

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

Superintendent Search
Ad Hoc Committee meeting
Boardroom
October 6, 2026, 6:00 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: 9-14-26 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. Search Committee Vendor Presentations and Questions
- VI. Search Committee Vendor Recommendation
- VII. Adjournment

**HARTLAND CONSOLIDATED SCHOOLS
SUPERINTENDENT SEARCH COMMITTEE MEETING ~ MINUTES**

Hartland Educational Support Service Center, Boardroom
September 14, 2026

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

Mr. Keller called the meeting to order at 6:30 p.m. The Pledge of Allegiance was recited.

Approval of Minutes: 8/27/26 Superintendent Search Committee Meeting

The committee approved the August 27 committee meeting minutes.

Call to the Public

A community member addressed the committee.

Discussion Items

Finalize search committee interview questions

After some discussion, the committee members agreed to send all 10 questions to the finalist search firms and request that the firm present at an in-person Q&A session.

Determine search firm candidates to interview

The committee discussed the pros and cons of the three search firms that submitted proposals. After deliberations, it was decided that the interview questions will be sent only to MLI and HYA.

Discuss search firm candidate interview schedule

Mr. Keller will send the full list of 10 questions to the two remaining firms. He will ask them to present at an in-person interview and to provide availability for the week of September 28 (and to provide availability for the week of October 5 as a backup plan). Each interview/presentation/Q&A will be 45 minutes or less.

The committee members agreed that they would like to present the board with a recommendation at the October 19 regular board meeting.

Adjournment

The meeting was adjourned at 7:27 p.m.

Next Meeting

A meeting date was not determined, as it will be dependent upon the availability of the representatives from the two search firms, but the committee is targeting the week of September 28.

Superintendent Search Process

Developing, Deploying, and Supporting Outstanding Leaders

Sheila Alles, MLI Consultant



Hartland Consolidated Schools

*Our Logo
Says it All...*



Experience and Success

- Over 540 successful searches on behalf of K-12 school districts, ISDs and ESDs, professional education organization, colleges, non-profit organizations, and municipalities
- Multi-faceted, tailored recruitment
- Firsthand experience, understanding, unwavering commitment
- Over 950 leaders have completed the MLI Supes Academy

Expertise

MLI has **extensive and highly successful experience** and conducts **ongoing research** on the art and science of public leadership.

MLI operates with **high professional and ethical standards**.

MLI **knows the requirements of FOIA and the Michigan Open Meetings Act** and can help your district avoid pitfalls.

MLI operates as a strategic partner – **service is first**.

The superintendent search is not an ancillary service; it is a **core area** of our expertise.

Network

Our entire MLI Team **collaborates on every search** to identify and recruit candidates who meet your district's profile.



Our collective experience, offering highly successful service as superintendents, has given us the opportunity to build **relationships and contacts across the state** that support candidate recruitment.

Sample Search Timeline

Week 1:	→ Meet with Board of Education to gather background; establish parameters, timeline, candidate qualifications and compensation
Weeks 2-3:	→ Meet with Board, designated staff and community groups to develop candidate profile and organization/community profile; develop and approve position announcement
Weeks 4-8:	→ Post position, recruit/screen applicants, accept applications until 4:00 p.m. on agreed upon date
Week 9:	→ Presentation of applicants; selection of candidates to interview; selection of interview 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

Sample Search Timeline

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Weeks 2-3:

Weeks 4-8:

Week 9:

Week 10:

Week 11:

Week 12:

Week 13:

Week 14:

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MLI Professional Fee

The above-noted services will be provided for **\$6800**
Please note that the professional services and the professional fees may be modified and customized to suit your district's needs.

Said fee covers all costs associated with the search. MLI staff mileage will be billed to the District on an actual cost basis (*at the current mileage rate issued by the IRS*) not to exceed \$750.

MLI Search Guarantee: If MLI endorses the candidacy of the selected candidate and s/he chooses to leave the district for any reason other than personal health or the health of an immediate family member during the first year of employment, Michigan Leadership Institute will conduct the search for a successor for direct expenses only.

Why Michigan Leadership Institute?

Consultants with Experience and Competency	Customer Service and Commitment
Extensive Network of Outstanding Leaders	Service Organization Dedicated to Improving Leadership
We Make the SEARCH Easy - but the Decision DIFFICULT	Support for New Superintendent for the First Year
Facilitated over 540 Successful Searches	Knowledgeable about Legal and Policy Requirements
Committed to Success for Children	Leadership is our Business – the Superintendency is our Specialty
We strive for <i>PERFECTION</i> and settle for <i>EXCELLENCE</i> in our searches.	



THANK YOU

Sheila Alles
MLI Consultant
sheilaalles1@gmail.com





HYA | EDUCATION
EXPERTS



Hartland Consolidated Schools

Superintendent Search
October 6, 2026

HYA SEARCH PROCESS/METHODOLOGY FOR HARTLAND CONSOLIDATED SCHOOLS SUPERINTENDENT SEARCH :

1. Specific consultant who would lead the search, their role, availability and current search capacity
2. Firm Background
3. Recommended search strategy and timeline given the anticipated mid-November announcement
4. Board and community engagement
5. Approach to proactive national candidate recruitment
6. Recommended approach to the finalist and transition stages
7. Candidate assessment, reference checking and due diligence
8. Professional fee structure and anticipated additional expenses

HYA

MEET THE HYA TEAM

Local Focus through our Michigan Based Associates

National Reach through our Regional and National Associates



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



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



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



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

HYA

Why Hartland?

