



# Signature Search Process

**HYA** | HAZARD  
YOUNG  
ATTEA  
ASSOCIATES

# The HYA Difference

## National Reach – Local Focus

Established in 1987, Hazard, Young, Attea & Associates (HYA) is one of the oldest and largest search firms having assisted more than 1,400 school boards select exceptionally talented leadership in school systems across the nation, large and small, urban and rural. HYA's reputation and experience make it one of the preeminent school search firms in the nation and a standard which others often emulate. HYA Associates are located across the country to conveniently serve clients and are thus uniquely qualified to bring local - as well as national - perspectives, knowledge, experience, and connections to each search.

## Communication

Communication and organization are critical to successful searches. HYA uses web-based delivery systems that give our clients anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

## Executive Oversight

Every HYA search has executive oversight by the HYA President and a project manager to ensure all details are carefully managed. HYA has professionally staffed offices, a technological infrastructure, and a staff of full-time employees. Our tech team serves as a resource to school districts for linking the online community survey and other search materials to their website. These resources make HYA capable of responding to requests in a very timely fashion.

## Research Based

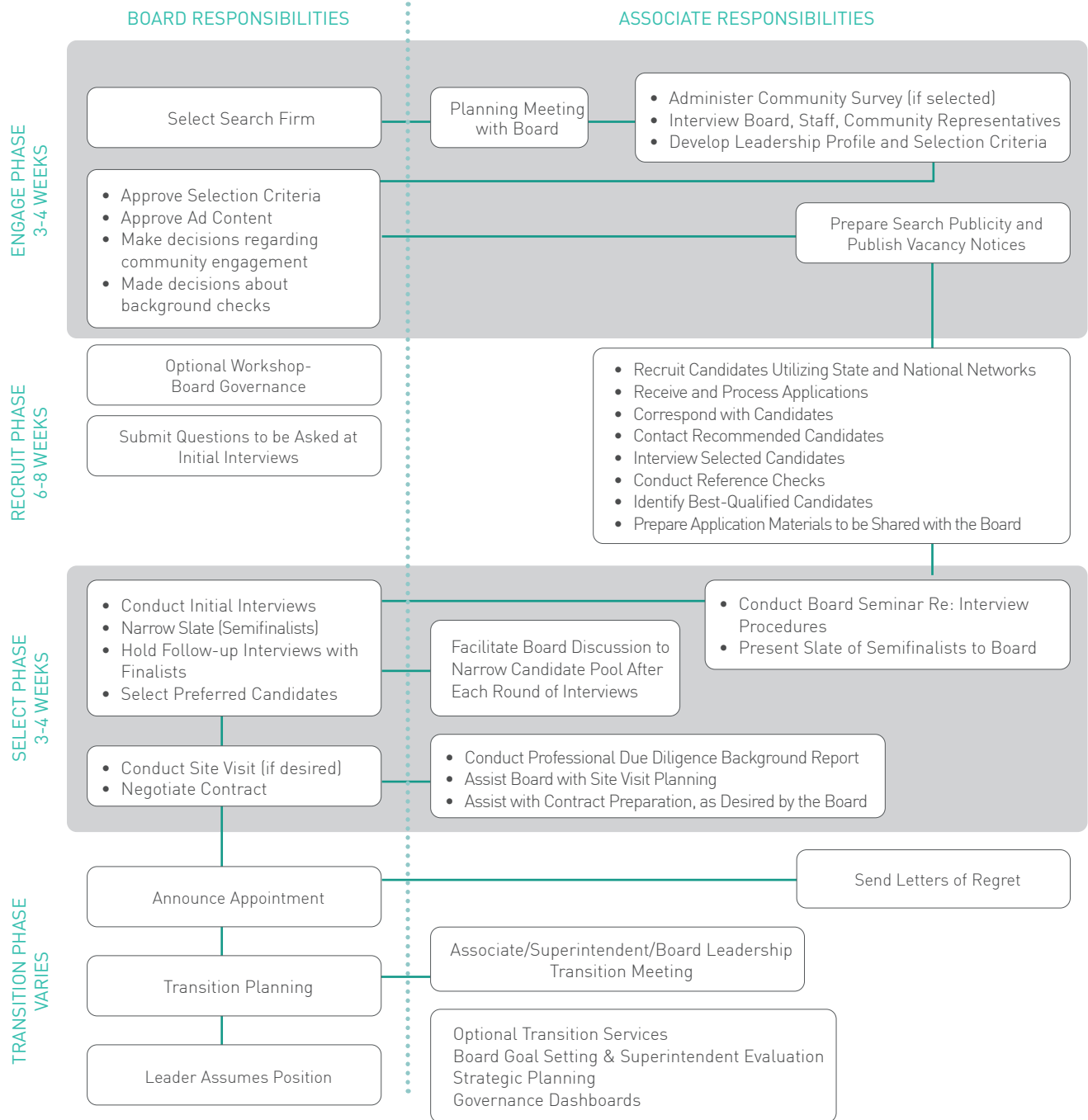
HYA has over 30 years of experience supporting school districts in improving student outcomes. HYA's community engagement process employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The Engage Phase was developed based on research on effective leadership. The resulting Community and Leadership Profile Report provides information on the current state of the District, essential information the Board will use in the selection process and the new leader can use day one of employment. Furthermore, by blending consulting, professional service, and technology, HYA offers transition services and an analytics infrastructure to help the Board and their new leader better understand the interrelationships among school functions, and the impact of decisions and expenditures on student outcomes.



