

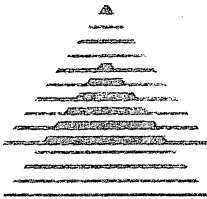
PROPOSAL FOR SUPERINTENDENT SEARCH SERVICES

March 1, 2015

**Submitted To:
DOUGLAS COUNTY SCHOOL DISTRICT
Board of Trustees**

**Presented By:
Jim Huge & Associates**

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JIM HUGE & ASSOCIATES

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MEMORANDUM

TO: Ross Chichester, President
Board of Trustees
Douglas County School District

FROM: Jim Huge, President
Jim Huge & Associates

DATE: March 1, 2015

RE: Superintendent Search Proposal

We are pleased to have this opportunity to present you with a proposal for superintendent search services for the Douglas County School District. An extensive search resulting in a significant number of high-quality candidates is necessary to meet community expectations. We are offering you a broad-based search using our extensive network of contacts with educational and business leadership in all 50 states. While advertising is an important and legally required recruiting technique, it often does not bring candidates of the specific quality or qualifications you may require. It is essential to supplement this formal announcement with confidential contacts. Your next superintendent may not be someone who has even considered a new challenge, but that person could be the ideal candidate for you and the students of Douglas County schools.

It has been our experience that active, meaningful community involvement is an essential ingredient in a successful search. It not only ensures a greater commitment to the new superintendent, whether he or she is an internal or external candidate, and the school district, but also speeds his or her entry into the new position. The involvement process works best when specifically designed around the particular needs of each district. (*See Federal Way news article attached.*)

The search process should be an exciting and unifying opportunity for everyone connected with the school district. It provides an excellent opportunity to recommit to the direction and priorities that has made Douglas County School District one of the most respected school districts in the western United States. You are not, as we know you understand, just hiring to fill a position. The identification, recruitment, and selection of the type of educational leader you desire for your school district requires a high level of initial confidentiality in the search process.

**Superintendent Search Proposal
March 1, 2015**

Jim Huges & Associates offers a wide range of consulting services directed toward improving education and enhancing leadership. One of our strengths is searching for education leaders. We have been invited to undertake this task over the years and have been involved in numerous searches throughout the United States. We believe that our full range of educational and business expertise and consulting capabilities provides you with contacts not available through many usual approaches to a superintendent search. We assure you we will conduct a national search with focus on the western region; and that we do not have a "stable" of ready candidates who want a new job.

If the new superintendent resigns or is dismissed for cause within 24 months of commencing duties, Jim Huges & Associates will conduct a new search for the School Board at no additional cost except for expenses incurred during the new search. The newly appointed superintendent will be neither recruited nor slated by us for another position within three years of commencing duties unless released from this obligation by the School Board.

We would assemble a team of experienced consultants for this project, and Jim Huges would serve as lead consultant and be on site during all meetings with the Board. Other associates would include Laura Huges, former Assistant Superintendent in Washoe County, and others if appropriate and approved by the Board.

If we are awarded this contract, we will want to meet with the Board of Trustees as soon as possible to finalize specifics regarding the type and extent of the search including time line and dates for interviews.

We hope the enclosed proposal will provide you with the information necessary to understand our recommended process. Thank you for this opportunity to present our ideas to you. On a personal note, it would be a pleasure to again work with the Douglas County School District and assist in some small way with your continued progress. As some of you are aware, it has been our privilege to assist the Board, School District and community in past projects, including searches for superintendent and other executive staff.

DESCRIPTION OF SUPERINTENDENT SEARCH SERVICES

Phase 1:

Identify District Priorities in Relationship to Needs of the District and the Qualities Desired in a Superintendent.

Conduct an interview with each Board Member and other key education and community leaders identified by the Board, such as administrators, teachers, parents, business leaders, and others, to determine the perceived needs of the district and the attitudes, abilities, and skills most desired in the new superintendent. An online survey will be used to gather input from a large number of stakeholders within the community.

Phase 2:

Advertise and Administer Recruitment and Application Procedures.