Investing in Student Success

Hartland is a high-performing, well resourced, community centered district with strong rankings, stable enrollment, and a reputation for being a "premier school of choice." It's the kind of place families choose intentionally.

District Mission

To provide high quality, research-based education in the least restrictive environment to enable all students to be independent and successful to the maximum of their potential.

Points of Pride

★ Academic Strength

- Hartland High School is ranked #117 in Michigan and #3,081 nationally by *U.S. News & World Report*
- Ranked #15 in Michigan by *Money Inc.*

★ District Identity & Stability - Premier School of Choice

★ Family-Friendly Community Culture - Livingston County

★ Parent & Student Support Systems - Partnerships

★ Operational Strength & Staffing - "The place to work, learn, and make a difference."



HYA believes that every child has the right to a quality education, and deserves the chance to succeed. Recruiting, developing, and retaining great leaders is essential to improving your district's student outcomes.

OUR MISSION ALIGNS
WITH YOUR COMMITMENT
TO STUDENTS.

HYA

Why HYA?

- 39 years of Executive Search experience
- The "GO TO" website for job seekers
- 2000+ searches conducted nationally
- 100+ searches per year
- 130+ nationwide Associates
- Comprehensive community engagement
- Research and analytics
- Full-time back office and IT staff
- Responsive, regular communication
- Customized search approach
- Transition Academy

DECISION POINT
Which firm has the infrastructure,
relationships and expertise to
recruit your next leader?



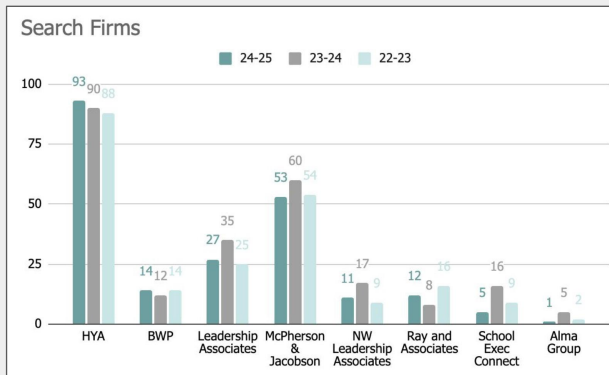
LEADERS IN RETENTION

- 94% of the superintendents HYA places stay in their position for more than three years.
- Approximately 75% of the candidates selected were specifically recruited for that district and may not have considered the position without our contact and communication.

PROVEN REGIONAL EXPERIENCE

HYA is widely recognized for its proven success in completing over 2,000 superintendent/cabinet searches in 42 states across the country. Our extensive experience in the Midwest includes leading 693 highly effective superintendent and cabinet searches in the following states:

- Michigan - 40
- Illinois - 378
- Wisconsin - 120
- Indiana - 40
- Missouri - 35
- Ohio - 32
- Iowa - 26
- Minnesota - 22



20 KEY SEARCHES

Michigan State Superintendent

Ann Arbor, MI

Midland, MI

Oxford, MI

Benton Harbor, MI

Traverse City, MI

Flint, MI

Lansing, MI

Birmingham, MI

Summit Academy, MI

Portage, MI

Battle Creek, MI

KS Dept. of Education

Iowa Association of School Boards

Milwaukee, WI

Lincoln, NE

Gresham-Barlow, OR

Anoka-Hennepin, MN

Blue Valley, KS

Auburn-Washburn, KS

Aurora, CO

Littleton, CO

Racine, WI

Green Bay, WI

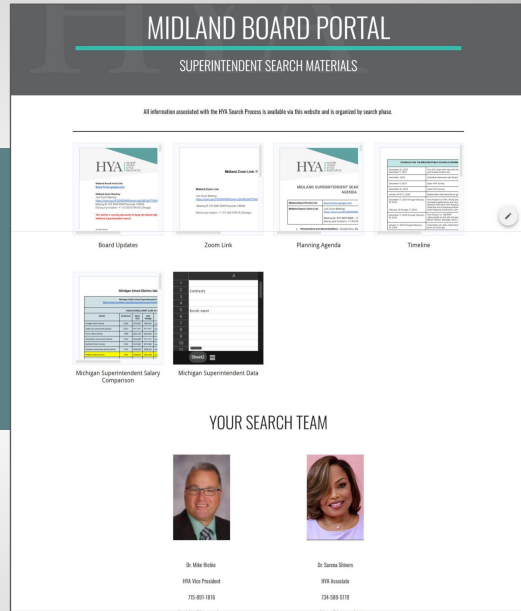
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EXPERTS

SAMPLE

BOARD PORTAL

- Password protected
- 24/7 Communication
- Access to application materials as candidates apply

