of search professionals across the country with proven track records of accomplishment, characterized by integrity, passion and focus. MASB has placed more than 15 out-of-state candidates into Michigan superintendent positions in recent years and has provided counsel on dozens of searches in other states.



Open Meetings Act

MASB and its consultants are well versed in the intricacies of the Open Meetings Act and relevant public record laws. All MASB search consultants have ready access to our experienced team of attorneys for any necessary legal consultation. MASB Legal Counsel Brad Banasik, J.D. is recognized as one of Michigan's foremost authorities on the OMA.

Recruitment of Candidates

MASB has a strong track record in diversity and is committed to recruiting a diverse, qualified pool of candidates for Hartland Consolidated Schools. We will do this by working our extensive network of state and national contacts along with making available a variety of job posting options to maximize the visibility of this position.

Utilization of an equity lens as it relates to business practice and decision-making is a complex topic that warrants more than a brief mention in this proposal. A sampling of issues related to this topic that MASB consultants can provide guidance on include:

- Types of bias that impact selection and success of the candidate chosen (and how to overcome them)
- Recruitment and selection practices that hinder equity
- How the opportunity gap can cause boards to overlook talent

Database of Candidates

Even though MASB does not maintain a “pool” of candidates, our applicant-tracking software does allow us access to a database of those applicants who have professed an interest in open superintendent positions in Michigan. As a result, a vast majority of the candidates in our searches are coming to us through our recruiting efforts, our employment postings, or through our extensive state and nationwide connections. MASB's Revelus Application system allows all of our postings to be seen in those states that are also using this system. This has significantly increased the number of out-of-state applicants applying for our searches.

Vetting

During the application phase, applicants are entitled to strict confidentiality. Applicants are subject to a rigorous application process and extensive paper screening related to the selection criteria established by a board of education. MASB is able to make discreet inquiries during this phase and leverage the knowledge of applicants garnered in previous state and national searches.

Once a candidate has accepted an interview, relinquishing their right to confidentiality, significant personal and professional reference checks are conducted. Reference checks are sent to individuals listed by the candidates as well as those not listed but accessed by MASB via its extensive state and national networks. While optional, MASB encourages board members to consider making some reference checks themselves in order to gain a better feel for a candidate's prospective fit and leadership style.

Throughout the search, MASB vets every issue reported to its consultants, determining the validity of accusations that invariably surface once candidate names become public. Findings are reported to the board in a timely and straightforward manner.

Background Checks and Screening of Applicants

MASB's processes for screening of applicants and background checks reflect industry best practices and are compliant with the complex web of laws that govern superintendent selection in Michigan.

Based on each district's specific needs, MASB employs an outside party to conduct a host of checks including, but not limited to, checks on identity, criminal records, civil records, employment, and verification of education, employment and professional licensing. There are no additional costs for this service.

All checks are conducted in a manner that is consistent with state and federal laws and entities including the Fair Credit Reporting Act and the Equal Employment Opportunity Commission.

Screening assessments can provide additional insight about candidates. MASB routinely conducts DISC Behavioral and Superintendent Achiever Assessments for districts as requested. Additional fees apply.

Search Team

MASB has a diverse and well-qualified search team consisting of retired superintendents, board members and experienced staff.

MASB Staff Contacts

Greg Sieszputowski, M.Ed.

Director of Leadership Development and Executive Search Services

gregs@masb.org | 517.327.9224

Kevin Kelly, M.Ed.

Assistant Director of Executive Search Services

kkelly@masb.org | 517.327.5928

Search History

To view a comprehensive list of the hundreds of local and intermediate school districts that MASB's Executive Search Services has served since 1980, please visit our website at masb.org/searchhistory.

Search References

Holt Public Schools, 2026 Search

Amy Dalton, Board President

847.533.5756

Haslett Public Schools, 2024 Search

Greg Bird, Board President

517.282.2346

Lake Orion Community Schools, 2024 Search

Danielle Bresett, Board President

248.730.3661

Proposed Search Plan

MASB's Executive Search Services provides comprehensive support throughout the search process with special emphasis on stakeholder engagement and recruiting high-quality candidates. MASB's Search Team will support the board and district staff through all phases of the search process.

MASB's search process is turnkey and generally spans 12-14 weeks; however, there can be some expansion or compression depending on transition circumstances, district activities and calendars of busy school board trustees. While some time efficiencies may be found, it's important to allow adequate time to maintain the integrity of the search. We will work directly with the Hartland Consolidated Schools Board of Education to identify the optimal begin and end dates for the search and adjust the benchmarks accordingly.

Planning (1 week)

MASB will work with the board of education to establish a timeline for the search, develop a plan for stakeholder engagement, identify a compensation strategy and publish a preliminary posting about the vacancy.

Preparation (2-3 weeks)

MASB will implement the stakeholder engagement plan and work with the board of education to develop selection criteria for the vacancy. This will include conducting focused conversations with stakeholder groups, collecting perceptual data via an online survey collector and educating stakeholders about the search process as well as mechanisms for input prior to the selection of candidates.

Findings are reported to the board of education in a public meeting and ultimately serve to inform the board's development of selection criteria.

Recruitment (6-8 weeks)

Recruitment of top talent is key to this process. MASB will work with the board of education, district staff, leadership and our unparalleled in-state and national networks to personally recruit competent, highly skilled leaders to this vacancy. The expertise of MASB's award-winning Communications, Public Relations and Marketing Team will be leveraged to ensure tremendous reach and visibility.

Advertising included in the Proposal Fee:

- MASB publications, website and social media outlets
- MIStaff, listing of education jobs available in Michigan
- NASS posting with other state organizations
- Publications of other education associations, as available

Outreach to/identification of qualified prospects will be based on:

- Alignment to the Selection Criteria
- Likely career trajectory of a prospect
- Recommendation received from board of education trustees and stakeholders
- Referrals to MASB via our extended networks of consultants and colleagues

MASB consultants will field inquiries from prospects and reach out to them to foster interest in the vacancy and an understanding of candidates' backgrounds and motivation.

Interviews (2-3 weeks)

MASB will facilitate and manage the screening and interview process on behalf of the board of education—and do so in a manner that reinforces the board of education’s sovereign role in governance and complies with Michigan’s OMA.

MASB has found the following aspects of this phase as particularly noteworthy:

- The board of education will be provided access to the entire pool of applicants; winnowing of the pool will be done by the board in accordance with OMA and with support from MASB.
- MASB will provide the board with a list of top-tier candidates who present the strongest candidacy based on a rigorous paper screening against the selection criteria and information available during this phase of the search.
- Candidate screening and interviews (questions and format) will be designed and administered in such a way as to ensure equity and transparency while also helping the board of education discern strengths and potential challenges related to each candidate.

Selection (1-2 weeks)

MASB advises boards of education not to make a decision until they can feel good about the decision being made. This means an MASB search doesn’t end with two cycles of interviews—an MASB search ends when the board has enough information to feel confident about the selection it is making.

Screening assessments, background checks, organized reference checks, structured interviews, writing assignments and site visits are just a few of the strategies that we leverage to help boards of education garner information about candidates.

After a selection is made, MASB will assist the board, as needed, with contract negotiations and transition planning.

Support

MASB supports and monitors the searches we conduct well past the new superintendent’s start date and throughout the first year. Soon after the new superintendent begins, we help the governance team by facilitating a workshop called Successful Superintendent Transition to establish expectations for the first year. Additionally, our network of retired superintendents and consultants will stay in touch with your superintendent and board president to make sure the relationship gets off to a good start.

Board/Staff Assistance

MASB will work closely with the Hartland Consolidated Schools Board of Education to design a search process tailored to the unique needs of the community and execute the search in a manner that is consistent with the district’s expectations regarding professionalism, integrity and equity.

The board of education is integral to the search process and is ultimately responsible for selection of the superintendent. MASB will facilitate the search in such a way that supports the authority of the board, honoring its practices related to governance and the district’s commitment to inclusion and equity.

MASB will work with the board of education and district staff members to ensure transparency, meaningful engagement of stakeholders and impeccable execution of search-related activities.

MASB will require direct assistance from staff—largely in the areas of coordinating communications and logistics for meetings and stakeholder input sessions. We go to great lengths to respect staff time and district resources.

Fees

The fee for the search is \$8,812.40. This fee covers consultant professional services and expenses such as mileage (at the Internal Revenue Service's current rate), meals, lodging and comprehensive background checks. Additional and optional fee-based processes, such as screening assessments and supplemental local or national advertising, will be discussed with the board's representative prior to execution. Additional fees such as those below will be billed to the district as part of the billing process.

Screening Assessments—Screening assessments can be coordinated by your consultant.

- DISC Behavioral Assessment - \$90 per candidate
- Superintendent Achiever Assessment - \$300 per candidate

Supplemental Advertising Opportunities Available and Related Fees

- Local newspapers (paid advertising)
- Ed Week, TopSchoolJobs, \$495 for a 30-day online job posting with unlimited text or html
- The School Superintendents Association, \$559 for a 30-day online job posting
- National Alliance of Black School Educators, \$330 for a 30-day posting
- Association of Latino Administrators and Superintendents, \$250 for a six-week posting

MASB Contract—Superintendent Search

1. Definition of Product or Service

WHEREAS, the School District has a vacancy in the office of its Superintendent of Schools and desires to search for a qualified candidate for this position; and

WHEREAS, the Michigan Association of School Boards, through its consultant, is willing to act as Consultant and Advisor to the School District and render services to assist in the employment of a new Superintendent.

NOW, THEREFORE, it is agreed by and between the parties hereto as follows:

Consultant agrees to serve as Advisor and Consultant to the School District in the selective recruitment process for a new Superintendent.

- I. The Board of Education agrees to pay MASB for professional services and to reimburse MASB for all out-of-pocket expenses of the Consultant. In the event the search is reopened or extended, the Board of Education agrees to reimburse MASB for any additional out-of-pocket expenses such as advertising, background checks and screening assessments. Once a final candidate has been chosen it will be the school district's responsibility to conduct state-mandated fingerprinting, background and employment misconduct checks.
- II. Consultant agrees:
 - a. To assist the Board in selection criteria development, including group interviews of board members, staff and citizens.
 - b. To advertise vacancy and solicit nominations and applications.
 - c. To organize and facilitate a screening of all applicants.
 - d. To assist the Board in preparation for the interview process.
 - e. To render such other professional services in connection therewith as may be required to enable the Board of Education to make a knowledgeable decision in the selection of a new Superintendent.
- III. Consultant will communicate with such district personnel as the Board may from time to time designate, and will update the Board of Education at regular intervals.
- IV. The Board of Education agrees to reimburse MASB for both fees and expenses for any additional consultants as agreed upon prior to services being rendered.
- V. The hiring school district is required to (1) obtain a criminal history and criminal records check from both the Michigan State Police and the FBI, (2) perform an "unprofessional conduct" check, and (3) ascertain certification status when necessary. The hiring school district must also ensure that the final candidate completes and signs USCIS Form I-9 before beginning employment to verify the applicant's identity and authorization to work in the United States.

2. Independent Contractor and Liability

In the performance of the services provided under this agreement, MASB, through its Consultant, shall be an independent contractor. Under the Revised School Code, the MASB Consultant has no legal authority to enter into contracts or agreements with applicants on behalf of the Board of Education and is not an employee, agent, joint venturer or representative of the Board of Education.

The Board of Education acknowledges that only it can hire the School District's Superintendent. The Board of Education agrees, to the extent allowable by law, to defend, hold harmless and to indemnify MASB and its Consultant against all claims, losses, liability and damages associated with the selection and hiring of the School District's Superintendent.

3. Effective Date

This Agreement will commence on or about 8/3/2026; however, if no date is specified, the Agreement will commence upon the Association's receipt of this executed Contract and either a purchase order or payment of fees from the District.

4. Term

The Contract will terminate upon completion of the terms of the Contract.

5. Fees

The district agrees to pay the Association the fee of \$8,812.40 and reimburse the Association for any additional expenses such as screening assessments and supplemental local or national advertising.

6. Guarantee of Services

MASB acknowledges the Guarantee of Services, including the "no surprise guarantee" and "satisfaction guarantee" as described in the Statement of Assurance below.