Develop appropriate recruiting materials describing the District and position and announcing the vacancy. Announcements will be distributed to key agencies and individuals throughout the country and especially the western region, and electronic advertisements will be developed for posting on key educational leadership websites. This broad-based advertising strategy ensures the Board will reach a wide and diverse audience of potential candidates. An application form and procedures will be proposed by the consultant, subject to approval by the Board of Trustees.

Phase 3:

Targeted Personalized Recruitment.

In addition to general advertising regarding the position, Jim Huge & Associates will personally contact respected, knowledgeable people throughout the country and describe the desired characteristics of the superintendent as determined in Phase 1. Targeted contacts will be asked to identify exceptional business and educational leaders whom they know personally who could best meet the District's requirements. Each of these nominees will be confidentially contacted to determine whether or not there is an interest in pursuing this superintendency. It has been our experience that this personalized recruitment approach can dramatically increase the number of high-quality candidates in the selection pool. The excellent reputation of Douglas County Schools will obviously draw many applicants. However, without this confidential "targeted" approach, some of the best leaders will remain on the sidelines and not be active candidates. It is not practical, today, to rely on a known pool of people who are searching for a new position; and it is obviously in the best interest of the Douglas County School District to find and recruit the most outstanding candidates.

Phase 4:

Screen Candidates and Reference Checks.

Under the direction of the Board of Trustees, Jim Hoge & Associates will prepare a list of candidates. A thorough reference check will be conducted for identified candidates through personal contact with persons who know each of the applicant(s). Identified desired characteristics will be explored, and a thorough background check will be conducted. The search consultant will meet or connect by phone with the candidates it recommends for an interview. Procedures will be established ensuring that all candidates' information and materials are available to all members of the Board of Trustees.

Phase 5:

Interview Candidates.

Interview times will be arranged with the Board of Trustees for the final candidates. We will design jointly with the Board an interview process that includes representatives of the internal education community, the broader community, and other designated parties. A suggested interview structure and procedure, including sample questions, will be provided to the Board by the search consultant for review and modification. We will work closely with all parties to ensure that the interview process is positive and productive for all involved.

Phase 6:

Contract Development and Arrangements.

The search consultant will work with the Board, the successful candidate, and the Board's attorney to assure that the final employment agreement reflects the understanding of the parties and the expectations of the District for the superintendent's performance, and evaluation measurements.

Phase 7:

Determination of First Year Goals and Development of an Entry Plan for New Superintendent.

The search consultant will work with the Superintendent and the Board to assist in the transition process and to assure that the candidate and the Board build a plan for the Superintendent's introduction to the district and the community. We will provide at least two follow-up visits during the first year to help merge the expectations of the District with the Superintendent's performance and evaluation measurements. These visits will be planned to assist in managing any "rough spots" that may develop early in this relationship.

SUGGESTED TIMELINE*

The following timeline assumes the new Superintendent will report for duty July 1, 2015. Of course the quality of the process and the candidates will take priority over the speed of the process.

April 1 - 30, 2015 (or earlier, depending on when contract is issued)

Meet with Douglas County School District Board of Trustees as soon as possible to:

- Establish Superintendent search operating procedures, timelines, meeting dates, etc.
- Develop detailed strategies for advertising and recruiting.
- Begin creation of profile on desired qualifications for Superintendent.
- Develop announcement materials of leadership opportunity to be sent to appropriate individuals and institutions.

Complete Phases 1 and 2 and begin Phase 3.

April 10 - May 10, 2015

Continue Phase 3 and begin Phase 4 (screen candidates and reference checks).

Suggested deadline for applications – **May 15, 2015 or until filled.**

May 13 - May 17, 2015

Complete Phase 4.

May 18 - May 29, 2015

Nomination of candidates to the School Board.

Conduct interviews.

May 30 - June 5, 2015

Complete Phase 6 (contract development).

Appointment and announcement of new Superintendent.

Begin development of transition/entry plan for new Superintendent.

June 5 - June 30, 2015

In conjunction with the School Board, develop and execute transition/entry plan including first year goals for the new Superintendent.

July 1, 2015

New Superintendent reports for duty.