HYA



YOUR 24/7 INFORMATION - BOARD PORTAL

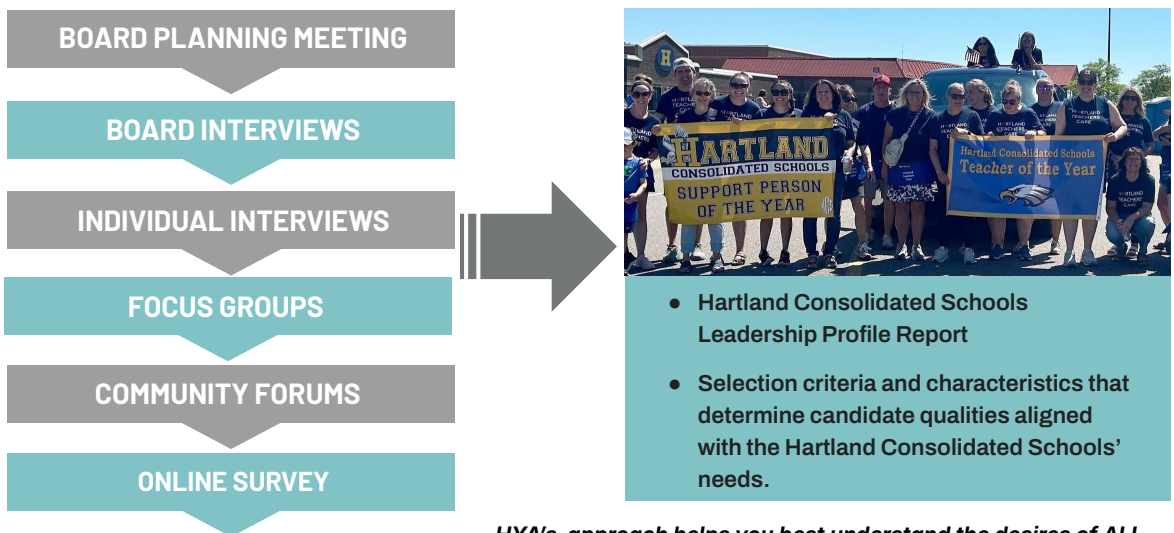
Board members and other authorized users will have access to a personalized and private portal which will serve as a hub for all information, links, and documents related to the HYA search, organized by phase.

Home	Propose	Engage
• Search Team Members • Weekly 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 with District Data Brief • 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	• Six-Month Transition Academy • Comprehensive First Year Support • Executive Coaching • Board Governance • Board Goal Setting • Superintendent Evaluation • Strategic Planning • Community Engagement • Transition Dashboard • First Year Superintendent Evaluation

HYA'S SIGNATURE SEARCH PROCESS



SUCCESSFUL COMMUNITY ENGAGEMENT



HYA

HYA's approach helps you best understand the desires of ALL stakeholders and community members.

HOW WE FACILITATE YOUR FOCUS GROUPS

HYA

Versatile Meeting Formats

- Face to face
- Zoom
- Various locations
- Email feedback

Flexible Meeting Times

- Morning/Afternoon/Evening
- Weekday/Weekend

Potential Focus Groups

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

Diverse & Inclusive

- Seek to reach ALL community members and invested community members
- Coordinated for various languages



THE HYA COMMITMENT

RECRUIT

- Engagement Question
- HYA Website
- E-Newsletter
- Design Marketing Tools/Flyers
- Internal Candidates
- HYA Candidate Search Dashboard (1669 Candidates from 48 States; 40 from Michigan)
- Networking (HYA Associates, etc.)
- Frontline
- State/National Conferences
- Local/National Advertising Packages
- Strong Partnerships

HYA

HYA WEBSITE: <https://hyasearch.com>

OVER 25,000 VIEWS PER MONTH

126 - Current jobs posted on the
HYA Website & adding districts weekly

14

Current HYA Searches

112

Other Superintendent and Cabinet searches

**1669 Active Candidates from 48
States
40 Active Candidates from Michigan**

HYA

HYA NATIONAL RECRUITING

**CASTING A WIDE NET TO REACH
CANDIDATES
THROUGHOUT THE COUNTRY**



Michigan State Board of Education

Number of Applicants: 34
Out of State Applicants: 9

Tier 1 Candidates: 7

- 4 Michigan
- 1 Virginia
- 1 Texas
- 1 Washington DC

Superintendent Hire:
Michigan

Ann Arbor, MI Enrollment: 17,000

Number of Applicants: 23
Out of State Applicants: 18

Tier 1 Candidates: 8

- 2 Michigan
- 1 Iowa
- 1 Kentucky
- 1 Oregon
- 1 Connecticut
- 1 Pennsylvania
- 1 Arkansas

Superintendent Hire:
Michigan

Midland, MI Enrollment: 7,380

Number of Applicants: 19
Out of State Applicants: 9

Tier 1 Candidates: 6

- 3 Michigan
- 1 Kentucky
- 1 Illinois
- 1 Virgin Island

Superintendent Hire:
Michigan

Oxford, MI Enrollment: 5,605

Number of Applicants: 20
Out of State Applicants: 4

Tier 1 Candidates: 7

- 5 Michigan
- 1 Kentucky
- Ohio

Superintendent Hire:
Ohio

THE HYA COMMITMENT

SELECT

- Ability to view all applications in the Board Portal as they are submitted
- Screen/Interview all Candidates
- Present a Tiered Slate to the Board
- Prepare Board for Interviews
- Day in the District
- Reference Checks
- Google Searches
- Provide Interview Questions
- Data Collection/QR Codes
- Third Party Background Check

HYA

SAMPLE

DAY IN THE DISTRICT FEEDBACK FORMS

- QR Code and Link to Google Form
- Board members have access to instant feedback from invested community members in attendance through the Board Portal

HYA

Links / QR Codes to the Oxford School District Search Feedback Forms

Please fill out a feedback form for each candidate after each session you attend.