7. Payment

The District agrees to pay the fee(s) under this Contract according to the following schedule:

50% (\$4,406.20) upon signed contract

50% (\$4,406.20) plus any additional approved expenses due upon completion.

8. Termination

This Agreement may be terminated by the District at any time by written notice to MASB.

Upon termination of this Contract, the Association shall cease its delivery of services to the District and all money owed to the Association shall become immediately due and payable.

This amount will be for services rendered, including out-of-pocket expenses, to the date of termination.

9. Authority

The District represents that the person signing this Contract has full authority to enter into the Contract. Further, either party may rely upon a digital signature as if it were an original, and the failure of a party to have possession of a manually executed original will not affect the validity, enforceability or binding nature of this Contract.

10. Warranties

Except for the services and obligations imposed by the express terms of this Contract, the District and the Association agree there are no other warranties attached to this Contract.

11. Entire Contract

This Contract contains the complete understanding and agreement of the parties and supersedes all prior or contemporaneous agreements or understandings, oral or written, relating to the subject matter herein.

Statement of Assurance

The Michigan Association of School Boards assures and certifies compliance with state¹ and federal laws² as they relate to conducting the process of searching for a new Superintendent. Specifically, MASB assures that:

The screening and interviewing of applicants will be performed in compliance with Michigan's Open Meetings Act, which permits closed sessions to review applications for employment if requested by the applicant and requires all interviews to be conducted in open session.

The requirements of Michigan's Freedom of Information Act will be followed when requests for documents relating to the search are submitted to the district.

Guarantee of Service

MASB's Executive Search Services guarantees the quality of our service in the following ways:

- A 'no surprise' guarantee—Our consultants will not withhold background information on candidates, and we work closely with you to ensure that stakeholders are well informed about the process.
- Satisfaction guarantee—If the candidate pool falls short of the board of education's expectations, we will conduct the search again for no additional search fee; reimbursement of out-of-pocket expenses still applies.
- MASB conducts all superintendent searches from a strong school board perspective and with impartiality and professionalism while focusing on the board's identified hiring criteria and leadership profile. If, at any time during the first year of the new superintendent's contract the board releases the superintendent, MASB will conduct a second superintendent search for no additional fee. However, the school board would be responsible for new out-of-pocket expenses, if any, incurred by MASB for the second search. PLEASE NOTE: this guarantee is dependent upon participation in the Successful Superintendent Transition Workshop, which must be held within six months after the new superintendent begins work in the district.



Signature of Authorized Representative

Greg Sieszputowski, M.Ed.

Printed Name

Director, Leadership Development &
Executive Search Services/MASB

Title/Organization

8/3/2026

Date Submitted

¹ These include, but are not limited to: (a) The Elliott-Larsen Civil Rights Act (Act 453 of 1976), which prohibits discrimination on the basis of religion, race, color, national origin, age, sex, height, weight, familial status or marital status; (b) Persons With Disabilities Civil Rights Act (Act 220 of 1976), which prohibits discrimination on the basis of a disability; and (c) the requirements of any other state nondiscrimination statute(s) that may apply.

² These include, but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352), which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 540 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; and (e) the requirements of any other federal nondiscrimination statute(s) that may apply.

ON BEHALF OF MICHIGAN ASSOCIATION OF
SCHOOL BOARDS



Don P. Wotruba
Executive Director
8/3/2026

ON BEHALF OF SCHOOL DISTRICT
Hartland Consolidated Schools

Signed:

Printed Name:

Title:

Date:



HARTLAND CONSOLIDATED SCHOOLS

September 2, 2026

SUPERINTENDENT SEARCH PROPOSAL

HYA

September 2, 2026

Dear Hartland Consolidated Schools Board of Education,

Thank you for the opportunity to present this proposal overview outlining the services Hazard, Young, Attea & Associates (HYA) can provide to the Hartland Consolidated Schools in your search for a new superintendent. What sets HYA apart from other educational search firms? We believe it comes down to the following key factors:

Extensive Local Knowledge: HYA has successfully conducted over 2,000 superintendent searches, including more than 600 in the Midwest. The Hartland Consolidated Schools search will be led by Dr. Mike Richie, HYA Vice President, and Michael Haynes, HYA Associate and retired Michigan superintendent and ISD Director. Richie has led more than 80 superintendent searches across the Midwest.

A few key searches led by this team include the following districts/organizations: Michigan State Education Department; Ann Arbor, MI; Oxford, MI; Midland, MI; Iowa Association of School Boards (IASB); Littleton, CO; Aurora, CO; Pueblo, CO; Racine, WI; Milwaukee, WI; Sun Prairie, WI; Auburn-Washburn, KS; Kansas State Department of Education; Anoka Hennepin, MN to name a few.

Innovative Board Portal: Effective communication and organization are crucial to a successful search. HYA's web-based delivery system ensures that the Board has secure, real-time access to all search-related documents. Whether using a tablet, smartphone, laptop, or desktop, the Board and our associates can access all search materials in a confidential, organized, and transparent manner, ensuring the process runs smoothly from start to finish.

Proactive Recruitment: At HYA, we go beyond the traditional "post it and they will come" approach. Instead, we actively identify and recruit top candidates to ensure the best possible fit for the Hartland Consolidated Schools. Our proven expertise and robust recruitment strategies give us confidence that we will identify a highly qualified superintendent to lead your district.

We believe the value HYA offers is unmatched. By choosing us, the district gains:

- Strong recruitment strategies and an extensive network.
- Access to HYA's Candidate Search Dashboard for real-time updates.
- A fully customized search tailored to the specific needs of the Hartland Consolidated Schools.
- Assisting the Board with placing an interim superintendent
- A commitment to stay with you until a superintendent is successfully placed. This ensures continuity of leadership while maintaining our commitment to delivering a successful long-term placement at no extra cost to the district.
- **HYA Transition Academy (six-month virtual training/professional development program for your new superintendent and a Board member)**
- A two-year guarantee: If the superintendent leaves within two years, we will conduct your next search at no cost.

Every HYA search is customized to align with the unique needs and priorities of each district and board. We look forward to meeting you and the opportunity to work with you in finding your next superintendent.

Sincerely,



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

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Hazard, Young, Attea and Associates (HYA) proposes to assist the Hartland Consolidated Schools in a search for talented and highly qualified candidates for the position of Superintendent of Schools. HYA takes a collaborative, research-based approach to the superintendent search process. We match the right leader with the goals and priorities of your school system and community.

1. Executive Summary

This document serves to clearly follow and outline the specific services, deliverables and costs proposed. This proposal gives an overview of a prototypical search, but please know that HYA customizes each search to the district and school board's specific needs and wishes.

Why HYA - Rationale for Interest in working with the Hartland Consolidated Schools

1. **It's important for students:** HYA believes that every child has the right to a quality education. Recruiting, developing, and retaining great leaders is essential to improving your district's student outcomes.
2. **We work for you:** Leading a school district is difficult. We are with you every step of the way in your customized search for great leadership.
3. **We save you time:** HYA has a technological infrastructure, a fully staffed back office as well as web based delivery systems so you can have access at your fingertips.
4. **A firm you can trust:** According to market research, HYA completes the most searches and has the lowest turnover rates (of placed candidates) of any of our competitors.
5. **Interest in working with the Hartland Consolidated Schools:** The HYA team of Dr. Mike Richie, and Michael Haynes are confident that we will deliver a deep slate of talented candidates to the Board based on our record of leading 80+ searches. We understand the educational landscape and we understand what it takes to be a successful superintendent.
6. **Track Record and Experience:** HYA has led over 2000 searches across the US and over 600 Midwest searches.
7. **Recently, HYA led the following MI searches:**
 - **MI State Department of Education - State Superintendent Search**
 - **Ann Arbor Public Schools - Superintendent - Search**
 - **Oxford Community Schools - Superintendent - Search**
 - **Midland Public Schools - Superintendent - Search**
 - **Benton Harbor Area School District - Superintendent - Search**

HYA is widely recognized for successfully completing over 2,000 superintendent/cabinet searches in 42 states across the country. Our extensive experience in Michigan and the region includes leading over 600 highly effective superintendent/cabinet searches in the following states:

Wisconsin (125 searches)	Illinois (301 searches)	Michigan (40 searches)
Ohio (32 searches)	Missouri (37 searches)	Indiana (10 searches)
Iowa (28 searches)	Minnesota (22 searches)	Kansas/Nebraska (14 searches)

Search Process

The HYA Search process includes four phases: Engage, Recruit, Select, and Transition. The search begins with a planning meeting with the Board to organize the search and create a calendar for completion. The search will engage stakeholders via interviews, focus groups, and surveys to inform the development of the *Hartland Consolidated Schools Leadership Profile Report*. The Profile Report describes the strengths and challenges of your district as well as descriptions of desirable characteristics for your new superintendent. The profile is presented to the Board and once approved, placed on the district webpage and the HYA website. The profile becomes a recruitment and screening tool for candidates. It will also serve as a detailed road map for your new superintendent.

Recruitment Networks and Strategies

HYA takes a collaborative, research-based approach to the superintendent search process. We match the right leader with the goals and priorities of your school system and community. Recruitment takes place throughout the search process as associates make personal contacts with desirable candidates by utilizing the HYA network across all 50 states. If the Hartland Consolidated School Board is seeking a search firm that upholds the highest standards in the recruitment industry, we believe HYA is exceptionally well-qualified to meet that expectation. With over 130 associates nationwide, our search team will leverage this extensive network to recruit and connect with top candidates across all regions of the United States.

Leveraging professional networks and strategic resources is critical to attracting top-tier candidates, and both played a pivotal role in the placements noted above. The HYA team that will be conducting the Hartland Consolidated Schools search offers deep connections not only across Iowa but nationwide, bringing unparalleled access to exceptional talent. Hazard, Young, Attea & Associates (HYA) is uniquely positioned in the field of educational leadership searches, and proudly recognized as the only firm to hold Business Partner status with the National Association of School Superintendents (NASS), a testament to our trusted reputation and nationwide reach. HYA's active engagement in state and national education communities through conference presentations, recruitment events, and strategic partnerships, ensures broad and effective outreach. Most recently, HYA's national search for the Executive Director of AASA showcased its proven ability to identify and secure outstanding leaders for the most prominent roles in education.

Recruitment begins promptly by placing the job posting and position description on the HYA, state and district websites and social media platforms. It is important to note that HYA's website lists ALL superintendent positions regardless of the firm contracted for the search. This brings tremendous traffic to the site. Additional advertising is also available and will be discussed at the planning meeting.

HYA recognizes that securing top-tier talent requires a strategic and proactive recruitment approach. Rather than simply posting a position and hoping qualified candidates apply, HYA actively identifies, engages, and recruits individuals who are the best fit for the role. HYA is relentless in identifying and recruiting outstanding educational leaders. Our associates build relationships with top talent through active participation in state and national conferences, leadership job fairs, and ongoing direct outreach to sitting superintendents and accomplished administrators. This comprehensive recruitment strategy enables us to attract highly qualified candidates (including those who are not actively in the job market), and deliver exceptional leadership options for our clients.

Candidate Screening/Vetting Process

A hallmark of HYA Associates' search process—and a key differentiator from many other executive search firms—is the depth and rigor of our candidate evaluation. Every applicant undergoes a comprehensive pre-screening and in-depth interview conducted by HYA Associates before being presented to a client. This process provides valuable insight into each candidate's professional experience, leadership background, career progression, and motivation for pursuing the position, while also allowing us to assess their overall fit with the district's unique needs and priorities.

Following this thorough evaluation, each candidate is carefully vetted and placed into a tiered recommendation document. Tier 1 candidates represent the strongest overall match based on their qualifications, experience, leadership competencies, and alignment with the district's desired profile. Tier 2 candidates possess many of the desired attributes but may have less experience or fewer qualifications than Tier 1 candidates. Tier 3 candidates, while considered, are not recommended as the best fit for the district's leadership needs.

Although this process requires a significant investment of time and expertise from our consultants, it is one of the defining characteristics that sets HYA Associates apart from other search firms. Our commitment to conducting a thorough, thoughtful, and objective evaluation of every candidate ensures that districts receive a highly qualified pool of leaders, rather than simply a list of applicants. This disciplined approach has contributed to HYA Associates' exceptional placement record and longstanding reputation for successful executive searches.

