Shelby County Schools
Superintendent Search Proposal

HYA
December 7, 2018

Mr. Brian Stockton, Chief of Staff
Shelby County Schools
160 S. Hollywood Street
Memphis, TN 38112

Dear Mr. Stockton and Members of the Shelby County Schools Board of Education:

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

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

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

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

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

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

Sincerely,

Glenn “Max” McGee, PhD
President
Hazard, Young, Attea & Associates
INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) Proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Shelby County Schools (hereinafter referred to as SCS).

This document serves to clearly outline the specific services, deliverables and costs proposed for SCS.

SCOPE OF SERVICES

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

**Engage Phase**

- Conduct a Planning Meeting with the Board and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the board;
- Survey community constituents electronically and provide a report of findings;
- Provide for up to four individual consultant days for interviews, focus groups, and/or town hall meetings to gather in-person input from constituent groups as decided by the board; additional days are billed at $1000/day;
- Present a Leadership Profile Report to the Board, and propose Desired Characteristics based on the data from the survey, interviews with district and community representatives and other material made available to the associates;

**Recruit Phase**

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

- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Conduct the Interview Workshop and provide materials and protocol to ensure informative effective Board interviews;
- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate Board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide third party, independent investigative background check(s) of candidates as selected and paid for by the Board;
- The Board’s decision to hire or not hire a particular candidate is at the sole discretion of the Board; and the Board takes responsibility for that decision.

Transition Phase

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

REFERENCES

HYA’s reputation for effectiveness and integrity is extremely important. The following are references for large districts our firm has recently assisted:

<table>
<thead>
<tr>
<th>District Name and State</th>
<th>Reference Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeKalb County School District, GA</td>
<td>Dr. R. Stephen Green</td>
<td>678.676.1200</td>
</tr>
<tr>
<td>*Denver Public Schools, CO</td>
<td>Anne Rowe</td>
<td>303.929.1681</td>
</tr>
<tr>
<td>Duval County Public School District, FL</td>
<td>Paula Wright</td>
<td>904.390.2374</td>
</tr>
<tr>
<td>Fairfax County Public Schools, VA</td>
<td>Sandy Evans</td>
<td>571.423.1083</td>
</tr>
<tr>
<td>*Houston Independent School District, TX</td>
<td>Rhonda Killern-Jones</td>
<td><a href="mailto:rskille2@houstonisd.org">rskille2@houstonisd.org</a></td>
</tr>
<tr>
<td>Los Angeles Unified School District, CA</td>
<td>Steve Zimmer</td>
<td>213.241.6387</td>
</tr>
<tr>
<td>Montgomery County Public Schools, MD</td>
<td>Mike Durso</td>
<td>240.401.0674</td>
</tr>
</tbody>
</table>

*HYA is currently conducting the search.
Management Team Approach

HYA assigns an individual management team to each executive search that it conducts. In most district searches, typically 1-2 Senior Associates are responsible for managing the search. They assume direct responsibility for the search and coordinate the activities of the other associates engaged in the project. Additional associates are generally engaged as needed, with all 100+ associates in the firm tasked with identifying prospective candidates for the search.

HYA will assign a team that is experienced in conducting searches for large school districts and is reflective of the diversity of the SCS community. Executive oversight for the search is provided by the HYA president, Dr. Max McGee. He can be reached at 224-234-6129, maxmcgee@hyasearch.com. Therese Meyer, Director of Operations, serves as project manager and can be reached at 847-744-5640 and theresemeyer@hyasearch.com.

FEES

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

A. Consulting Fee for the search in the amount of $50,000. This fee is due in three installments:
   - 50% will be invoiced upon execution of the contract/agreement
   - 25% will be invoiced upon presentation of the Leadership Profile Report
   - 25% will be invoiced upon presentation of the slate

B. Associate Expenses for travel will be reimbursed by the Board. Mileage reimbursement is based on current IRS guidelines.

C. If the Board chooses to reimburse candidates for travel for interviews, HYA will coordinate the reimbursement.

D. Based on past experience, HYA has designed advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits their needs. The cost ranges from $1950 - $5000. See Appendix A in the HYA Signature Search Process for additional details.

E. Background checks/Executive Due Diligence Services as selected by the Board. The cost ranges from $1100 - $1950 per candidate. See Appendix B of the HYA Signature Search Process brochure for investigative procedures and options.

F. Printing and Postage; HYA is a green corporation whereby all documents related to the search will be provided via a Board portal. If the Board wishes to have hard
copies, 3% of the Consulting Fee will be added to the agreement as an additional fee to cover the costs associated with printing, binding and shipping all materials.

G. The Community and Leadership Profile Survey is offered in English and Spanish. If the district wishes to offer the survey in additional languages, the fee is $315 per language. Please allow up to two weeks for translation. Custom requests will be quoted based on scope of customization.

Optional Transition Services

The Transition Phase consists of assisting the Board and new Superintendent to assure a successful transition. HYA associates will meet with the new Superintendent and Board leadership regarding the information learned throughout the search process. HYA offers additional Transition Services, please see appendix C of HYA Signature Search Process brochure for a full description of transition services.