Tonya Milligan	https://forms.gle/nMxKyLmJvUJSSVH48	
David Raleigh	https://forms.gle/nGx3uCd416m8QEDn7	
Cormac Lynn	https://forms.gle/TbdSicnpX5JLN48	

TENTATIVE SEARCH TIMELINE (for discussion)



HYA

TENTATIVE SCHEDULE FOR THE HARTLAND CONSOLIDATED SCHOOLS SUPERINTENDENT SEARCH	
Dates	Activity
Early October 2026	The HYA Team will meet with the School Board to plan the search and determine the process, finalize timeline,
Mid- October 2026	Post for Interim Superintendent to serve the Hartland Consolidated Schools from January 1 to June 30, 2027.
Mid-November 2026	Board to interview candidates for Interim Superintendent position.
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
Mid-October 2026	Individual interviews with board members (Zoom/phone)
Late October 2026	Open online survey to all stakeholders
Late October 2026	Stakeholder interviews/focus groups/forums
Early November 2026	Close online survey
Mid-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

SETTING LEADERS UP FOR LONG-TERM SUCCESS HYA TRANSITION ACADEMY

WHY IT MATTERS

Trust, Stability, Momentum

A **six-month program** providing structured support for new leaders and a board member.

HYA Search Clients receive complementary enrollment (non-client cost \$4,500) for their selected new leader.

This six-month program will produce the four essential deliverables to be presented to the Board.

HYA

KEY DELIVERABLES

(shared with the Board and community)

- 100-Day Plan**
Specific actions during the transition period
- Key Performance Indicators (KPIs)**
Align communication & measure progress
- Evaluation Process & Instrument**
Agreed-upon framework for success
- Strategic Plan Assessment**
Review & alignment to district priorities

[Transition Academy Information](#)

FEE STRUCTURE FOR HARTLAND CONSOLIDATED SCHOOLS

(5,000 Students)

- Base Fee: **\$21,500**
- 6 month HYA Transition Academy included - no fee (\$4,500 value)
- Robust Base Package Advertising included
- Up to six in-district HYA consultant days included
 - (BoE Planning, Focus Groups, Slate, Round 1 Interviews, Day in District, Final Interviews)

Estimated travel/expenses: \$2,000-\$3,500, not to exceed \$3,500

Sole Finalist Third Party Background Check and Verification: **\$1100 - \$1950**
(recommended but not required)

HYA



HYA

QUESTIONS?

*We wish you the best in your search and look forward to the opportunity to work with you. **Thank You!***



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



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

Condensed Superintendent Search Consultant Interview Questions Hartland Consolidated Schools

1. Stakeholder Input:

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

We begin by listening. Before recruiting Hartland's next superintendent, we need to understand what the district values, what is working well, what challenges require attention, and what the community expects from its next leader. Our approach combines individual interviews, facilitated group discussions, and an online survey. Each method serves a different purpose: individual interviews allow candid conversation; focus groups provide depth and interaction; and the survey broadens participation beyond those who can attend a meeting.

The proposed process includes:

- **Individual Board member interviews.** Each member has an opportunity to discuss district strengths, concerns, leadership expectations, and priorities. We identify areas of agreement and differences that the Board should resolve before evaluating candidates.
- **Administrator and employee discussions.** We gather perspectives from administrators, teachers, support staff, and other employee groups identified with the Board. Where appropriate, separate sessions help participants speak candidly.
- **Parent and community engagement.** Participants may include parents, PTOs, booster organizations, business partners, civic organizations, district residents, and other groups the Board identifies.
- **Student voice.** The proposal specifically includes high school students. We would work with the district to obtain a range of student perspectives rather than relying exclusively on students already in formal leadership roles.
- **In-person and virtual opportunities.** These formats accommodate different schedules and participation needs.
- **An online stakeholder survey.** The survey gathers broader feedback and allows us to examine differences among stakeholder groups.

Across these activities, we explore three central questions: What should Hartland preserve? What should its next superintendent address? What leadership qualities and demonstrated abilities will be necessary?

We synthesize the findings into a **District Leadership Profile Report**, identifying strengths, challenges, priorities, and desired leadership characteristics. The Board reviews and approves the report before it becomes the foundation for recruitment and candidate evaluation.

The connection between input and selection is essential. Stakeholders should be able to recognize their priorities in the criteria used to assess candidates. The profile also gives the selected superintendent a useful starting point for listening, planning, and establishing first-year goals.

During finalist visits, the proposal provides another opportunity for input through QR codes and online feedback forms. Responses are compiled for Board review (responses from stakeholders go directly into the Board Portal). This feedback informs the Board's judgment; the Board retains responsibility for selecting the superintendent.

The Oxford reference letter provides a great example of our work (see full letter in the appendix of proposal.)

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 ensured 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.

2. Your Role & Board Support:

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

Yes. HYA works for the Board, and the search should reflect the Board's adopted priorities and the district's long-term interests. Our role is to give the Board strong candidates, reliable information, clear options, and candid advice. We organize the process so Board members can concentrate on evaluating leadership rather than managing scheduling, applicant correspondence, and interview logistics.

That support includes helping the Board:

- Establish the search calendar, leadership criteria, and decision points.
- Translate stakeholder input into an actionable Leadership Profile.
- Understand candidates' strengths, limitations, and fit.
- Develop interview questions and evaluation tools.
- Review stakeholder feedback and reference findings.
- Identify matters requiring further investigation before an appointment.
- Assess compensation expectations and assist with contract negotiations.
- Plan a productive transition.

Advocating for the Board also means being willing to raise concerns. If a preferred candidate has an unresolved performance issue, if compensation expectations do not align, or if the available pool does not meet the Board's standards, we should explain that directly.