Reference checking is one of the most important tasks in the search process. We begin with the informal references of referrals for potential candidates. 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. This includes contacting the listed references on the application or provided by the candidate. While this step is necessary it is not sufficient as most candidates will provide references that will provide only highly favorable comments. We continue the vetting process by conducting comprehensive internet Google and AI searches to review any public information regarding the candidates. HYA Associates conduct confidential reference calls to obtain deep insight on any candidate that would be recommended to the Board for consideration. Given our network of associates and many professional relationships, it is likely that we know someone who either knows the candidate directly or knows someone who knows the candidate. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether to recommend the candidate to the Board.

Selection of Qualified Candidates

Materials to be included in the application are determined by the Board in the planning meeting. Board members will have access to all application materials as they are submitted through Frontline, via a confidential and secure web based Board Portal (board website). Associates review all applications and screen and interview ALL candidates to determine the best fit for the Hartland Consolidated Schools based on the information and criteria called for in the Leadership Profile. Once all screening interviews are completed, associates will create a slate of (usually) 6-10 best fit candidates. ***The slate will be presented to the Board in three separate tiers*** so the Board can select 6-8 candidates for first-round interviews. Candidates not chosen for the slate will also be discussed and may be added at the Board's request. The associates will assist the Hartland Consolidated Schools with arrangements for first and final round interviews, support in creating interview questions, can solicit compensation package information, and can assist with planning and hosting community forums for finalists.

HYA believes that the associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process with the semi-finalists and finalists because the Board should be focused on assessing the candidates, not managing logistics. The associates are available throughout the interview process and will facilitate a debriefing session after the interviews to discuss what the Board learned about the candidates. It is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision.

In preparation for the candidate Interviews the associates will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board's initial round of interviews with the candidates. It should be noted that second round interviews are generally unscripted and designed to follow-up on topics, questions identified during the first round interviews or candidate presentations.

The associates will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board Members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board. HYA does not provide counsel relative to the Board's process for interviewing candidates. The Board may seek the advice from its attorney regarding the Board's process for interviewing candidates.

An additional step is recommended towards the end of the Select Phase, before any public announcement: executive due diligence. HYA highly recommends executive due diligence on the finalist(s). Executive due diligence involves an investigative background check(s) that may be conducted on the three candidates that the Board brings back for second interviews or the preferred candidate. The investigative background check(s) is conducted by an independent third-party entity and includes a review of criminal and civil court records, driving records, college degrees and university accreditations. The comprehensive package includes a news and social media review.

Internal Candidates

We recommend that we treat an internal candidate just as we would any other candidate and present him/her to the Board only if s/he is competitive with the other candidates. HYA Associates provide personal interviews to all internal candidates unless the Board suggests otherwise. If there is a known internal candidate(s), we recommend that they do not participate in focus groups with the other administrative team members, school district employees or community members for a variety of reasons. The HYA search team will meet with any internal candidate individually to seek their input and allow them to contribute to the community engagement phase of the search process.

QR Codes and Links for Stakeholder Feedback

As part of the finalists' full-day visits to the district, each candidate will engage with a variety of stakeholder groups. To facilitate the collection of timely input, QR codes and links to a Google form will be provided to stakeholders, enabling them to submit real-time feedback for each candidate. All responses will instantly be compiled into a spreadsheet within the Board Portal, ensuring board members have immediate and organized access to this information for their review and consideration.

Delphi Technique:

A method for narrowing the candidate field is the use of the Delphi technique. Whether it be the initial slate or semi-finalist interviews the Delphi technique can be applied. It is particularly useful for larger candidate pools. Essentially, the technique requires each board member to make a forced choice by doing a head-to-head comparison (ranking) of each candidate. For the process to be effective each board member must independently review the slated candidates' credentials and interview responses. This process is facilitated by an associate on your HYA team.

Communication

Associates prefer to communicate with one designated board member to prevent open meeting violations. All information can be shared with the full board following the district communication protocols. Timely communication to all board members is provided throughout the search process through the Board Portal. Board members will have access to the Portal 24/7 and will be able to review all of the candidates' application materials as they are submitted. Additionally, associates work closely with the Administrative Assistant for communication and arranging details for community sessions. We also work with your webmaster to guide them through building a search webpage on your district website, keeping communication transparent and up to date.

Assurance of Required Service

HYA's reputation and references speak for the quality of work provided and satisfaction of past searches. The associates on this search have strong professional reputations and contacts throughout Wisconsin, the Midwest and also at the national level. Experience in recent Wisconsin searches ensures connections with a vast network of potential applicants for this position.

Post-Appointment Services

HYA Transition Academy (six month virtual program)

Navigating the Superintendent's transition is critical, setting the tone for trust, stability, and momentum. A strong leader aligns priorities, minimizes disruption, and builds credibility. HYA goes beyond recruitment, offering research-based strategies and ongoing support to ensure leaders begin with the relationships, confidence, and deliverables needed for long-term success.

HYA clients receive complimentary enrollment (non-clients pay \$4,500) for their selected new leader. This six month [Transition Academy](#) produces the following four essential deliverables to be presented to the board: a 100-day plan, Key Performance Indicators (KPIs) to guide the district and share with constituents, an agreed upon evaluation process and instrument, and an assessment of the current strategic plan. Topics are designed to coincide with the school calendar. A syllabus is included in the appendix.

HYA Transition Dashboard

HYA knows how critical the transition phase is for success and longevity. Our transition phase includes an infrastructure, the Transition Dashboard, for the new superintendent to:

- Communicate what they have learned throughout the search process
- Document specific actions they will take during the transition period
- Align communication and define school quality based on the priorities of the Board and community stakeholders
- Provide benchmarks to measure progress
- Strategic Dashboard for tracking progress and communicating success
- Executive Coaching
- Board Governance Training
- Superintendent Evaluation Facilitation
- Strategic Planning

Challenges to a Successful Search

First and foremost, a trusting relationship between the Board and the HYA Associates is essential for a successful search. Associates are mindful of the professionalism required throughout the search and when representing the Board to the community. Additionally, the associates are unwavering in their belief that this is the Board's search and will do everything possible to create and conduct a search according to the Board's specifications.

Our current local and national climate has brought challenges for communities, superintendents and school boards which can have an impact on searches. Differing community values and beliefs, and a growing shortage of superintendent candidates can create turmoil and impact searches. Associates are well aware of contemporary educational issues and approach each search in a collaborative and inclusive way to gain an understanding of the specific community being served. No challenge is insurmountable.

2. Firm History and Experience - understanding of services needed and experience in providing services to districts of similar size and scope in Wisconsin

HYA was established in 1987 and is one of the oldest and largest search firms in the nation, having assisted more than 2,000 school boards select exceptionally talented leadership. Presently, our firm is represented by 130+ associates located across the country to conveniently serve clients and are uniquely qualified to bring local and national perspectives, knowledge, experience, and connections to each search. 94% of the superintendents we place stay in their position for more than three years.

HYA averages approximately 100 searches per year. This large quantity of searches puts our firm at a competitive advantage as our associates are in more frequent contact with potential applicants. Many candidates are not actively seeking employment opportunities but are known to associates and can be recruited when an appropriate position arises.

HYA is a national search firm -with local connections- that specializes in recruiting and developing leaders, strategic planning, as well as measuring outcomes. HYA is known for recruiting and placing highly qualified superintendents and other executive leaders in the educational field. Recruiting, developing, and retaining great leaders is essential to improving your district's student outcomes. HYA takes a collaborative, research-based approach to the superintendent search process. We match the right leader with the goals and priorities of your school system and community.

HYA Associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, associates are aware of current educational issues and have strong relationships with leaders and opinion-makers in administrative leadership and management.

3. HYA Project Team



Dr. Mike Richie
HYA Vice President
715-891-1816
mikerichie@hyasearch.com



Michael Haynes
HYA Associate
231-675-8799
michaelhaynes@hyasearch.com



Daneyelle Martell
HYA Project Manager
847-250-7493
daneyellemartell@hyasearch.com



Stacy Richie
HYA Search Assistant
715-891-0618
stacyrichie@hyasearch.com

Dr. Mike Richie, HYA Vice President and Michael Haynes will serve as the HYA Associates assigned to this search. In the past nine years, Richie has led over 80 searches across the Midwest. These searches include the Milwaukee Public Schools, the largest school district in WI, the Anoka-Hennepin School District, the largest school district in MN and the Aurora Public Schools the fourth largest school district in CO. In MI Richie has successfully led the MI State Department of Education Superintendent of Public Instruction search; the Ann Arbor Public Schools search; the Midland Public Schools search and the Oxford Community Schools search. Richie is often requested by school districts to lead their search.

Michael Haynes brings exceptional Michigan-specific expertise and relationships to HYA's superintendent searches. A Kalamazoo resident and former Michigan superintendent and ISD Director of Instructional Services, Michael has an extensive network of educational leaders and a deep understanding of Michigan's school districts and communities. His credibility, experience, and relationships position him to identify, recruit, and attract high-caliber superintendent candidates while providing valuable insight into the leadership qualities needed for each unique Michigan district.

Every HYA search has executive oversight by the HYA President, Project Manager and Search Assistant to ensure all details are carefully managed. HYA has professionally staffed offices, a technological infrastructure, and a staff of full-time employees that is a valuable resource to school districts.

Dr. Mike Richie, HYA Vice President: Mike Richie is an innovative leader who excels in thinking outside the box and is always looking for ways to provide the very best in educational leadership. He believes that strategic goals foster the momentum with which an organization's members can be self-motivated and productive. After 40 years in education, Dr. Richie has served as a teacher, coach, principal, and superintendent in small, medium, and large school districts. In his 26 years as a school superintendent, Dr. Richie is known by his staff and colleagues to be a visionary leader with a positive impact on and improving education. He has led his staff in raising test scores, building community and business partnerships, increasing open enrollment numbers, passing eight referendums, and drastically improving communications, public relations and social media efforts. In 2012, Dr. Richie was named Superintendent of the Year by the National Association of School

Superintendents (NASS) for his outstanding achievement as a school district superintendent, continuous improvement and commitment to collaboration and mutual support in the profession.

Dr. Richie enjoys coaching and mentoring superintendents that are new to the profession. He serves on the Executive Committee of the National Association of School Superintendents (NASS), has served as an adjunct professor at Viterbo University teaching classes in leadership, school law, politics and community relations – preparing students for their principal and superintendent certifications. He has visited China twice to give numerous presentations on American Education. These experiences make Dr. Richie an ideal Associate for coaching superintendents and assisting school systems in their executive searches. Over his past nine years working with HYA, Richie has successfully led over 85+ searches and in 2022, was named Vice President of HYA.

Michael Haynes, HYA Associate: Michael Haynes brings more than 30 years of experience in public education, including over 25 years in leadership roles as principal, superintendent, and chief executive of a regional educational service agency. His career has been defined by forging strong partnerships, aligning efforts across complex systems, and advancing work that reflects both innovation and a deep commitment to equity with a consistent focus on improving outcomes for all students.

As CEO of a midwest cooperative educational service agency (equivalent to a Michigan ISD Superintendent), Michael led large-scale, cross-district initiatives serving member districts and more than 100 districts statewide. This role sharpened his ability to lead across systems, navigate political complexity, and translate vision into action through sustainable partnerships and coherent strategy.

Michael's consulting work focuses on superintendent and executive search support, strategic planning, governance facilitation, executive coaching, and leadership development. He brings particular expertise in systems alignment, instructional improvement and literacy leadership, organizational culture and talent retention, community and interagency partnerships, and financial and operational coherence. Michael partners with boards and leadership teams to bring clarity, momentum, and trust to moments of transition, helping organizations move from vision to sustained impact.

Daneyelle Martell, HYA Project Manager Daneyelle ensures the search process runs seamlessly from start to finish. Backed by HYA's professionally staffed offices, robust technological infrastructure, and experienced full-time team, she provides valuable support to school districts. Daneyelle will coordinate all job postings, oversee social media communications, and manage the search budget and invoicing with precision. Daneyelle Martell has been employed by HYA as a project manager for the past 12 years and has managed over 150+ searches.