**This timeline can be adjusted depending on the desire of the Board and the needs of the District.*

EXPERIENCE

Jim Huge & Associates has been engaged in more than one hundred executive searches throughout the United States. Executive searches comprise a small portion of our services, and we also offer a wide range of consulting services centering on improving student learning and enhancing leadership. We believe this full range of educational and business expertise and consulting provides contacts with top executives who may not be available through a conventional superintendent search. Because we believe it is very important to spend significant time in the district during the community involvement phase and during the time that the candidates are being interviewed, we usually conduct no more than two searches simultaneously. We have just completed one major search, and another should be completed in March, so we will be available to commit our full resources to this project.

Below is a sample list of recent searches conducted by Jim Huge & Associates. We are pleased that a number of districts have asked us to perform multiple searches. For example, Adams Twelve Five Star Schools in Colorado has asked us to perform four consecutive searches over the past twenty years, and they have experienced sustained acceleration in student achievement during that period.

School District	Year Search Conducted
Adams Twelve Five Star Schools, Thornton, CO	1993/1999/2003/2010
Charleston, SC	2003
Christina School District, Wilmington, DE	2005 / 2009
Lincoln, NE	1985 / 2004
Lyon County, NV	2008
Montgomery, AL	2006 / 2009
Pomona, CA	2009
Springfield, MA	2008
St. Lucie, FL	1996 / 2003 / 2015
Tacoma, WA	1997 / 2008
Washoe County, Reno, NV	2005 / 2009 / 2012
Humboldt County, Winnemucca, NV	2006

PARTIAL LIST OF REFERENCES FOR JIM HUGE

- Adrienne Konigar-Macklin, General Counsel, Lynwood Unified School District 310-886-1602, and Board Member, Pomona Unified School District, r1macklin@hotmail.com
- Chris Godowski, Superintendent, Adams Twelve Five Star School District, Thornton, Colorado, Adams.District12@Adams12.org or 720-972-4002
- Debbie Hawley, School Board President, St. Lucie County School Board, DEBORAH.HAWLEY@stlucieschools.org or 772-370-9279
- Tim Quinn, Michigan Leadership Institute and Eli Broad Foundation, timquinn@omleader.com or 231-223-8813
- Joseph Wise, Managing Director, Atlantic Research Partners, jw@atlanticresearchpartners.org or 904-651-6700
- Bill Vogel, Former Superintendent, Seminole County, Florida, and St. Lucie County, Florida, b2vogel@gmail.com or 321-299-2452

FEE FOR SUPERINTENDENT SEARCH SERVICES

The maximum "not to exceed" base fee for the services outlined, including all of Phases 1 through 7, shall be \$16,500. (Please note that this is the same as the last search, although our normal fee for a search of this scope is \$24,500)

Since our firm is based in northern Nevada, the only expenses would be mileage, which would not exceed \$750.

Each of the services outlined above can be priced separately. Additional expenses to be incurred by the District would include the following:

Advertising, printing and publication costs:

For advertising, printing, and document production, we estimate that the total cost would be \$1500.00. All mailing costs that would be essential in communicating with the candidates and School Board would be paid by Jim Huges & Associates.

COMMUNITY INVOLVEMENT

As stated in our cover memorandum, we believe strongly that meaningful community involvement is essential to a successful search.

There are two opportunities for involvement (internal and external community members):

Establishing profile and District needs.

- ✓ Identifying the high priority needs of the District and establishing the characteristics desired in the new school leader.

Giving feedback to the Board of Education after being involved with the candidates during their on-site interviews.

- ✓ This should include opportunities for all the stakeholders to give impressions of the candidates fit in relation to the stated profile, the District's needs, and the community.
- ✓ Those stakeholders involved need to know from the beginning that they are not to rank the candidates, but only to give their impressions to the Board. It is the search consultant's responsibility to remind the stakeholders during this process that only the Board of Education can make the superintendent selection.

The recommended stakeholder groups to be included are:

- ✓ Parents
- ✓ Students
- ✓ Business Persons
- ✓ Community Leaders
- ✓ Retirees
- ✓ Employees
 - Teachers
 - Non-Certified Employees
 - Administrators

All information gathered from the various activities during the candidates' site visits will be collected and given to the Board immediately following each interview so that the Board can use this in their deliberations.