The proposal explicitly includes compensation analysis, assistance determining salary, and assistance with negotiations. We can help communicate Board-authorized parameters, clarify candidate expectations, and identify issues requiring resolution.

The district's attorney should handle legal interpretation, contract drafting, and legal review. HYA's role is search and negotiation support. The Board authorizes the terms and makes the hiring decision. HYA will also help the Board maintain consistent expectations throughout the process. A candidate should not receive competing messages from individual Board members about compensation, authority, or performance expectations.

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?

HYA recommends following the sequence outlined in the proposal: begin stakeholder engagement and interim planning in fall 2026, initiate recruitment for the permanent superintendent position in November and December, and target selection of the permanent superintendent by late February 2027, with the successful candidate beginning on July 1, 2027.

This timeline is designed to provide the district with the strongest and most comprehensive candidate pool while allowing sufficient time for a thoughtful and thorough search process. Beginning engagement and interim planning in the fall creates an opportunity to address the district's immediate leadership and continuity needs while also gathering important input that can inform the permanent search.

Launching recruitment in November and December positions the district to reach a broad and highly qualified group of candidates and allows adequate time for outreach, candidate identification, application review, interviews, and stakeholder engagement. Targeting a final selection by late February also provides the selected candidate several months to prepare for the transition and begin work with the district ahead of the July 1 start date.

Importantly, this approach separates the district's immediate need for leadership continuity from the longer-term decision regarding permanent leadership. By addressing those needs through a deliberate, phased process, the district can maintain stability in the interim while ensuring that the permanent superintendent selection is based on a comprehensive search and careful consideration of the district's long-term leadership needs.

The practical advantages are sufficient time for community input, a defined recruitment period, time for candidates to arrange transitions, and several months to prepare for the new superintendent's arrival. Selecting earlier also preserves time to expand recruitment if the initial pool is insufficient.

What is your recommended timeline?

Timing	Proposed Activity	Intended Result
Late September 2026	Board planning meeting	Agreed process, responsibilities, and calendar
October 2026	Board interviews, stakeholder engagement, and survey	Evidence for the Leadership Profile
October–November 2026	Interim recruitment and interviews	Interim appointed by mid/late November
Early November 2026	Leadership Profile presentation	Board-approved recruitment and screening criteria
November 16–December 31, 2026	Permanent-position posting and recruitment	Candidate pool developed and screened
January 1, 2027	Interim begins	Leadership continuity through June 30
Mid-January 2027	Candidate slate presentation	Board selects candidates to interview
Late January 2027	First-round Board interviews	Field narrowed
Early February 2027	Finalist visits and final interviews	Final assessment and remaining due diligence
By late February 2027	Selection approved	Permanent leader identified
Through June 2027	Transition preparation	Organized handoff
July 1, 2027	Permanent superintendent begins	New leadership officially begins
Mid-July 2027	HYA six-month Transition Academy begins	Support the new Superintendent and Board in effectively preparing for and navigating the transition into new leadership roles.

What are the specific and/or measurable deliverables the Board will receive at each stage?

Stage	Deliverables	How the Board can assess completion
Planning	Search calendar, planning summary, assigned responsibilities, engagement schedule	Board confirms dates, scope, and responsibilities
Engage	Board interviews, stakeholder sessions, survey results, Leadership Profile Report	Participation documented; findings presented; profile approved
Recruit	Position announcement, approved advertising, candidate applications, screening information	Board can review the pool and its alignment with adopted criteria
Slate Presentation	Recommended candidates, tiered assessment, application materials, consultant explanation	Board receives the basis for recommendations and access to other applicants
Select	Interview questions, evaluation matrix, schedules, finalist activities, stakeholder feedback, reference findings	Candidates compared against consistent criteria; unresolved issues identified
Appointment	Compensation analysis, negotiation assistance, candidate communications	Board-authorized terms resolved with counsel's involvement
Transition	Debriefing, Transition Academy enrollment, initial Transition Dashboard access	Transition responsibilities and support established
Academy	100-day plan, KPIs, evaluation process/instrument, strategic-plan assessment	New superintendent develops and presents the four identified products

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?

Our recruitment begins with the Leadership Profile and a focused question: Who has demonstrated the leadership Hartland needs, and how can we engage that person in a serious conversation? Many accomplished leaders are successful and satisfied in their current positions. They may consider a compelling opportunity, but they are unlikely to respond to an advertisement alone.

HYA has a network of more than 130 HYA associates and a substantial history of searches nationally and in the Midwest. For Hartland, that national reach is paired with Mike Richie's search experience and Michael Haynes's Michigan relationships.

We use those resources to:

- Identify sitting superintendents and other accomplished leaders whose experience matches the profile.
- Seek referrals from associates and trusted professional contacts.
- Contact potential candidates personally.

- Explain why their specific experience may be relevant to Hartland.
- Explore their professional goals, interests, and practical considerations.
- Attend regional and national educational and school board conferences and conventions to build relationships, expand outreach, and identify and recruit prospective candidates.
- Maintain communication as they decide whether to apply.

For a passive candidate, a credible invitation matters. We will discuss Hartland's strengths, its leadership needs, the Board's expectations, compensation parameters, timing, and the search process. We will also address any challenges candidly. A candidate needs enough accurate information to determine whether the opportunity is a good professional match.

National reach expands the potential pool, while Michigan expertise helps us assess candidates' readiness for the state and district context. Recruitment will also deliberately extend beyond familiar circles so strong leaders with different professional backgrounds have an opportunity to be considered.