- $3000 Board Governance Workshop
- $5000 Board Goal Setting and Superintendent Evaluation
- $15,000 Comprehensive First Year Support (includes Governance Workshop and Board Goal Setting and Superintendent Evaluation)
- Executive Coaching (quoted based on desired frequency)

Other transition services, such as Strategic Planning, are quoted based on student population:

- Strategic Planning
- Board Governance Dashboard
- Program Evaluation

GUARANTEES

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

Non-Solicitation of Selected Candidate
The Superintendent appointed with HYA’s assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.

Client-Satisfaction
If the Superintendent departs from the position during the first year under any
circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses.

Price Match
HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).
HYA Associates work with their clients to consider the many approaches to advertising vacant positions. The HYA staff creates and coordinates all advertisements at the Board’s direction. The National Plan ensures exposure in the most frequently read print, e-publication journals, and job boards of educational leaders across the country. HYA has created other more focused advertisement options for the Board to consider as add-ons to the National Plan, including state and region-specific options. Whatever the Board chooses, HYA staff will write, place, and coordinate all the details.

### Advertising Services

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<table>
<thead>
<tr>
<th>Package 1 - $1950</th>
<th>Package 2 - $2750</th>
<th>Package 3 - $5000</th>
</tr>
</thead>
<tbody>
<tr>
<td>HYA group print ad in Ed Week</td>
<td>Two HYA group print ads in Ed Week</td>
<td>Monthly HYA group print ad in Ed Week for length of search</td>
</tr>
<tr>
<td>Online listing on EdWeek’s TopSchoolJobs site for 30 days</td>
<td>Online listing on EdWeek’s TopSchoolJobs site for 30 days</td>
<td>Dedicated District specific print ad in Ed Week</td>
</tr>
<tr>
<td>Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days</td>
<td>Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days</td>
<td>Online listing on EdWeek’s TopSchoolJobs site for 30 days</td>
</tr>
<tr>
<td>Online listing on AASA’s site for 30 days</td>
<td>Online listing on AASA’s site for 30 days</td>
<td>Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days</td>
</tr>
<tr>
<td>Posted on ECRA, Twitter, and LinkedIn</td>
<td>Online Spotlight and Preferred upgrades on AASA’s Site for 30 days</td>
<td>Online Spotlight, Preferred, and Featured upgrades on AASA’s Site for 30 days</td>
</tr>
<tr>
<td></td>
<td>Posted on ECRA, Twitter, and LinkedIn</td>
<td>Posted on ECRA, Twitter, and LinkedIn</td>
</tr>
</tbody>
</table>
Options to Complement the Advertising Packages
(Choose as many as desired.)

<table>
<thead>
<tr>
<th>Careerbuilder Network - $488</th>
<th>ALAS &amp; NABSE - $520</th>
<th>Custom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Careerbuilder ad, linked to ASCD job ramp (Association for Supervision and Curriculum Development) for 30 days</td>
<td>Association of Latino Administrators and Superintendents (ALAS) for 6 weeks online, push on ALAS apps</td>
<td>Quoted price is based on number of Associations and frequency of ads to place</td>
</tr>
<tr>
<td>National Alliance of Black School Educators (NABSE) for 30 days</td>
<td></td>
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</tbody>
</table>

Regional Packages
(Regional packages give your vacancy additional exposure in a specific geographic region. National advertising as detailed in packages 1, 2, and 3 should still be considered.)

<table>
<thead>
<tr>
<th>California - $1053</th>
<th>Northeast - $1050</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 advertisements in the ACSA (Association of California School Administrators) EdCal CareerConnect print and 7 days online</td>
<td>NJASA (New Jersey Association of School Administrators)</td>
</tr>
<tr>
<td>CALSA (California Association of Latino Superintendents and Administrators) online advertisement for 30 days</td>
<td>NYSCOSS (New York State Council of School Superintendents) online and newsletter</td>
</tr>
<tr>
<td>Posted on HYA, K12JobSpot, Facebook, LinkedIn, and Twitter</td>
<td>CAPSS (Connecticut Association of Public School Superintendents)</td>
</tr>
<tr>
<td></td>
<td>Posted on HYA, K12JobSpot, Facebook, LinkedIn, and Twitter</td>
</tr>
</tbody>
</table>
Executive Due Diligence

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

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

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

<table>
<thead>
<tr>
<th>Service</th>
<th>Comprehensive $1950</th>
<th>Basic $1100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Profile Summary</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Social Security Trace</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>County Criminal Record History</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Federal Criminal Record History</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>County Civil Record History</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Department of Motor Vehicles License Information</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Education (Degree) Verification</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Transunion Credit Report</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Investigation of all Aliases Identified within Past 7 Years</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Investigation of all Jurisdictions of Residence, Education, and Employment within Past 7 Years</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>University and Academic Program Accreditation</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>National Criminal Record History</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>National Sex Offender Search</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>News Media Review (5 year timeframe and up to 20 relevant articles)</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Social Media Review</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>
Transition Services

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

Board Governance Workshop

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

Board Goal Setting & Superintendent Evaluation

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

Comprehensive First Year Support

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

Strategic Planning

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

Governance Dashboards

Governance dashboards help to facilitate, launch, and govern implementation of the district’s strategic plan and give meaningful data for the Board to evaluate the impact and return on investment that strategic goals are having on student achievement, financial, and other system outcomes. The strategic dashboard provides a framework for the Board and Superintendent to communicate the priorities and progress of the school system to the community. This service is a continued service from year to year.
HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-724-8465 or at hya@hyasearch.com with questions or requests for additional information.