Stacy Richie, HYA Search Assistant Stacy will manage the Board Portal on a daily basis and will work closely with the Administrative Assistant, the communications person and the webmaster throughout the entire search process. In addition, she will provide sample press releases, invites and communication related materials for the stakeholders, media and district website. HYA's back office is comprised of very dedicated and extremely talented resources that will provide ongoing support to the Board, candidates and associates throughout this search process.

4. Proposed Work Plan

HYA SIGNATURE SEARCH PROCESS



Engage
3 - 4 Weeks

- Conduct a planning meeting with the Board, which will detail the timeline and steps of the search process and provide advice/assistance to the board
- Complete individual Board Member interviews
- Conduct focus groups/community forums to gather input from constituent groups
- Post the on-line research-based community engagement survey with national norms

*All information gathered in the Engage Phase will help create the **District Leadership Profile Report** which will identify goals, needs, and priorities of the school system to help better match a candidate's skills with the needs of the district and give valuable information to the new leader on day one of employment to set goals and priorities.*



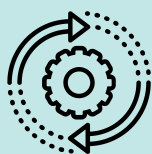
Recruit
6 - 8 Weeks

- Draft a position description to use for advertising
- Prepare and place advertisements as selected and authorized by the Board
- Recruit candidates utilizing local and national networks
- Correspond with candidates regarding the search process and timeline
- Screen **ALL** candidates using the Leadership Profile Report and Desired Characteristics
- Conduct initial reference checks
- Identify best qualified candidates
- Prepare selected slate of candidates for Board consideration (number of candidates to be determined by the Board)



Select
3 - 4 Weeks

- Present slate of candidates to the Board
- Conduct informal background checks with social media searches and reference checks
- Co-coordinate interviews for the Board with selected semi-finalists
- Co-coordinate the "Day in the District" for finalists
- Provide QR codes and feedback forms for the community to provide input for finalists
- Create a matrix to evaluate candidates based on priorities determined by the Board
- Facilitate Board discussion to narrow the candidate pool after each round of interviews (*The Board's decision to hire/not hire a candidate is at the sole discretion of the Board*)
- Coordinate and provide third-party, independent investigative background check(s) of candidates as selected by the Board



Transition
Varies

- The HYA Transition Academy is a six-month virtual program designed to help the superintendent hired build a foundation for long-term success.
- Analyze compensation package/assist Board to determine salary
- Assist in contract negotiations with new superintendent
- Communicate with all unsuccessful candidates at the close of the search
- Hold a debriefing meeting with the new superintendent and Board regarding information learned throughout the search process
- Transition Dashboard, for the new superintendent to document specific actions they will take during the transition period (first six months included in base fee)
- Offer other transition services to be considered by the Board and if desired
 - These services include Comprehensive First Year Support, Executive Coaching, Board Governance Training, Superintendent Evaluation, Strategic Planning and Community Engagement Surveys

Community Engagement:

HYA will weigh heavily on community engagement to understand the organization. Individual interviews and focus groups are scheduled in order to learn about the strengths and challenges of the district as well as the desired characteristics of the new superintendent. Our key stakeholder groups will include but are not limited to: High School students, parents, certified staff, support staff, administrators, school board members, business partners, other businesses, civic groups, district residents, booster clubs, PTO's, and any other individual, groups or organizations that the school board identifies and wishes to include. These sessions will be both in person and virtual, which will allow for maximum participation. Concurrently, an online survey solicits input from disaggregate groups as determined by the Board. Data from the interviews and the survey inform the creation of the *District Leadership Profile Report*, which becomes a public document once accepted by the Board. This report includes essential information the Board will use in the selection process and the new leader can use day one of employment.

Use of District Staff:

Staff involvement would not be expected to be extensive beyond providing contact information and scheduling interviews and focus groups for identified constituents, identifying facilities to be used during the process, placing the link on the district website for surveying stakeholders, inviting public participation, scheduling and notifying stakeholder groups of the online survey, and acting as a liaison during the search process. The search team communicates regularly with the district's Administrative Assistant in the superintendent's office. If the district has a communications person, they are also an asset during the search process.

Confidentiality:

HYA is committed to ensuring the confidentiality that is crucial for building and maintaining trust, protecting privacy, and ensuring the integrity of sensitive information for the duration of the search process. Applicant information remains confidential until finalists are named. At that time, the finalist names become public and HYA Associates will assist the Board with final interviews. Information on all candidates is available to the Board throughout the search process through the password protected Board Portal.

Client-Satisfaction

If the superintendent departs from the position during the first year under any circumstances professional or personal, or within two (2) years, if the majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost with the exception of travel, advertising and due diligence expenses. A full 94% of all superintendents we have placed in the last ten years have completed at least the full term of their first contract (usually three years).

Fixed Price

Throughout the search process the associates 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.

Board Portal:

Communication and organization are critical to successful searches. HYA uses web-based delivery systems that give our clients anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and search associates have access to all information associated with the search in an organized and confidential, password protected Board Portal. Items are organized by the search phase under the following six tabs. Example items included are listed below:

Home	Propose	Engage
• Search Team Members • Board Updates • Zoom Links • Board Planning Summary • Summary Notes • Search Timeline	• RFP • Proposal • Presentation • Signed Letter of Agreement	• Summary Survey • Open Ended Survey Questions • District Leadership Profile Report • Profile Report Presentation • Focus Group Schedule
Recruit	Select	Transition Services Available
• Job Postings • All Candidate Application Materials and Resume / CV • Slate Presentation	• Interview Schedule • Day in the District Schedule • Tier 1 -2 -3 Document • Interview Questions • Google Forms (Day in the District Feedback) • Feedback Responses Document • Candidate Presentations • Delphi Technique • Screening Tool • Interview Rubrics	• Comprehensive First Year Support • Executive Coaching • Board Governance • Board Goal Setting • Superintendent Evaluation • Strategic Planning • Community Engagement • Transition Dashboard

Advertising:

During our board planning meeting, we will discuss where the Board would like to advertise. Keep in mind that all HYA searches are advertised on the HYA Active Searches webpage and social media accounts - Facebook, LinkedIn, Instagram, and Twitter. The HYA Active Searches webpage averages 25,000 views per month and is a clickable list that leads its viewers to a separate page fully dedicated to your search.

We will always recommend advertising within your state. Most state associations provide advertising opportunities for administrative positions. In Wisconsin, we advertise in the Wisconsin School Leadership Center (WSLC Career Center).



Scan QR code for all superintendent job openings.

5. Tentative timeline, the Board will set the timeline and make any calendar adjustments at the planning meeting

TENTATIVE SCHEDULE FOR THE HARTLAND CONSOLIDATED SCHOOLS SUPERINTENDENT SEARCH	
Dates	Activity
Late September 2026	The HYA Team will meet with the School Board to plan the search and determine the process, finalize timeline,
Early October 2026	Post for Interim Superintendent to serve the Hartland Consolidated Schools from January 1 to June 30, 2027.
Early November 2026	Board to interview candidates for Interim Superintendent position.
Mid/Late-November 2026	Interim Superintendent appointed
January 1, 2027	Interim Superintendent contract to begin
November 16 through December 31, 2026	Post permanent position on HYA site and other sources Network with other HYA Associates Advertising and marketing Accepting applications and recruiting
Ongoing	HYA screening interviews/vetting
Early October 2026	Individual interviews with board members (Zoom/phone)
Mid-October 2026	Open online survey to all stakeholders
Mid-October 2026	Stakeholder interviews/focus groups/forums
Late October 2026	Close online survey
Early November 2026	Presentation of District Leadership Profile Report
Mid- January 2027	Presentation of Slate to the Board
Late January 2027	Board first round interviews and to identify semi-finalists
Early February 2027	Day in the District
Early February 2027	Board conducts final interview(s)
By late February 2027	Superintendent's hiring approved and announced
July 1, 2027	Superintendent contract formally begins

6. Estimate of Cost

Hartland Consolidated Schools Superintendent Search Price Proposal	
Since each district is unique, HYA's customizable menu will provide options that fit your district's needs. For example, some districts choose to do more/less focus groups or smaller/larger advertising packages which will impact the final price. A minimum/maximum price is provided below, however HYA will work with you to find the package that fits your budget and needs.	
(A) Base Professional Fee for Search Service - HYA Search Fee: • HYA search fee includes the following (seven to eight) in-district days by HYA consultants: planning meeting with Board, interim superintendent interviews, one/two days for focus groups, slate of candidates presentation, first round interviews, day in the district, and final interviews • Placement of interim superintendent • Board planning meeting • Includes Board/Community Engagement, interviews, focus groups, town halls • Google survey • Creating and presenting the Leadership Profile Report to the Board • Creating and managing the Board Portal for daily communication • Recruitment and screening of candidates • Slate presentation to the Board • Development of interview questions • Review interview procedures with Board • Candidate interviews • Design/and develop Day in the District schedule • Sample press releases • Public Relations Materials • Six month HYA Transition Academy for new Superintendent and one Board member	\$21,500
Travel and meeting expenses Travel Costs \$2,000 to \$3,500 (not to exceed) HYA uses an expense management system whereby all costs are detailed with receipts and expense reports. <u>Utilizing Zoom for portions of the search will reduce travel costs.</u>	\$2,000 to \$3,500 (not to exceed)
Identification of any additional costs or optional services HYA base search fee includes seven to eight days in the district as listed above by HYA consultants. The Board can request additional days from HYA consultants billed at \$2,500 per day. Typically, the days in the district listed above will cover the entire search process unless more days are added for focus groups.	
Payment schedule and terms - the fee is due in two installments: • 50% will be invoiced upon execution of the contract/agreement • 50% will be invoiced upon presentation of the slate	

(B) Anticipated Expenses for Advertising and Marketing 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. The following is included in the base price: • Advertising on the HYA website • HYA social media • Advertising in the National Association of School Superintendents (NASS) online newsletter • Advertising with HYA's networks • HYA Active Searches Page, outreach to candidates in Candidate Profile System • HYA Newsletter • HYA National Group Advertisement	\$0 (included in base price)
• Post Position on MISTAFF • Michigan: https://mistaff.com/?source=masa • Jobs posted on this site will automatically post to the following association job sites: MASA, MAISA, Michigan ASCD, MASSP, MASB, MEMSPA, MSPRA	\$100
Background check and verification costs HYA offers Comprehensive Third Party Background Checks. The background checks/Executive Due Diligence Services, are typically conducted on the lone finalist, as selected by the Board. The cost from a third-party professional firm (per candidate) ranges from \$1,100 to \$1,950 the comprehensive background check includes the following: • <i>Personal Profile Summary</i> • <i>Social Security Trace</i> • <i>County Criminal Record History</i> • <i>Federal Criminal Record History</i> • <i>County Civil Record History</i> • <i>Department of Motor Vehicles License Information</i> • <i>Education (Degree) Verification</i> • <i>Credit Report</i> • <i>Investigation of all Aliases Identified within Past Seven Years</i> • <i>Investigation of all Jurisdictions of Residence within Past Seven Years</i> • <i>Investigation of all Jurisdictions of Education within Past Seven Years</i> • <i>Investigation of all Employment within Past Seven Years</i> • <i>University and Academic Program Accreditation</i> • <i>National Criminal Record History</i> • <i>National Sex Offender Search</i> • <i>News Media Review</i> • <i>Social Media Review</i> School districts may utilize their own Human Resource Department and conduct their own background check on candidates.	\$1,100 to \$1,950 (optional)

7. References

References - All Searches Below Led by Mike Richie			
School District	Enrollment	Reference	Contact Information
MI Dept. of Education Lansing, MI	1.37 Million	Dr. Pamela Pugh Board President	Phone: 989-992-6353 Email: pughp@michigan.gov
Ann Arbor, MI	17,000	Torchio Feaster, President	Phone: 734-531-7434 Email: feastert@aaps.k12.mi.us
Midland, MI	7,500	Phillip Rausch Board President	Phone: 989-430-1612 Email: phil.rausch@hscpoly.com
Oxford, MI	5,919	Dr. Erin Reis, Board President	Phone: 734-755-3904 Email: erin.reis@oxfordschools.org
Iowa Association of School Boards	485,630	Elizabeth Brennan Board President	Phone: Email: 515-778-5123
CO Association of School Boards (CASB)	870,793	Jubal Yennie Executive Director	Phone: 720-355-1775 Email: jyennie@casb.org
Milwaukee, WI	69,000	Tina Owen-Moore, Director, Board Clerk	Office Phone: 414-475-8282 Work Cell: 414-531-5957 Email: owentm@milwaukee.k12.wi.us
Anoka-Hennepin, MN	38,000	Michelle Langenfeld Board President	Phone: 651-442-6482 Email: michelle.langenfeld@ahschools.us
Littleton, CO	15,000	Angela Christensen, Vice President	Phone: 720-341-2197
Gresham-Barlow, OR	11,656	Cathy Keathley Board Vice Chair Search Committee Chair	Phone: (503) 805-8973 Email keathley4@gresham.k12.or.us
Neenah, WI	6,800	Brian Epley Board President	Phone: 920-277-0949 Email: brian.epley@neenah.k12.wi.us
Auburn-Washburn, KS	6,000	Jeremy Wiltz, Board Board President	Phone: 913-706-2526 Email: wiltzjer@usd437.net
South Sioux City, NE	4,000	Chris Krueger Board President	Phone: 712-223-0698 Email: chris.krueger@ssccards.org
Milton, WI	3,400	Annette Smith Board President	Phone: 608-346-3673 Email: smitha@milton.k12.wi.us

8. Arbitration and Litigation

Hazard, Young, Attea & Associates is not currently, nor ever has been, involved in litigation or arbitration with any of its clients in our 30+ years in business.