75% of selected candidates placed were actively recruited for their district by HYA. That is a useful HYA-reported indicator of the role personal outreach plays, although it should not be presented as a predicted percentage for Hartland. Our measure of success is the quality and fit of the choices available to the Board. A large application count alone does not establish a successful search.

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.

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?

Credentials establish preparation and eligibility. They do not, by themselves, establish leadership effectiveness. The stronger approach is to ask candidates to demonstrate what improved, what they did to influence that improvement, how the results were measured, and whether the progress lasted. HYA commits to evaluating candidates against the Leadership Profile. We will also conduct a deeper assessment of student outcomes and performance in the candidate's current district.

We will also examine and discuss with the candidate in our pre-screening interview:

- **Starting conditions:** What problem or performance gap existed?
- **Specific actions:** What decisions did the candidate make? What changed in instruction, staffing, resource allocation, or accountability?
- **Results:** What evidence shows improvement, over what period?
- **Reach:** Which students benefited? Were some groups left behind?
- **Attribution:** What was the candidate's actual responsibility, and what did others contribute?

- **Durability:** Did the improvement persist?
- **Verification:** What independent records and references support the account?

Depending on Hartland's adopted priorities, relevant evidence might include academic growth, literacy and mathematics performance, graduation and completion, attendance, access to advanced coursework and career pathways, student belonging, and outcomes for students needing additional support. We should also examine the systems supporting those outcomes: principal development, staff retention, instructional coherence, responsible budgeting, and the ability to redirect resources when results are inadequate.

Context matters. A candidate who sustains excellent performance while closing a persistent gap may demonstrate strong leadership. So may a candidate who produces meaningful improvement in a district facing substantial challenges. Comparing raw results without examining starting conditions can be misleading.

A useful interview question would be:

Describe an improvement in student outcomes for which you had direct leadership responsibility. What was the baseline, what did you change, what evidence demonstrates progress, and who can verify your contribution?

A useful follow-up would be:

Describe an initiative that did not produce the expected results. How did you recognize that, and what did you change?

These questions test evidence, judgment, accountability, and learning. The Board should be able to explain why a candidate's demonstrated work suggests that person can advance Hartland's priorities.

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?

The rubric should be built from Hartland's Board-approved Leadership Profile. It should make the Board's expectations explicit before candidates are evaluated.

The Board would revise these categories and weights after reviewing stakeholder findings. Integrity, essential qualifications, and serious unresolved concerns should be considered separately; a high numerical total should not overcome a disqualifying issue.

A four-point scale could distinguish:

- **1 — Limited evidence:** General assertions or insufficient relevant examples.
- **2 — Partial evidence:** Some relevant experience, with important gaps.
- **3 — Strong evidence:** Clear examples and credible results aligned with the criterion.
- **4 — Exceptional evidence:** Multiple well-supported examples, sustained results, and strong applicability to Hartland.

"Insufficient information" should be recorded separately when appropriate so an unanswered question is not silently treated as demonstrated weakness. Ratings should include brief evidence notes. Board members should assess candidates independently before facilitated discussion. Differences in ratings can then reveal where members interpreted evidence differently or where more information is needed.

The following is an illustrative model for Board consideration.

Evaluation Dimension	Illustrative Weight	Evidence to Examine
Student learning and instructional leadership	25%	Verified results, instructional decisions, improvement across student groups
Board partnership and governance	20%	Governance judgment, candor, communication, accountability
Organizational leadership and staff development	15%	Team development, retention, culture, execution
Financial and operational stewardship	15%	Budget decisions, resource alignment, operational judgment
Community engagement and communication	15%	Trust-building, listening, accessible communication, handling disagreement
Alignment with Hartland's adopted priorities	10%	Relevant experience and a credible understanding of district needs
	Total 100%	

The HYA search team will evaluate all applicants and organize candidates into three tiers, providing the Board with a clear assessment of each candidate's overall alignment with the district's leadership needs:

- **Tier 1 – Strongest Matches:** Candidates who most closely align with the Leadership Profile and the Board's identified priorities.
- **Tier 2 – Meaningful Strengths with Gaps:** Candidates who demonstrate significant strengths and potential but have one or more areas that may require further exploration.
- **Tier 3 – Not Recommended:** Candidates who, based on HYA's comprehensive review, do not appear to be among the strongest matches for the position.

The Board will have access to all candidate applications and supporting materials throughout the process and may request that any candidate receive further consideration, regardless of HYA's recommendation. The Board retains complete authority over which candidates advance and, ultimately, whom to select as superintendent.

First-Round Interviews and the Delphi Technique

HYA uses a structured Delphi Technique to assist the Board in narrowing the first-round interview pool to three finalists. This comparative process allows Board members to evaluate candidates consistently and rank them based on their first-round interview performance and alignment with the Leadership Profile.

Each Board member will submit two interview questions to the HYA search team for consideration in the first-round interviews. Questions may be developed from the Leadership Profile to ensure that the Board's priorities are directly addressed. HYA will incorporate these questions into a consistent interview format, allowing candidates to respond to the same core questions while permitting appropriate follow-up questions when clarification or additional exploration is warranted.

The goal of the first-round interview is to establish a fair and consistent basis for comparing candidates and identifying those who should advance to the finalist stage.

