



MASB
MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

EXECUTIVE SEARCH SERVICES
presents

A PROPOSAL FOR SERVICES FOR:

Hartland Consolidated Schools



Table of Contents

About MASB..... 3

Why Choose MASB..... 3

Nationwide Network..... 3

Open Meetings Act..... 4

Recruitment of Candidates 4

Search Team 5

MASB Staff Contacts..... 5

Search References..... 5

Proposed Search Plan 6

Fees 8

MASB Contract—Superintendent Search 9

Statement of Assurance 12

Guarantee of Service 12

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:

August 4, 2026

Cindy Shaw, Vice President
Board of Education
Hartland Consolidated Schools
9525 E. Highland Rd.
Howell, MI 48843

Dear Board Vice President Shaw:

Thank you for providing the opportunity for Michigan Leadership Institute to submit a proposal for assisting your Board of Education with the search for a new Superintendent. We believe we have the experience and expertise that will result in the selection of an outstanding and inspirational leader for Hartland Consolidated Schools – one who can continue to build upon the great work already in place.

Our Experience

The Michigan Leadership Institute is proud to have a well-founded reputation as the foremost provider of high quality, research-based leadership services in Michigan. 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, municipalities, and other non-profit organizations. MLI operates as a strategic partner with school districts - with service first. It is our goal to ensure that your Board of Education members feel supported, informed, and confident in their decision.

Our Expertise

In addition, MLI conducts ongoing research on the art and science of public leadership and delivers leadership and governance academies. This expertise will help ensure that your next leader embodies the leadership qualities and characteristics important to your organization. At MLI, the superintendent search is not an ancillary service – it is a core area of expertise. MLI consultants are deeply immersed in superintendent preparation, evaluation, coaching, and placement. By virtue of the many searches we have conducted and a concerted effort to understand and implement searches in compliance with applicable regulations, Michigan Leadership Institute knows the requirements of FOIA and the Michigan Open Meetings Act and can help your organization avoid pitfalls with respect to these requirements.



(810) 591-3251



mli@genseeisd.org



2413 West Maple Avenue, Flint, MI 48507

www.mileader.com

Our Network

MLI has an extensive network of contacts for recruiting top quality candidates for its searches. Superintendent leaders 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. MLI consultants are located across Michigan and work together to continuously provide successful searches. MLI conducts effective superintendent searches by combining deep superintendent expertise, customized and district-centered processes, rigorous candidate vetting, and ongoing leadership support,

Our Guarantee

We will guarantee a successful search with our search process. This means, first, that the search will continue until you have an acceptable candidate. It also means that if MLI endorses the candidacy of the selected candidate and he/she chooses to leave the district within one year of appointment for reasons other than personal health or that of an immediate family member, we will conduct another search on an expenses only basis. Our commitment is to provide Hartland Consolidated Schools with an outstanding new leader and a flawless search process.

Our Support

MLI will conduct an orientation workshop with your Board of Education and your new Superintendent to help establish shared expectations and understandings. We find that this early step can contribute greatly to an effective and long-lasting working relationship. In addition, MLI will be a mentor resource for your new leader for his/her first year at your organization.

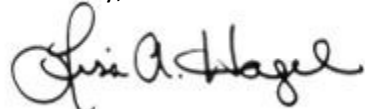
This packet includes the following information relating to this proposed search and our organization:

- Process and timeline
- Professional fee
- Biographical summaries of MLI's search professionals
- References

As a matter of standard business practice, our proposal is offered with the expectation that it will be held in confidence until all proposals are presented publicly.

Note that this process can be customized to meet your organization's needs. For additional information about Michigan Leadership Institute or the search process, please contact MLI Consultant Sheila Alles, at 734-718-1412 or email sheilaalles1@gmail.com. You may also contact me directly at 810-591-3251 or mli@geneseeisd.org.

Sincerely,



Lisa A. Hagel, Ed.D.

Executive Director, Michigan Leadership Institute

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
<https://mileader.org>

Table of Contents

Michigan Leadership Institute.....	2
History and Philosophy.....	2
Experience, Recruiting, and Successful Placements	3
Why Select Michigan Leadership Institute as your Search Partner	5
Search Process.....	6
Proposed Search Timeline.....	8
Facilitating The Search.....	9
SERVICE AGREEMENT	11
MLI Facilitated Executive Searches	12
ISD/RESA/ESD Searches.....	12

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 Tunnick - 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