9. Bankruptcy

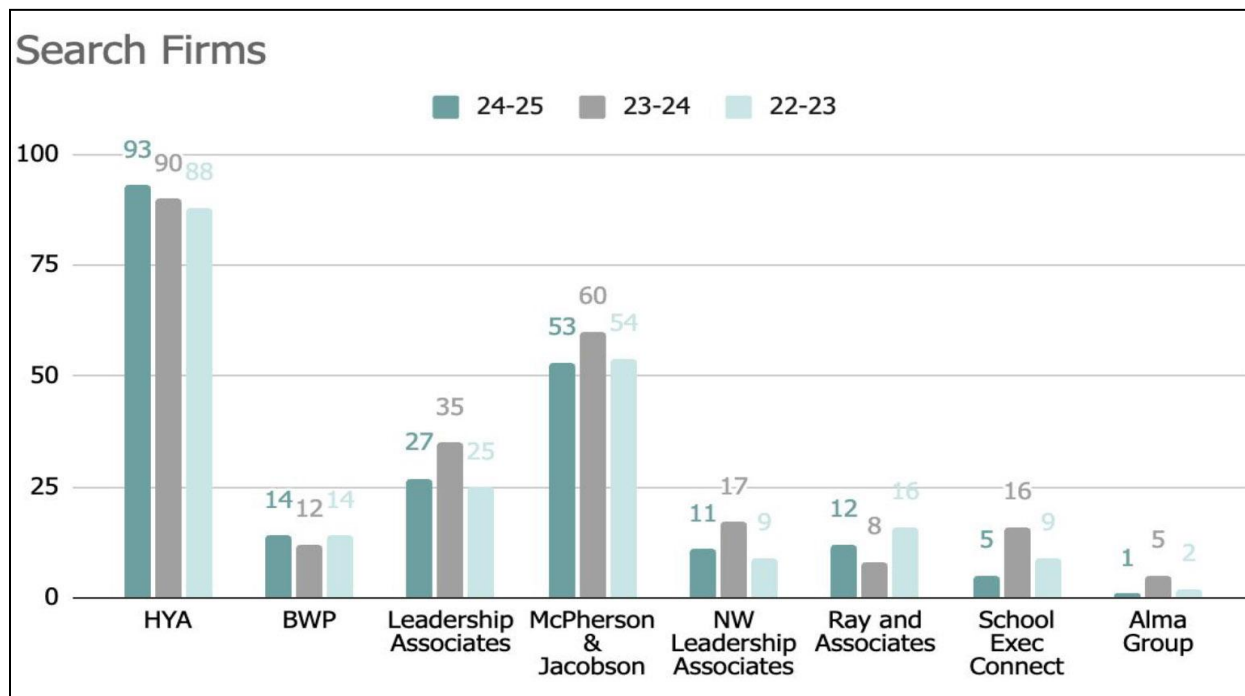
Hazard, Young, Attea & Associates has never filed for reorganization or bankruptcy. HYA does not use subcontractors aside from an independent, third-party investigative firm to conduct due diligence background checks. The company, Baker-Eubanks, LLC, is a minority owned firm based in Durham, North Carolina.

10. Proven History and Experience

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. Our recruiting process is structured to take the time needed to find the right candidate. If, for some reason, the candidate pool does not yield the right match for your district, we will continue to recruit and provide another slate for the Board's consideration. Approximately 75% of candidates selected for superintendencies were specifically recruited for that district and may not have considered the position without our contact and communication.

You can't match the right leader to a community if the right leaders aren't in the candidate pool. A great search process cannot overcome a weak pool of candidates. The difference isn't simply knowing what to look for—it's knowing who to call. We don't just know the market; we know the leaders. That's why recruitment is where the search is won. Community voice tells us what leadership your district needs, and our deep national network, relationships, and knowledge of the field help us identify, engage, and recruit the leaders who can deliver it.

Sample HYA Analytics



APPENDIX

The APPENDIX pages of this proposal include the following documents:

1. Why HYA
2. Resume - Dr. Mike Richie
3. Resume - Michael Haynes
4. Reference Letter - Oxford Community Schools, MI
5. Reference Letter - Milwaukee Public Schools, WI
6. Reference Letter - Anoka-Hennepin Schools, MN
7. Reference Letter - Littleton Public Schools, CO
8. HYA Five-Year Reference Chart
9. Transition Academy Information and Syllabus
10. HYA Certificate of Liability Insurance



Signature Search Process

Trusted Leadership. Proven Results.

Why HYA

National Leader	Among the nation's most experienced education consulting firms with 2,000+ searches completed across the country by education experts
We Work for YOU	From proposal to placement, HYA's team and technology support you every step of the way through a client-focused customized search
Transition Academy Advantage	Every search includes an academy scholarship where participants produce a 100-Day Plan, KPIs, evaluation, and strategic plan review

Our Approach

- **Proactive, Not Passive** 75% of candidates personally recruited; 94% complete first contract
- **Deep Community Engagement** Every voice heard through surveys, focus groups, and forums
- **Inclusive, Research-Based Survey** Scientifically designed and disaggregated by stakeholder groups
- **Data-Driven and Tech-Forward** Board portals, recruitment dashboards, and transparent analytics
- **Diplomacy Experts** Decades of experience guiding boards through high-profile searches, navigating political challenges and community dynamics

Our Impact

30K+	Newsletter Subscribers
46K	Website Users
9K+	Registered Candidates
94%	Placements Complete First Contract

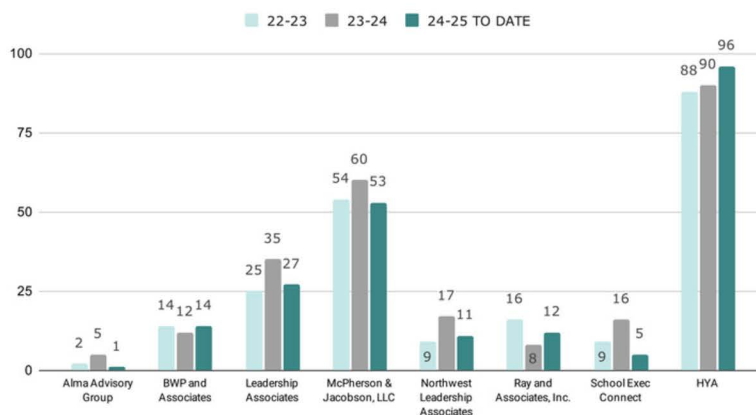
Partnership Perks

Free Unlimited Job Posts – 6 months of postings post-search

Leading Edge Partnerships with top universities and national leadership academies

Transition Services – Coaching, onboarding, and performance planning

Search Firms



A FIRM YOU CAN TRUST

Market research confirms: HYA completes more searches and maintains the lowest turnover rate among placed superintendents.



MIKE RICHIE, ED.D.

HAZARD, YOUNG, ATTEA & ASSOCIATES
VICE PRESIDENT



mikerichie@hyasearch.com



@mikerichie130



https://hyasearch.com/



715-891-1816



linkedin.com/in/mike-richie81050a274/

EDUCATION

- 2006-Ed.D. Edgewood College, Madison, WI
- 2000 - Specialist Certification in Educational Administration, UW Superior, Superior, WI
- 1990 - M.S. Educational Administration, UW Superior, Superior, WI
- 1986 - Certification in Elementary Education, UW River Falls, River Falls, WI
- 1984 - B.S. in Physical Education, UW La Crosse, La Crosse, WI

AWARDS

- 2023
WASDA Superintendent 25 Year Service Award
- 2012
National Association of School Superintendents, National Superintendent of the Year
- 2012
The Collaborative Leadership Network, Collaborator of the Year, Rivers as Bridges
- 2010
YMCA Wisconsin Key Leader Award
- 2010
National Association of School Superintendents Featured Member
- 1994
WI Reading Association Outstanding Administrator Award

PROFESSIONAL EXPERIENCE

2022-Present Vice President/Senior Associate Hazard, Young, Attea & Associates

2018-2021 Educational Consultant Hazard, Young, Attea & Associates

2015-2024 Adjunct Professor Viterbo University, La Crosse, WI

2013-2017 & 2022-Present Executive Committee-National Association of School Superintendents

K-12 EXPERIENCE

2024-2025 Interim Superintendent DeSoto Area School District | DeSoto, WI

2019-2023 Interim Superintendent Tomorrow River School Dist. | Amherst, WI

2004 -2018 (Retired) Superintendent Northland Pines School District Eagle River, WI

2003 -2004 Superintendent Howard-Suamico School District | Green Bay, WI

2001 -2003 Superintendent New London School District | New London, WI

1995 -2001 Superintendent/Principal Hurley School District | Hurley, WI

1992 -1995 Elementary Principal Bonduel School District | Bonduel, WI

1990-1992 Elementary Principal New Richmond School District | New Richmond, WI

1984-1990 Teacher Rice Lake School District | Rice Lake, WI, Teacher St. Paul's Grade School | Bloomer, WI

RELATED LEADERSHIP ACTIVITIES

- 2025 Presenter - NASS National Conference: What School Boards are Looking for in a Superintendent Today
- 2025 Presenter - WASDA Conference: Leveraging Community Engagement to Shape School Climate, Culture and Trust: A Guide to Stronger Connections with Stakeholders
- 2022 National Association of School Superintendents Hall of Fame Member
- 2015 & 2017 Presenter - China/American PK-12 Education: Shanghai, Beijing, Chengdu, Yangzhou, Langfang, Wuhan, Wuxi China
- Presenter - WASB State Convention: Pay for Performance Pay Scale
- Presenter - WASB State Convention: Using a 360 Leadership Performance Review Tool
- Presenter - WASB State Convention: Strategies for Passing Referendums
- National Association of School Superintendents - Member 2011-Present
- WASDA - Administrative Salaries and Fringe Benefit Committee 2011-2017
- 2012 Published Monthly Superintendent's Message for the National Association of School Superintendents
- Wisconsin Association of School District's Administrators Member 1998-2025
- Association of School Administrators - Member 1998-2025
- District Administrators Leadership Institute Invitee and Member 2014-2019

MICHAEL HAYNES

Kalamazoo, Michigan 49009 | 231-675-8799 | haynesmichael49670@gmail.com

EXECUTIVE EDUCATION LEADER

Executive education leader, nonprofit advisor, and systems thinker with experience leading regional service agencies, school districts, statewide initiatives, and cross-sector partnerships. Expertise includes strategic planning, board and superintendent relations, organizational culture, executive search support, literacy systems, advocacy, grants, and stakeholder engagement.