# More Than a Background Check – Executive Due Diligence

HYA offers comprehensive and expanded background checks 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 could produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for civil and criminal record history. Additionally news and social media investigations provide a better understanding of a candidate’s leadership style, public relations skills, and reputation.

## HYA Signature Search Process







# The Four Phases of HYA's Signature Search

The process outlined represents a prototypical search. Upon selection, the Associates will meet with the Board to discuss this process and modify it to meet the Board's unique needs. The following is a description of each phase in the search



## Engage

The Engage phase consists of designing and planning a process of engaging the Board and stakeholders through interviews, online surveys (available in world languages), and focus groups. Information from these interactions assists the Board in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of the local district. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be a part of the search process and provides valuable feedback about the school district based on HYA's local research and professional understanding of the district's standing in the broader marketplace.





## Recruit

The Recruit phase consists of leveraging HYA's extensive national network of Associates and incorporating advertising strategies (as selected and paid for by the Board pursuant to Appendix A) that results in the identification and recruitment of exceptionally talented leaders. HYA can also recruit non-traditional candidates, i.e. executives that have worked in business, military, private or public sector. HYA works in close partnership with state and national organizations with numerous Associates serving on those Boards.



## Select

The Select phase consists of providing the Board with a slate of candidates that were interviewed by HYA Associates using the Leadership Profile established by the Board. HYA Associates are committed to spending the necessary time and energy on the details to find the right candidates to bring to the Board. The search team then facilitates the Board interviews and appointment process including reviewing candidates' references. HYA's ability to gain important background information regarding candidates - beyond what appears on an individual's resume - is a unique and distinguishing characteristic of HYA, and is attributable to the integrity of the firm, Associates, and the vast networks of professional relationships built through years in the education field. A workshop on interviewing and construction of interview questions is facilitated by the Associates for the Board. Executive due diligence including formal background and media checks complete the Select phase (as selected and paid for by the Board pursuant to Appendix B).



## Transition

The Transition phase consists of assisting the Board and new Superintendent to assure a successful transition. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. Included in the search fee is a transition meeting with the new Superintendent and representative(s) of the Board regarding the information learned throughout the search process, in particular, the Community and Leadership Profile Survey. Additional transition services are available (as selected and paid for by the Board pursuant to Appendix C).

## The Search Team

Presently, HYA is represented by Associates across the United States who assist with the firm's mission to provide proactive, thorough and quality assistance to School Boards in need of identifying and recruiting highly qualified executives for superintendentcies and other administrative positions. HYA Associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA Associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is committed to engaging a diverse and gender balanced cadre of Associates. Among HYA Associates are members of NABSE (National Alliance of Black School Educations) and ALAS (Association of Latino Administrators and Superintendents).