JIM HUGE BIOGRAPHICAL SKETCH

For the past 25 years, Jim has served as a consultant to schools, educational institutions, large corporations, small businesses, and professional and trade associations in all fifty states, Canada, Europe, Asia, Africa, South America, and the Middle East. During that time Huge gained international recognition for his skill in the areas of organizational analysis and design, executive selection and coaching, improving student achievement, conflict management, communication, interpersonal relations, organizational development, client/customer relations and service.

Jim's most recent consulting activities have included working with urban school districts in auditing organizational performance and structure and improving student achievement. He has performed executive coaching for large corporations such as Disney and The GAP, as well as for public sector leaders, including Superintendents, Chief Executive Officers, Chief Academic Officers, Chief Operating Officers, principals and U.S. Congressional Representatives. He has continued to work extensively with foundations and universities in leadership development programs for educational leaders.

Jim's practice in leadership development, executive strategy, and executive coaching spans many different types of businesses and organizational cultures. He has developed a national reputation for his work in leadership effectiveness, school superintendent, and other chief executive searches, and is a regular speaker for professional associations in many fields. Jim has presented for or consulted with education associations including AASA, NASSP, NAESP, NSBA and ASCD.

Jim has taught at elementary through high school in public school settings, and has taught at several universities. He served as Principal at middle schools and high schools in Lincoln, Nebraska and Manhattan, Kansas, as Superintendent in two school districts. Jim holds a Bachelor of Science degree in Chemistry and Mathematics, and a Master of Arts degree in Educational Leadership from the University of Nebraska. While attending the University of Nebraska, Jim also lettered for three years in both football and basketball, and was named to the academic All American Team in his senior year in football. After graduating, Jim served 14 years as a sportscaster for the Cornhusker Football Radio Network.

Jim's awards have been extensive, including being named the Outstanding Educator in the state of Nebraska. Additionally Jim is a past recipient of the National Association of School Executives' Distinguished Professor Award. He was named by IDEA as one of the top presenters in the first twenty-five years of their national leadership development programs.

LAURA DANCER HUGÉ BIOGRAPHICAL SKETCH

Laura Dancer Hüge served for seven years as Assistant Superintendent, Human Resources for the Washoe County School District, with responsibility for staffing, recruiting, selection, compensation, employee services, labor relations, substitute services, risk management, employee benefits and wellness and performance management for this district of over 60,000 students and 7,000 employees.

Laura also served as Manager of Recruitment and Assessment Operations for the City and County of San Francisco, Human Resources Director for the California Public Utilities Commission, Employment Manager for Washoe County and as Senior Personnel Analyst for the University of Nevada Reno. She has taught at the university level.

She has extensive experience in organization development, including strategic planning, facilitating change processes, implementing methods of continuous improvement, and designing and implementing programs for talent acquisition, assessment and development.

She earned a Bachelor's Degree in Managerial Sciences, focusing on Human Resources Management, and a Master's Degree in Communication, with emphasis in Organizational Communication.

ADDITIONAL INFORMATION

Federal Way News

KEEP SEARCH ON THE RIGHT TRACK

We congratulate the Federal Way School Board and board member Gail Pierson in particular, for a well-organized, professional and speedy search for a new school superintendent.

The Board's first step was its wisest—hiring Denver-based consultant Jim Huge to spearhead the process. Thanks to Huge and Pierson's efforts, the district received 217 responses from a highly qualified and diverse group.

From these they selected eight names. One applicant subsequently dropped out of the running. Last week, the remaining seven were grilled on their experience in the fields of education and management and what skills they could bring to Federal Way schools.

Their answers were measured on a scale largely constructed from community comment. Back in May, Huge organized a week of public hearings so parents and other residents could tell the school district what issues they want the new superintendent to address. More importantly, they shared the qualities they want to see in their chief of schools.

They want a responsive superintendent, one who will listen to suggestions and complaints with equal attention and one who will give specific answers to tough questions. Because those questions recently have focused on low SAT scores, they want someone with fresh ideas who can cultivate an exciting learning environment.

Finally, they want someone who can manage money and people. Costs are rising, but that hasn't been reflected in student performance.

We hope that in these final days before the selection is announced the board carefully judges each candidate—Margaret Chow, Thomas VanderArk and Mary Beth Wolford—according to what the community wants.