Core Strengths: Strategic & Adaptive Leadership - Board Relations - Systems Thinking - Organizational Development - Partnership Building - Literacy Leadership - Advocacy & Policy - Grant Development

PROFESSIONAL EXPERIENCE

Principal Consultant / Contract Advisor | impassionED LLC | 2026–Present

Provides consulting in strategic planning, organizational development, literacy and instructional systems, executive leadership, stakeholder engagement, advocacy, grant development, and communications.

Associate | Hazard, Young, Attea & Associates | 2026–Present

Supports boards of education with superintendent-search processes, stakeholder engagement, candidate development, and leadership-transition planning.

Implementation Coach | Michigan Association of Intermediate School Administrators | 2026–Present

Supports district leadership teams through the Literacy Leaders Network, advancing coherent, research-aligned literacy systems and capacity for improved student outcomes.

Director of Instructional Services | Charlevoix-Emmet ISD, Charlevoix, MI | 2022–2025

Led regional instructional strategy and general education services; advanced systems in literacy, technology, behavioral health, professional learning, and leadership development.

Agency Administrator (CEO) | Cooperative Educational Service Agency 10, Chippewa Falls, WI | 2012–2022

Provided executive leadership for organizational strategy, partnerships, operations, service delivery, and agency transformation.

Superintendent | NICE Community School District, Ishpeming, MI | 2008–2012

Led a PreK–12 district serving 1,200 students; passed bond and sinking-fund renewals supporting technology, transportation, and facilities.

Principal | East Jordan Public Schools, East Jordan, MI | 2000–2008

Led middle-school improvement focused on academic growth, collaborative culture, and systematic student supports.

EDUCATION & PROFESSIONAL LEADERSHIP

M.A., Educational Leadership, Central Michigan University

B.M.E., Music Education, Florida Southern College

SUPES Academy, Michigan Leadership Institute

Selected Leadership & Contributions: Board Member, Opportunity Thrive - Editorial Board, AESA

Perspectives - Former Chair, General Education Leadership Network Legislative Committee - Past President, Wisconsin Rural Schools Alliance

Selected Publications & Presentations: Published in *Bridge Michigan*, *Michigan Advance*, *District*

Administration, and *School Administrator*; presenter on entrepreneurial leadership, literacy accountability, and organizational culture; host, *Char-Em Leaders in Education Podcast* (2022–2025).



OXFORD COMMUNITY SCHOOLS

Dr. Vickie Markavitch, Superintendent
Sam Barna, Assistant Superintendent of Business & Operations
Anita Qonja-Collins, Assistant Superintendent of Elementary Instruction
Ryan Reid, Assistant Superintendent of Human Resources
Steve Wolf, Assistant Superintendent of Secondary Instruction

Dear Board Members,

I am writing this letter as a recommendation for services provided by Mike Richie and the Hazard, Young, and Attia (HYA) search firm for your upcoming superintendent search. Oxford Community Schools recently used HYA for a critical superintendent search for our district. Oxford Community Schools has been with an interim superintendent since January 2023 and knew that this search would be imperative to the continued healing our community is working on.

From the beginning it was evident that HYA researched our community, the initial presentation of services was articulate and supportive of our community's needs. HYA also presented a transparent format for board members to always have the latest information for the search through their "board portal," this left board members feeling better prepared, and allowed for us to have robust and fair conversation at the board table, signifying transparency in the process to our community.

Mike and the HYA team prepared an intensive community focus group schedule that included in-person and remote meetings to meet members of our community, staff, students, and parents, where they were at. From these meetings, along with a thorough survey, they authored a leadership profile report that helped the board, and the candidates ensure they were making a match for interviews that would be mutually beneficial and meet the goals of the district.

Throughout this process to date, Mike and the HYA team have made Oxford feel as if we were their only clients, they were available when needed, kept the board portal up to date, were organized in all their presentations, and met with anyone from our community who wished to be a part of this process, even if the community members preferred not to be in a group setting.

I would, without reservation, recommend Mike and the HYA team for your superintendent search and would be happy to take any questions you may have as you make your selection.

Sincerely,

Erin Reis, EdD

Board President

Oxford Community Schools, Board of Education



10 N. Washington St. Oxford, MI 48371 / Ph. 248.969.5000 / Fax 248.969.5013 / www.oxfordschools.org

Non-Discrimination Clause: Oxford Community Schools does not discriminate on the basis of race, color, religion, national origin, sex (sexual orientation or gender), disability, age, height, weight, marital status or any other legally protected characteristic, in its programs, services or activities, including employment opportunities. The following person has been designated to handle inquiries regarding the nondiscrimination policies:
Assistant Superintendent of Human Resources, 10 North Washington Street, Oxford, MI 48371, (248) 969-5004.



Tina Owen-Moore, Ed.L.D.
Chief Officer/Board Clerk, Office of Board Governance
5225 W. Vliet St., Room 273, P.O. Box 2181, Milwaukee, WI 53201-2181
(414) 475-8284 • mpsmke.com
governance@milwaukee.k12.wi.us

August 1, 2025

Dear District Colleagues:

I am pleased to write this letter of recommendation for Hazard, Young, Attea & Associates (HYA).

As the Board Clerk for Milwaukee Public Schools, I worked directly with the HYA team throughout our superintendent search process and can speak firsthand to their professionalism, responsiveness, and commitment to supporting our district.

Over the past two years, Milwaukee Public Schools has navigated a perfect storm of challenges: steep enrollment declines driven by long-term demographic shifts, competition from voucher and charter schools, financial reporting delays, academic shortfalls, and leadership turnover. At the same time, facility issues such as lead contamination in aging buildings have created acute public health emergencies, further straining district resources and highlighting deeply rooted operational vulnerabilities. Altogether, these systemic pressures highlighted the urgent need for transformative reform and a strong leader willing to take on these challenges with urgency.

From the very beginning, the HYA team worked diligently to guide and support the search process for a new superintendent. Their team was not only responsive and available, but also frequently onsite, meeting with board members, staff, and stakeholders to ensure a thorough and transparent process. When our initial applicant pool fell short, with a request from the Board, HYA immediately and without hesitation reopened the search. Rather than seeing this moment as a setback, they redoubled their efforts and expanded their outreach to ensure we had access to a stronger pool of candidates.

Thanks to this persistence, the Board was able to identify and hire a highly qualified, experienced superintendent—someone well-equipped to lead our district through a particularly challenging time.

I recommend Hazard, Young, Attea & Associates to any district embarking on a leadership search. Their dedication, expertise, and collaborative approach made them an exceptional partner.

Sincerely,

A handwritten signature in cursive script that reads "Tina Owen-Moore".

Dr. Tina Owen-Moore
Chief Officer, Office of Board Governance
Milwaukee Public Schools



July 1, 2026

Dear School District leader,

As you evaluate firms to assist you in selecting your next superintendent or district leader, I can confidently recommend your consideration of Hazard, Young and Attea (HYA) and specifically the services of Mike Richie to produce a positive result for your organization.

In the spring and summer of 2026, Mike Richie and HYA were tasked with coordinating a search for a new superintendent for the Anoka-Hennepin School District, where I serve as Executive Director of Communications and Public Relations. Mike and his team worked well with our staff, represented the district well in public meetings and feedback sessions, and provided high-quality materials to assist the school board with decision-making. Working under a condensed timeline and with a school board that has a history of split votes, Mike was able to deliver a candidate who won unanimous approval.

I should note this is the first time our district has worked with HYA on a search, and they delivered a positive result in line with community and school board expectations.

Mike Richie and his HYA team demonstrated a high level of professionalism and competency in a high profile search process. He worked hard and represented this firm and our district with integrity. As you evaluate those who are looking to assist in your search, you can be assured that Mike and HYA will give their very best effort and you will not regret partnering with them for your needs. Please contact me if I can provide any additional information that would help you evaluate HYA for your search process.

Sincerely,

Jim Skelly

Executive Director, communication and public relations

SCHOOL BOARD

Linda Hoekman, Co-Chair

Dr. Michelle Langenfeld, Co-Chair

Jeff Simon, Clerk

Matt Audette, Treasurer

Zach Arco, Director

Kacy Deschene, Director



EDUCATION SERVICES CENTER

📍 5776 S. Crocker Street | Littleton, CO 80120
📞 303.347.3300
🌐 LittletonPublicSchools.net
🔗 TinyURL.com/LPSNews

📘 LPSK12 🐦 @LPSK12 📷 @LPS.K12

February 2023

To Whom It May Concern:

I am pleased and honored to recommend Mike Richie and Hazard, Young, Attea, & Associates for your Superintendent search. Our Board of Education selected HYA after interviewing a number of search firms and we were not disappointed. The role of hiring a new superintendent can be daunting, yet sacred, and Mike was with us every step of the way.

HYA's process from beginning to end was thorough, thoughtful, and transparent. Beginning with their RFP, it was clear that Mike would lead a strong search. His attention to detail was unmatched. We were provided with all of the information we needed in order to determine what our community was looking for in a superintendent and to then put that information into action to recruit the most highly qualified candidates.

Mike was available and responsive throughout all steps of the process. Our search was truly nationwide and Mike and his team came through and provided us with a diverse pool of candidates that each fit the needs of our unique community. We are now at the end of our search and are beyond pleased with the final result. Mike continues to support us as we begin the transition phase.

I have no reservations in wholeheartedly recommending Mike Richie and HYA.

If you have any additional questions, I would be happy to visit with you. I can be reached at achristensenboe@lps.k12.co.us or 720-341-2197.

Best of luck as you begin your search.