HYA assigns an individual management team to each executive search that it conducts. Associates assume direct responsibility for the search and coordinate the activities of all individuals engaged in the project. In addition to the Associates assigned to the search, all nation-wide Associates in the firm are tasked with identifying prospective candidates. Board members will receive the business, home and cell phone numbers, as well as the email addresses of the Associates.

HYA has professionally staffed offices, a technological infrastructure and a full-time employed staff; thus, HYA is capable to respond to any request the Board may have on the Board's time schedule. Finally, each search has executive oversight by the HYA President and project manager to ensure no detail is overlooked. HYA's office staff, which is highly knowledgeable and pleased to assist at any time, is available to the Board from 8:00 a.m. to 5:00 p.m. CST, Monday through Friday.

HYA believes that communication and organization are critical to successful searches. Our delivery systems give the Board anytime, anywhere access to all documents regarding the search. The Board and its Associates can have confidential access to all information associated with the search in a cloud based, organized and timely manner.

# Appendices

- A Advertising Services
- B Executive Due Diligence
- C Transition Services

# Advertising Services

HYA Associates work with their clients to consider the many approaches to advertising vacant position(s). The HYA staff creates and coordinates all advertisements at the Board's direction. The HYA packages ensure 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.

Included in the consulting fee for all HYA clients is advertising on the HYA Active Searches webpage and social media accounts - Facebook, LinkedIn and Twitter. The HYA Active Searches webpage averages 25,000 views per month and is a clickable list that leads its viewers to a separate page fully dedicated to your search.

## Package 1 - \$2,150

One HYA group ad in Ed Week's print publication

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

## Package 2 - \$3,400

Two HYA group ads in Ed Week's print publication

Online listing on EdWeek's TopSchoolJobs for 30 days & Showcased on the homepages for EdWeek and TopSchoolJobs for 7 days

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

## Package 3 - \$6,650

Listing in the HYA group ads in Ed Week's print publication for the length of the search

Dedicated District specific ad in Ed Week's print publication

Online listing on EdWeek's TopSchoolJobs for 30 days & Showcased on the homepages for EdWeek and TopSchoolJobs for 7 days

Online listing on AASA for 30 days with Online Spotlight, Preferred, and Featured upgrades

The image shows a sample advertisement for a Superintendent position. At the top, it reads 'SUPERINTENDENT YOUR DISTRICT NAME City, State | www.district.org'. To the right is the HYA logo with the tagline 'An Equal Opportunity Employer'. Below this, a paragraph describes the district as a vibrant community with access to parks and waterfront property, enrolling approximately 5,000 students. It states that the Board of Education is seeking an outstanding leader for the position of Superintendent, effective on or about July 1, 2019. The ideal candidate should have high expectations for all students and the leadership skills to guide the school community in preparing its young people to become high achieving and contributing citizens of the nation and the world. A starburst graphic on the left says 'YOUR DISTRICT IS HERE'. Below the text, 'District Sample is characterized by:' is followed by a bulleted list: '• The celebration of diversity as a part of the education of young people to become global citizens.', '• An outstanding faculty, staff and administration.', '• A commitment to provide an inclusive and nurturing environment for all of its students.', and '• Award-winning students in academics, the arts and athletics.' At the bottom right, the address '1475 E Woodfield Rd., 140 Fl., Schaumburg, IL 60173' and phone number '847-724-8465' are listed. A footer note says 'For more information and to apply, go to www.hyasearch.com'.



## Options to Complement the Advertising Packages

(Choose as many as desired.)

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

## 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.)

California - \$1,050	Northeast - \$1,050
<p>2 advertisements in the ACSA (Association of California School Administrators) EdCal CareerConnect print and 7 days online</p> <hr/> <p>CALSA (California Association of Latino Superintendents and Administrators) online advertisement for 30 days</p>	<p>NJASA (New Jersey Association of School Administrators)</p> <hr/> <p>NYSCOSS (New York State Council of School Superintendents) online and newsletter</p> <hr/> <p>CAPSS (Connecticut Association of Public School Superintendents)</p>



## Executive Due Diligence

HYA offers executive due diligence as part of 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.

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

# 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.

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HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847.250.7261 or at [hya@hyasearch.com](mailto:hya@hyasearch.com) with questions or requests for additional information.

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