Finalist Interviews

The final interview process will include a candidate presentation before the Board, along with an opportunity to explore candidate-specific issues, areas requiring additional clarification, and questions that emerged during the first-round interviews. While second-round interviews allow greater flexibility and individualized questioning, HYA will establish required topics and core areas of inquiry to ensure that each finalist receives a fair, thorough, and comparable assessment. The process will continue to focus on the leadership priorities established in the Leadership Profile.

HYA's Role and the Board's Role

HYA will facilitate the interview preparation, process, logistics, candidate communications, and Board debriefing. HYA will provide professional guidance and objective assessments throughout the search; however, the Board makes all decisions regarding which candidates advance through the process and who is ultimately selected as superintendent.

7. Vetting & Reference Checks:

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

Vetting must be rigorous and continuous throughout every stage of the recruitment and selection process. HYA does not simply verify what candidates tell us—we actively look for inconsistencies, omissions, red flags, and information that could create risk for the Board and the school district. Significant time is dedicated to investigating a candidate's professional history, credentials, employment record, criminal and civil history, references, and other relevant background information. The events involving the former Des Moines Public Schools Superintendent (a removal order issued in 2024 for significant immigration and legal issues) demonstrate why superficial background checks are not enough. **HYA's responsibility is to conduct the deepest possible due diligence before a candidate reaches the Board, with the goal of identifying issues before they become problems for the district—not after the candidate is hired.**

Application review and screening interviews:HYA reviews applicants' professional histories, leadership experience, career progression, reasons for seeking the position, and fit with the Leadership Profile. HYA does an extensive screening/vetting and interviewing on all candidates.

Candidate-provided references: Candidate-provided references are important, but they are only one part of our due-diligence process. We look closely for red flags and inconsistencies. For example, if a sitting superintendent does not list the Board president as a reference, that raises a serious concern. Likewise, if an administrator applying for a superintendent position does not list their current superintendent, we consider that a red flag.

We do not limit our reference checks to the names provided by the candidate. HYA will independently identify and contact individuals who can provide meaningful insight into the candidate's leadership, performance, relationships, and reputation. Our goal is to uncover the full picture—not simply confirm what a candidate wants us to know.

Verification of important claims. For major accomplishments, we compare the candidate's account with available reports, records, and knowledgeable references. Particularly important issues include the candidate's actual role, the time period involved, whether results were sustained, and whether other explanations materially affect the claim. HYA conducts an extensive, multi-layered due diligence review of every serious candidate. We utilize advanced Google searches, AI-supported research, and other investigative tools to conduct a deep dive into each candidate's professional background, employment history, public record, and available online information. This rigorous process is designed to identify both strengths and potential red flags that may not be revealed through an application, interview, or candidate-provided references alone.

Independent investigative checks. We also offer an optional third-party executive due diligence background check to be completed on the finalist or lone finalist. We use Baker-Eubanks, LLC as the investigative provider for this purpose. This comprehensive, multi-layered background investigation is designed to identify potential concerns, verify a candidate's professional history, and provide the Board with a clear and thorough understanding of each finalist. This process includes a **Personal Profile Summary, Social Security trace, county and federal criminal record searches, county civil record searches, national criminal record and sex offender searches, and Department of Motor Vehicles license information.** We verify **educational degrees, universities, academic programs, and accreditation,** while also examining a candidate's **employment history, education history, and jurisdictions of residence for the past seven years.** We investigate **all aliases identified during that period** and review available **credit information** as part of our due diligence. HYA also conducts an extensive **news media and social media review.**

8. Communication & Confidentiality:

How frequently will the Board receive updates?

How will candidate confidentiality be protected throughout the process?

HYA will provide the Board with a weekly update through the Board Portal, ensuring that all Board members have timely and consistent access to the same information. Each update will summarize work completed, upcoming activities, recruitment and candidate-screening progress, decisions requiring Board input, and any emerging issues or concerns. This regular communication will be supplemented by immediate contact whenever questions or time-sensitive matters arise. HYA associates remain readily accessible to Board members throughout the search and are available by phone, text, or email to provide guidance, answer questions, and ensure the Board is fully informed at every stage of the process.

The Board Portal gives Board members access to all search material including: applications, the calendar, Leadership Profile, interview materials, candidate assessments, and stakeholder feedback. Continuous access is valuable, but a concise update helps members understand what changed and what requires attention.

The Board Portal is password-protected and commits to protecting applicant information and confidentiality. Clear instructions are discussed with the Board at the planning meeting about sharing candidate materials and the importance of confidentiality. HYA explains to candidates about when information may become public. Information remains confidential until finalists are named.

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?

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: • <i>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</i> • 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)

What happens if the search does not produce a candidate the Board considers qualified?

HYA will continue assisting the district until the Board identifies an appropriate candidate and will continue recruiting and provide another slate if necessary. The Board is not expected to appoint someone simply because a slate has been presented. If the pool falls short, HYA will assess the reasons with the Board: recruitment reach, compensation, timing, position expectations, candidate concerns, or an overly restrictive profile. We would then recommend a targeted adjustment and renewed outreach.

The Milwaukee reference letter in the proposal provides direct supporting evidence.

*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. 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.*

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

Is a replacement search included if the selected superintendent leaves or proves unsuccessful?

Yes, 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).

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?

All information, notes, drafts, research, working papers, lists, and other supporting materials and documents developed by HYA consultants shall remain the property of HYA. Upon delivery, the District owns the reports and other work products, subject to HYA's continuing ownership of its methodologies, templates, tools, and intellectual property. The District will have access to all search materials and may keep copies for their district records.