Angela Christensen
Board of Education
Littleton Public Schools

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2024-2025

0 – 2,500 students			2,501 – 5,000 students	5,001 – 7,500 students	7,501 – 15,000 students	15,001+ students
Benjamin School District, 25 (IL) 620 Students, K-8 Eric Rogers, Board President 815-690-8019 erogers@benjamin25.org Benton Harbor Area Schools (MI) 1,314 Students, K-12 Dashuna Robinson, Board President trustee.robinson@bhas.org Bickleton School District (WA) 104 Students, K-12 Mitchell Powers, Board President 509-820-0430 powersranches@gmail.com Bristol School District (WI) 782 Students, PK-8 Tina Elfering, President 262-206-3992 elfering.tin@bristol.k12.wi.us Bruce School District (WI) 410 Students, PK-12 Roxie Kemnitz, President 715-403-3425 rkemnitz@bruce.k12.wi.us Cambridge, School District of (WI) 909 Students, K-12 Christopher Holt, Principal 920-382-6178 85chrisholt@gmail.com Dodgeland School District (WI) 754 Students, PK-12 Jeff Caine, Board Member 920-210-1852 cainej@dodgeland.k12.wi.us ECHO Joint Agreement (IL) 1,200 Students Dr. Dwayne Evans, Board President 708-475-1774 devans@hsdist157.org Marathon City School District (WI) 753 Students, PK-12 Jodi Debroux, President 715-574-7824 idebroux@marathon.k12.wi.us Minoqua J1 School District (WI) 565 Students, K-12 Christy Seidel, Board President 715-614-3821 cseidel@mhlit.org	Neillsville School District (WI) 873 Students, K-12 Sue Voigt, Board President 715-937-0788 svoigt@neillsvillek12.org Ottawa Elementary School District 141 (IL) 1,700 Students, PK-12 Brenden Donahue, Board President bdonahue@oes141.org Parkview School District (WI) 900 Students, K-12 Zach Knutson, Board President 815-904-4011 zknutson@email.parkview.k12.wi.us Prescott School District (WI) 1,240 Students, PK-12 Mike Matzek, President 612-240-0122 mike.matzek@prescott.k12.wi.us Ripon Area School District (WI) 1,694 Students, PK-12 David Scott, Board Member 920-229-7099 ScottDa@ripon.k12.wi.us Skokie School District 73.5 (IL) 1,050 Students, K-8 Kelli Nelson, Board President 847-722-4727 knelson@sd735.org Somerset School District (WI) Matt Foucault, Board President 651-325-6094 mfoucault@somerset.k12.wi.us South Whidbey SD (WA) 1,200 Students, PK-12 Joe Greenhoren, WIAA Representative jgreenheron@sw.wednet.edu Taholah School District (WA) 168 Students, PK-12 Merian Juneau, Board Member merian.juneau@quinault.org	Waupaca School District (WI) 2,037 Students, K-12 Betty Manion, Board President 715-572-3362 bmanion@waupacaschools.org Whitewater Unified SD (WI) 2,000 Students, PK-12 Stephanie Hicks, Board President 920-723-7892 stephaniehicks@wwusd.org Wisconsin Heights SD (WI) 780 Students, PK-12 Barb Statz, Board President 608-712-9383 bastatz@wisheights.k12.wi.us	Falls Church City Public Schools (VA) 2,700 Students, K-12 Dr. Tate Gould, Board President tgould@fccps.org Jericho Union Free School District (NY) 3,200 Students, K-12 Dr. Christopher Foresto, President 516-220-6868 christopher.forest@jerichoschools.org New Trier Township HSD 203 (IL) 4,000 Students, 9-12 Jean Hahn, Board President 312-246-0403 hahnj@newtrier.k12.il.us Paul Salley (Retired Superintendent) 847-784-6109 salleyp@newtrier.k12.il.us Reedsburg School District (WI) 2,650 Students, PK-12 Gary Woolever, Board President 608-963-5232 gwoolever@rsd.k12.wi.us Rye City School District (NY) 3,000 Students, K-12 Jane Anderson, Board President anderson.jane@ryeschools.org	Dry Creek Unified School District (CA) 6,500 Students, K-8 Jon Fenske, Board President jonfenske@dciesd.us Liverpool School District (NY) 6,750 Students, K-12 Jecenia Bresett, Board President jbresett@liverpool.k12.ny.us Mount Vernon City School District (NY) 6,800 Students, PK-12 Adriane Saunders, Trustee asaunders@mtvernoncsd.org Oxford Community SD (MI) 7,000 Students, K-12 Dr. Erin Reis, President 734-755-3904 erin.reis@oxfordschools.org Walla Walla Public Schools (WA) 5,500 Students, K-12 Derek Sarley, Board President dsarley@wwps.org	Gresham-Barlow School District (OR) 11,500 Students, K-12 Kris Howatt, Board Chair (503) 830-3608 howatt3@gresham.k12.or.us Santa Clara Unified School District (CA) 14,200 Students, K-12 Bonnie Lieberman, Board President (650) 504-5199 blieberman@scusd.net	Atlanta Public Schools (GA) 50,300 Students, PK-12 Dr. Erika Mitchell, Board President Erika.Mitchell@atlanta.k12.ga.us Blue Valley School District (KS) 22,400 Students, K-12 Gina Knapp, Board President GKnapp@bluevalleyk12.org Jefferson County School District (KY) 95,000 Students, PK-12 Dr. Corrie Shull, Board Chair corrie.shull@jefferson.kyschools.us Mesa Public Schools (AZ) 58,343 Students, K-12 Marcie Hutchinson, Gov. Board President 602-363-6429 mhutchinson@mpsaz.org Milwaukee Public Schools (WI) 67,500 Students, K-12 Tina Owen-Moore, Director 414-531-5957 owentm@milwaukee.k12.wi.us Montgomery Public Schools (AL) 26,435 Students, K-12 Arica Smith Arica.smith@mps.k12.al.us Rochester City School District (NY) 23,000 Students, K-12 Camille Simmons, Board President Camille.Simmons@rcsd.k12.org Sioux Falls SD (SD) 25,123 Students, K-12 Carly Reiter, President 605-310-9400 Carly.Reiter@k12.sd.us

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2023-2024

0 – 2,500 students	2,501 – 5,000 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 – 15,001+ students
Cedar Grove Belgium Area Schools (WI) 910 students, PK-12 Chad Hoopman, Board President 414-336-5571 choopman@cgbrockets.com Clarke County Public Schools (VA) 1,900 students, PK-12 Monica Singh-Smith, Board Chair singhsmithm@clarke.k12.va.us Coupeville School District (WA) 1,055 students, PK-12 Morgan White, Board President mwhite@coupeville.k12.wa.us 360-632-2429 Elgin Math & Science Academy (IL) 361 students, K-6 Ron Manderschied 312.636-7471 Irvington Union Free School District 1,700 students, KG-12 Brian Friedman (Pres.) brian.friedman@irvingtonschools.org 917-439-8746 Mosinee School District (WI) 2,000 students, PK-12 Diane Gorman, Board President dgorman@mosineeschools.org 715-570-1176	Odyssey School of Denver (CO) Keri Melmed, Board President kerimelmed@gmail.com 720-272-8147 Ramapo Indian Hills HSD (NJ) 2,000 students, PK-12 Kim Ansh kansh@rih.org 917-679-6208 Tomorrow River School District (WI) 1,700 students, PK-12 Mark Kryshak, President mkrvshak@amherst.k12.wi.us Ames Community School District (IA) 4,600 students, PK-12 Kelly Winfrey, Board President 785-979-0200 Barrington Public Schools (RI) 3,400 students, PK-12 Patrick McCrann, School Committee Chair mccrannp@barringtonschools.org Katonah-Lewisboro Union Free School District (NY) 2,800 students, PK-12 Julia Hadlock, Board President jhadlock@klschools.org 914-393-5551 Monona Grove School District (WI) 3,500 students, PK-12 Elizabeth Cook, Board President 586-215-7958 elizabeth.cook@mqschools.net North Monterey CUSD (CA) 4,400 students, KG-12 Martha Chavarria chavarria_martha@nmcusd.org Oxford Area Community Schools (MI) 5,600 students, PK-12 Dr. Erin Reis, President erin.reis@oxfordschools.org 734.755.3904 Proviso Township HSD 209 (IL) 4,708 Students, 9-12 Amanda Grant, Board President 630-776-2066 agrant@pths209.org	Port Washington-Saukville School District (WI) 2,510 students, PK-12 Brenda Fritsch, Former President 262-483-4048 Karen Krainz, Vice President karen.krainz@pwssd.k12.wi.us 708-601-0171 South Sioux City Community Schools 3,800 students, PK-12 Chris Krueger 712-223-0698 chris.krueger@ssccards.org	Longview Public Schools (WA) 6,300 students, PK-12 Jennifer Leach jenniferleach1890@gmail.com 360-430-0607 Midland Public Schools (MI) 7,400 students, PK-12 Phillip Rausch, Board President 989-430-1612 phil.rausch@hscpoly.com South Orange-Maplewood School District (NJ) 6,800 students Qawi Telesford, Board President qtelesfo@somsd.k12.nj.us Tahoma School District (WA) 9,000 students Michael Wiggins mwiggins@tahomasd.us Township HSD 211 (IL) (2024) Anna Klimkowicz 847-302-7223 aklimkowicz@northwestcompass.org Township High School District 214 12,000 students, 9-12 Alva Kreutzer alva.kreutzer@d214.org Yorkville CUSD 115 6,900 students, PK - 12 Darren Crawford, Board President 630.927.1701 dcrawford@y115.org	Maryland State Department of Education Joshua Micheal, PhD. joshua.michael1@maryland.gov Phoenix Union HSD (AZ) 27,900 students, 9-12 Naketa Ross 480.435.5262 nross@phoenixunion.org Pueblo School District 60 (CO) 15,000 students Sue Pannunzio, President susan.pannunzio@pueblod60.org 719-821-0272 Racine Unified SD (WI) 16,500 Students, K-12 Jane B. Barbian, Board President 262-732-4063 jane.barbian@rusd.org Virginia Beach City PS 65,456 students, PK-12 Kimberly A. Melnyk, Board Chair 757.619.3811 kimberly.melnik@vbcpso.com Yonkers PS (NY) 24,500 Students, K-12 Rev. Steve Lopez, President 914-374-3117 trusteelopez@yonkerspublicschools.org

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2022-2023

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
Colby SD (WI) 960 students, PK-12 Kristen Seifert 715.223.2301 kseifert@colby.k12.wi.us Bill Tesmer 715.316.2569 wtesmer@colby.k12.wi.us Steve Kolden 715.223.2301 skolden@colby.k12.wi.us CCSD 89 (IL) 2,300 students, PK-8 Haydee Núñez 708.558.5009 hnunez@ccsd89.org Hayden SD (CO) 435 students, PK-12 Tammie Delaney 970.846.1404 tdelaney@haydenschools.org Hood Canal SD (WA) 315 students, PK-8 Edie Reclusado 206.612.2011 ereclusado@hoodcanalschool.org Hudson City (NY) 1,600 students, PK-12 Willette Jones, joneswm@hudsoncsd.org Cheryl Rabinowitz rabinowitzc@hudsoncsd.org Manson SD (WA) 600 students, PK-12 Robin Bloch robin_b@frontier.com	North Salem CSD (NY) 1,200 students, K-12 Andrew Brown brownboe@northsalemschools.org Deb D. dgostinoboe@northsalemschools.org Roseland SD (CA) 1,500 students, K-12 Patricia Kreuger pkreuger@roselandsd.org Oak Park-River Forest SD 200 (IL) 3,400 students, 9-12 Greg Johnson 217.369.0827 gjohnson@oprfs.org PS of the Tarrytowns (NY) 2,400 students, PK-12 John Paine 914.407.2099 jpaine@tufsd.org SD of Menomonee Falls (WI) 4,000 students, PK-12 Nina Christensen 262.893.4396 nchristensen@sdmfschools.org South Sioux City CS (NE) 3,700 students, PK-12 Chris Kreuger 712.223.0698 chris.krueger@ssccards.org	Highland Park ISD (TX) 6,700 students, PK-12 Maryjane Bonfield BonfieM@hpsisd.org Mamaroneck UFSD (NY) 5,400 students, PK-12 Ariana Cohen 917.626.0707 arcohen@mamkschools.org Neenah Joint School District (WI) 6,500 students, PK-12 Brian Epley, Board President 920-277-0949 brian.epley@neenah.k12.wi.us Ridgewood Public Schools (NJ) 5,600 Students Sheila Brogan, Board President 201-519-5485 sbrogan@rpsnj.us Upper Arlington Schools (OH) 6,300 students, PK -12 Jenny McKenna 614.620.0400 (cell) jcmckenna@uaschools.org Washington Township SD (NJ) 7,200 students, PK-12 Connie Baker 609.922.6760 connie_baker@verizon.net	Bellflower SD (CA) 10,200 students, K-12 Renita Armstrong renitaarmstrong@busd.k12.ca.us Littleton SD (CO) 13,700 students, PL-12 Angela Christensen 720.341.2197 achristensenboe@lps.k12.co.us Newton Public Schools (MA) 12,000 students, PK-12 Tamika Olszewski, 443.255.2891 olszewskit@newton.k12.ma.us Emily Prenner, 443.255.2891 prennere@newton.k12.ma.us Township HSD 214 (IL) 12,000 students, 9-12 Bill Dussling 630.248.0162 bill.dussling@d214.org Westerville City SD (OH) 14,500 students, PK-12 Tracy Davidson 614.797.5700 davidsontracy@westerville.k12.oh.us	Aurora Public Schools (CO) 38,000 students, PK-12 Debra Gerkin 303.364.3794 degerkin@aurorak12.org Frederick County PS (MD) 45,000 students, PK-12 Brad Young 240.674.0516 Prince George's County PS (MD) 130,000, PK-12 Erica Berry Wison 240.620.9386 ebwilson1@co.pg.md.us Rochester Public SD (MN) 18,000 students PK-12 Jean Marvin 507.282.3427 jemarvin@rochesterschools.org Syracuse City SD (NY) 19,000 students, PK-12 Tamica Barnett 315.200.3979 tbarnett@scsd.us U-46 (IL) 36,000 students, PK-12 Susan Kerr susankerr@u-46.org

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2021-2022

0 – 5,000 students		5,001 – 25,000 students		25,000+ students
Bedford Central SD (NY) 4,100 students, K-12 John Boucher 914.584.3321 Ed Reader 914.334.1448	SD of Monroe (WI) 2,230 students, PK-12 Ron Olson 608.293.0320	Ames Community SD (IA) 5,001 students, PK-12 Sabrina Shields-Cook 515.451.8306	Roaring Fork SD (CO) 5,600 students, PK-12 Kathryn Kuhlenberg 970.379.4725 kkuhlenberg@rfschools.com	Anne Arundel County PS (MD) 85,000 students, K-12 Dr. Joanna Tobin 410-570-0366 jtobin@aacps.org
Cedarburg SD (WI) 3,100 students, PK-12 Rick Leach 262.894.4284	SD of New Richmond (WI) 3,450 students, PK-12 Holly Butler 715.243.7443	Highline PS (WA) 17,500 students, K-12 Angelica Alvarez angelica.alvarez@highlineschools.org	Starkville Oktibbeha SD (MS) 5,001 students, PK-12 Wes Gordon 662.418.7783 wgordon@starkvillesd.com	Frederick County SD (MD) 43,250 students, PK-12
Chester Community Charter School (PA) 4,500 students, K-8 Jake Der Hagopian jderhagopian@csmillc.com	Niles Township HSD 219 (IL) 4,650 students, grades 9-12 Naema Abraham 773.953.6870 naebr@d219.org	Hillsborough Township PS (NJ) 7,300 students, PK-12 Paul Marini pmarini@htps.us	St. Charles CUSD 303 (IL) 12,500 students, PK-12 Jillian Barker 630.613.0694 jillian.barker@d303.org	Fort Worth ISD (TX) 75,000 students, K-12 Tobi Jackson tobi.jackson@fortworthsparc.org
Dobbs Ferry SD (NY) 1,500 students, K-12	Pioneer SD (WA) 660 students, PK-8 Dr. Susan Day 360.878.3952	Monroe SD (WA) 6,000 students, PK-12 Jennifer Bumpus 425.232.5479 bumpusj@monroe.wednet.edu	West Des Moines CSD (IA) 9,300 students, PK-12 Lonnie Dafney 515.225.7033 Ldafney@msn.com	Lincoln PS (NE) 42,000 students, K-12 Connie Duncan 402.419.0070
Edgemont SD (NY) 2,029 students, K-12 Monica Sganga 914.450.0135	Pittsville SD (WI) 550 students, PK-12 Mandy Hoogesteger 715.213.9277	Newburgh Enlarged City SD (NY) 12,000 students, PK-12 Carol Mineo cmineo@necsd.net		Los Angeles USD (CA) 640,000 students, K-12 Monica Garcia 213.505.6122 Kelly Gonez kelly.gonez@lausd.net
Faribault PSD (MN) 3,500 students, K-12 Chad Wolff 612.716.1757 Jerry Robicheau 507.330.4524	Riverview SD (WA) 3,100 students, PK-12 Lori Oviatt 425.785.7971	SD of Janesville (WI) 9,575 students, PK-12 Greg Ardrey 608.757.1677 gardrey@janesville.k12.wi.us		Montgomery County PS (MD) 165,000 students, K-12 Brenda Wolff 240.740.3030
Gibraltar Area SD (WI) 517 students, PK-12 Stephen Seyfer 920.421.5101 sseyfer@gibraltar.k12.wi.us	Rosholt SD (WI) 500 students, PK-12 Karla Schoofs 715.572.1591	North Penn SD (PA) 12,600 students, K-12 Tina Stoll 215.783.1817 stoltti@npenn.org		San Francisco USD (CA) 50,000 students, K-12 Jenny Lam 415.699.5349 jennylam@sfusd.edu
Holmdel PS (NJ) 3,000 students, PK-12 Vicky Flynn 201-486-2718 vflynn@holmdelschools.org	Scarsdale PS (NY) 4,650 students, K-12	Oak Park Elementary SD 97 (IL) 5,700 students, PK-8 Jung Kim 847.331.7797 jkim@op97.org		Seattle PS (WA) 50,000 students, K-12 Brandon Hersey brandon.hersey@seattleschools.org
Johnson Creek SD (WI) 570 students, PK-12 Richard Wrensch 920.988.4878	Verona PS (NJ) 2,300 students, PK-12 Lisa Freschi 862-202-5134 lfreschi@veronaschools.org			
Los Gatos-Saratoga JUHSD (CA) 3,500 students, grades 9-12 Katherine Tseng ktseng@lgsuhd.org	Voorhees PS (NJ) 3,000 students, PK-8 Rachel VanAken 856-631-3454 vanakenr@voorhees.k12.nj.us			
Middlesex County Vocational and Technical Schools (NJ) 2,100 students, grades 8-12 Keith Jones kjdevonsrenaissance@gmail.com Michael Affrunti maffrunti@connellfoley.com	Watertown Unified SD (WI) 3,300 students, K-12 Margaret Brady 920.262.1460 bradym@watertown.k12.wi.us			

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2020-2021

0 – 2,500 students	2,501 – 5,000 students	5,001 – 7,500 students	7,501 - 15,000 students	15,000+ students
Lake Forest Elementary SD 67 (IL) 1,600 students, grades K-8 Suzanne Sands 847.878.6764, ssands@lfschools.net Lake Forest Community High SD 115 (IL) 1,500 students 9-12 Jenny Zinser 847.778.6174; jzins@lfschools.net Northbrook SD 27 (IL) 1,330 students, PK-8 Helen Melnick 847-275-7946 Ramapo Indian Hills RHSD (NJ) 2,300 students, grades 9-12 Filomena Forgia 201.264.1576 School District of Cambridge (WI) 930 students, PK-12 Tracy Smithback-Travis 608-423-4345 Bensenville School District (IL) 2,000 students, PK-8 Dr. Chris McCullough 312.608.8406 c1mccullough@bsd2.org	Charlottesville City Schools (VA) 4,300 students, K-12 Lisa Larson-Torres torresl1@charlottesvilleschools.org Cheltenham SD (PA) 4,500 students, PK-12 Pam Henry 215.446.5253 Niles Township HSD 219 (IL) 4,500 students, grades 9-12 Naema Abraham 773.953.6870 naeabr@d219.org Joe Nowik 847.800.6726 joenow@d219.org Orinda Union ESD (CA) 2,529 students, K-8 Roseland SD (CA) 2,800 students, PK-12 Laurie Biggers 707.545.0102 ext 4218 lbiggers@roselandsd.org		Ankeny Community SD (IA) 12,500 students, PK-12 Aaron Jonson 515.556.4277 Bedford County PS (VA) 9,500 students, K-12 Susan Mele 540.797.4423 susan.mele@bedford.k12.va.us Coeur d'Alene PS (ID) 11,000 students, PK-12 Jennifer Brumley 208.661.4208 jbrumley@cdaschools.org Lower Merion SD (PA) 8,000 students, K-12 Lucy Klain 215.680.3055	Albuquerque Public Schools (NM) 84,000 students, PK-12 David Percy 505.362.6834 percy_d@aps.edu Allentown School District (PA) 16,500 students, K-12 Nancy Wilt 484.707.6496 Jefferson County PS (CO) 80,000 students, PK-12 David Bell 303.881.7497 david.bell2@jeffco.k12.co.us Loudoun County PS (VA) 81,000 students, PK-12 Brenda Sheridan 571-233-0307 Brenda.Sheridan@lcps.org Poudre School District (CO) 30,000 students K-12 Christophe Febvre 970.227.0282 Rob Petterson 970.218.7722 rpetterson@psdschools.org

HYA Transition Academy

Navigating the Superintendent's Essential Work

The Transition Academy is a 6 month Virtual Program

Navigating the Superintendent's transition is critical, setting the tone for trust, stability, and momentum. A strong leader aligns priorities, minimizes disruption, and builds credibility. With experience in 2,000+ districts and a national network of education leaders, HYA goes beyond recruitment, offering research-based strategies and ongoing support to ensure leaders begin with the relationships, confidence, and deliverables needed for long-term success.

HYA Search Clients receive complementary enrollment (non-clients pay \$4,500) for their selected new leader. This six month program will produce the following four essential deliverables to be presented to the board: a 100 day plan, Key Performance Indicators (KPIs) to guide the district and share with constituents, an agreed upon evaluation process and instrument, and an assessment of the current strategic plan. Topics are designed to coincide with the school calendar. For more information, please go to the Academies page of hyasearch.com

- Instructors are field experts who work with school districts nationwide, bringing practical experience in each session's topic
- Length: 6 months
- Dates: third Thursday of each month: July 16, 2026; August 20, 2026; September 17, 2026; October 15, 2026; November 19, 2026; December 17, 2026
- Time: 4 PST/5 MST/6 CST/7 EST – Sessions are 1.5 hours
- Sessions: One per month (virtually)
- Content: Sessions are designed to live independently; all sessions are integral for success.
- Consult: Virtual drop-in hours after each month's session are available based on the session topic for the month
- Deliverables: Participants in the Academy will produce four deliverables for the Board:
 - 100 day plan
 - KPIs to guide the district and share with constituents
 - Agreed upon evaluation
 - Assessment of the current district strategic plan.

Syllabus

Topics are designed to coincide with the school calendar. It is preferred to do sessions in order, however, each session is designed to be independent. This is a six month program that will produce four deliverables for the Board, essential work for any new leader: **a 100 day plan, KPIs to guide the district and share with constituents, an agreed upon evaluation, and an assessment of the current strategic plan.**

Before Your First Day – prerequisites before module 1

Gather all of the following files or URLs to be utilized in your personal transition plan. HYA will assist you in creating your own AI Assistant to synthesize all pertinent information:

- Leadership Profile from the search
- Current Strategic Plan
- Current Collective Bargaining Agreement
- Current Policies and Procedures
- Notes from your individual meetings with Board members

July - Align Governance and Leadership for successful Board-Superintendent relationship (recommended the board president attends this session with the superintendent)

August - Learn, Listen and Plan

- Learn about the district and create your AI Assistant
- Create the Listening Tour Calendar
- Plan and codify Activities in a 100-day/Transition Plan

September – Define

- Define analytic framework for communication for the entire year
- Define KPIs for Accountability and Measuring ROI
- Define contents for a Strategic Dashboard

October – Establish

- Establish goals and Superintendent evaluation process

November – Assess

- Assess the current strategic plan and make recommendation to reaffirm, modify, or begin a new process and plan

December – Transform

- Transformation Leadership
- Continuous quality improvement
- Commitments that define your superintendency.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/29/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER DSP Insurance Services, Inc. 1900 E Golf Rd Ste 225 Schaumburg IL 60173	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">CONTACT NAME: Kristin Brenner</td> </tr> <tr> <td>PHONE (A/C, No, Ext): (847) 934-6100</td> <td>FAX (A/C, No): (847) 934-6186</td> </tr> <tr> <td colspan="2">E-MAIL ADDRESS: kbrenner@dspins.com</td> </tr> </table>	CONTACT NAME: Kristin Brenner		PHONE (A/C, No, Ext): (847) 934-6100	FAX (A/C, No): (847) 934-6186	E-MAIL ADDRESS: kbrenner@dspins.com																
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INSURED HYA Corporation 909 W. Euclid Avenue #926 Arlington Heights IL 60006	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">INSURER(S) AFFORDING COVERAGE</td> <td>NAIC #</td> </tr> <tr> <td colspan="2">INSURER A: Allmerica Financial Benefits I</td> <td>41840</td> </tr> <tr> <td colspan="2">INSURER B: Hanover American Insurance Co</td> <td>36064</td> </tr> <tr> <td colspan="2">INSURER C: Federal Insurance Company</td> <td>20281</td> </tr> <tr> <td colspan="2">INSURER D:</td> <td></td> </tr> <tr> <td colspan="2">INSURER E:</td> <td></td> </tr> <tr> <td colspan="2">INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A: Allmerica Financial Benefits I		41840	INSURER B: Hanover American Insurance Co		36064	INSURER C: Federal Insurance Company		20281	INSURER D:			INSURER E:			INSURER F:		
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COVERAGES**KB****CERTIFICATE NUMBER:** Cert ID 47329 (11)**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☐ GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			Z2CJ064329	07/01/2026	07/01/2027	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
	PRODUCTS - COMP/OP AGG	\$ Included						
							\$ 1,000,000	
A	☒ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY			AWCJ625559	07/01/2026	07/01/2027	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
A	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☐ OCCUR ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ None			Z2CJ064329	07/01/2026	07/01/2027	EACH OCCURRENCE	\$ 5,000,000
							AGGREGATE	\$ 5,000,000
								\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WHCJ064305	07/01/2026	07/01/2027	☒ PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
C	Professional Liability			8264-1319	07/01/2026	07/01/2027	Retention: \$10,000	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Sample	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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