The District shall have full and unrestricted access to all records, documents, materials, data, communications, reports, candidate information, interview materials, evaluation materials, and other work product generated, received, or compiled by HYA in connection with the search. The District shall have the right to obtain, reproduce, retain, and maintain copies of such materials in its official records and information-management systems for as long as the District deems necessary. Upon request, HYA shall promptly provide the District with electronic or hard-copy copies of any search-related materials in HYA's possession or control. Nothing in this provision shall limit the District's right to retain, use, disclose, or otherwise manage such records as required or permitted by applicable federal or state law, including applicable public records, open records, records retention, and confidentiality requirements.

The Board will have **full and continuous access to all candidate application materials throughout the search process through the Board Portal**. As soon as a candidate submits an application, the candidate's materials will be made available to the Board for immediate review. In addition, the Board will have access to **all search-related materials, reports, communications, and supporting documentation** developed throughout the process. This ensures complete transparency and provides Board members with timely access to the information necessary to fulfill their responsibilities at every stage of the search.

What confidentiality and conflict-of-interest provisions apply?

Clear instructions are discussed with the Board at the planning meeting about sharing candidate materials and the importance of confidentiality. An option for the Board is to sign **Confidentiality Agreement provided by HYA** that would include the following:

I agree to the following terms as a condition of my advisory functions in the Superintendent Search process. I understand that violating this agreement may put candidates who are in current positions in jeopardy of losing their jobs, may result in one or more of our applicants and finalists withdrawing from the search or rejecting a job offer, and subject me to censure from the Board. I will:

1. Refrain from disclosing, discussing, or sharing the names or identifying information about any candidate until the finalists have been selected for an interview in a public meeting, at which point information about the finalists will be disclosed, discussed, and shared as required by law and as appropriate to the process. No information of any kind about an applicant not chosen as a finalist will be shared or disclosed at any time.
2. Abide by the desire and direction of the majority of the Board as to when to make the names of the finalist(s) and/or semi-finalist(s) public.
3. Participate in the process and share my views and thoughts in a professional and honest manner.
4. Refer any individual asking information about the candidates or the process to the appropriate sources: the Board President and/or the HYA Associate.
5. Refrain from any discussion about the candidates with individuals who have not signed a confidentiality agreement.
6. Inform the Board Chair or the HYA Associate of any situation in which I may have shared information in violation of this agreement or that may be construed as compromising this agreement.
7. Keep information that is intended for viewing only from being reproduced, distributed or shared by any means.

Michigan Law

When conducting superintendent searches in Michigan, strict compliance with the Michigan Open Meetings Act (MCL 15.261 et seq.) is essential. School boards must carefully adhere to all statutory requirements governing open and closed sessions, including the circumstances under which a closed session may be convened and the procedures required for doing so. HYA will work with the Board to ensure that all search-related meetings, interviews, deliberations, and actions are conducted in accordance with applicable Michigan law and Board policies.

A board can convene in closed session to “review and consider the contents of an application for employment or appointment to a public office ***if the candidate requests that the application remain confidential.***” Thus, the OMA only permits a board to enter closed session to discuss a superintendent candidate’s resume or application if the candidate requests confidentiality. Absent that request, a board must review that individual’s resume or application in open session. ***We prompt such a request by asking each candidate and informing the Board that they want their application to remain confidential.***

However, closed session purpose is limited to reviewing and considering application materials. **Boards cannot use this closed session to consider or conduct the interview.** Any action that amounts to decision-making, such as completing an internal rubric as a group, is not permitted in closed session and must be done in open session. Likewise, decisions to eliminate certain applicants from consideration or to offer candidates interviews must be made in open session. FURTHERMORE, all interviews of superintendent candidates must be conducted in open session. Michigan’s Attorney General has specifically opined that an interview for employment to public office must be conducted in open session and does not violate the applicant’s constitutional privacy rights, reasoning that “the interest of the public in knowing the qualifications and hiring procedures of its officials is superior to the applicant’s right of privacy.

Other than the limited closed session purpose to go through applications, the superintendent selection process must be open, from posting through hiring. Since interviews must be held in open session, members of the public have a right to be present and to address the Board during the meeting’s public comment period. Notably, members of the public may pose questions but do not have a legal right to an answer from the Board or the candidate.

Conflict of Interest and Disclosure. HYA and the District agree to promptly disclose any actual, potential, or perceived conflict of interest involving the search process, HYA team members, Board members, District personnel, or prospective candidates. HYA and the District will cooperate in good faith to appropriately address any disclosed conflict, including recusal or reassignment when warranted. All conflicts shall be handled consistent with applicable law, District policy, and the confidentiality requirements of the search.

Examples of Potential Conflicts of Interest may include, but are not limited to:

- A Board member has a personal, family, business, or professional relationship with a prospective candidate.
- An HYA team member has previously worked with, supervised, employed, or had a significant professional relationship with a candidate.
- A Board member or HYA team member has a financial interest or other business relationship involving a candidate.
- A Board member, District employee, or HYA team member has a personal relationship that could reasonably affect—or appear to affect—objective consideration of a candidate.
- A candidate is a current or former employee, colleague, client, or close professional associate of a Board member or HYA team member.
- A Board member or HYA team member has information about a candidate that could materially affect the candidate's consideration and has not been disclosed through the established search process.
- Any circumstance that could reasonably create an appearance of bias, preferential treatment, or compromised confidentiality during the search.