



# SALINE AREA SCHOOLS

BOARD OF EDUCATION  
SPECIAL MEETING

## AGENDA

Tuesday, February 2, 2021  
6:30 PM

### Mission

*We, the Saline Area Schools, will equip all students with the knowledge, technological proficiency, and personal skills necessary to succeed in an increasingly complex society. We expect that our students, staff, and the Saline Community will share in these responsibilities.*

1. **CALL TO ORDER** of the Special Board of Education Meeting of February 2, 2021.
2. **PLEDGE OF ALLEGIANCE**
3. **PRESIDENT COMMENTS FOR SPECIAL MEETING**
4. **REVISIONS/APPROVAL OF AGENDA**

*(Items may be added or deleted from the meeting agenda, and/or the order of items may be changed, at the request of an individual Board member or the Superintendent. The agendas must be approved before proceeding further.)*

**RECOMMENDED MOTION . . . move to approve the agenda as printed/revised.**

**ROLL CALL VOTE (only if NOT in person)**

Trustee Boatswain  
Secretary Estep  
Trustee Gerbe  
Vice President McVey  
Trustee Miller  
Trustee Valenti  
President Steben

5. **SCHEDULED REPORTS**

A. Presentations from Superintendent search entities.

1. Michigan Association of School Boards
2. Michigan Leadership Institute
3. Hulings and Associates, L.L.C

6. **DISCUSSION ITEMS**

A. Superintendent Search

7. **PUBLIC COMMENT - STUDENT**

*A member of the public may address the Board briefly, for up to three minutes, or request to be scheduled on the agenda of a future meeting. Please note that students will be given priority to speak on any topic.*

*Individuals addressing the Board should take into consideration the rules of common courtesy. The public participation portion of the meeting cannot be used to make personal attacks against Board Members, District Employees or Students.*

8. **PUBLIC COMMENT - OTHER**

9. **ADJOURNMENT**

**RECOMMENDED MOTION** ... to adjourn the Special Board of Education Meeting of February 2, 2021, at (?) PM.

**ROLL CALL VOTE (only if NOT in person)**

Trustee Boatswain  
Secretary Estep  
Trustee Gerbe  
Vice President McVey  
Trustee Miller  
Trustee Valenti  
President Steben



MASB

MICHIGAN ASSOCIATION  
OF SCHOOL BOARDS

***EXECUTIVE SEARCH SERVICES***  
*presents*

**A PROPOSAL FOR SERVICES FOR:**



**SALINE**  
**AREA SCHOOLS**

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## 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 Saline Area 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, which is part of the National School Boards Association, 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 Saline. 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 offers 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. Additional fees apply.

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

### Jay D. Bennett, M.Ed.

Assistant Director of Executive Search Services  
jrbennett@masb.org | 517.327.5928

## Search References

Chelsea School District, 2016 Search  
R. Stephen Olsen, Board President  
734.475.7755

Hudsonville Public Schools, 2018 Search  
Kenneth Hall, Board President  
517-669-2295

Kalamazoo Public Schools, 2020 Search  
Patti Sholler-Barber, Board President  
269.873.2110

## 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 Saline 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 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 Saline 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 \$8,000. Additional fees may be incurred for expenses such as mileage (at the Internal Revenue Service's current rate), meals, lodging, background checks, screening assessments, and supplemental local or national advertising. Fee-based processes will be discussed with the board's representative prior to execution. All final expenses will be billed to the district as part of the final billing process. Final billing occurs upon completion of the search process.

Screening Assessments—Screening assessments can be coordinated by your consultant.

- DISC Behavioral Assessment - \$90 per candidate
- Superintendent Achiever Assessment - \$300 per candidate

Background Checks—Premium checks, including education and employer verification, start at \$79 per candidate inquiry.

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, \$250 for a 30-day posting
- Association of Latino Administrators and Superintendents, \$200 for a six-week posting

## 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 or if the superintendent placed should remain for less than one year, we will conduct the search again for no additional search fee; reimbursement of out-of-pocket expenses still applies.

## Staff Contacts

### Greg Sieszputowski, M.Ed.

Director of Leadership Development and Executive Search Services  
gregs@masb.org | 517.327.9224

### Jay D. Bennett, M.Ed.

Assistant Director of Executive Search Services  
jbennett@masb.org | 517.327.5928

## 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.
- 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.

### 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 1/16/2021; 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 \$8,000 and reimburse the Association for any out-of-pocket expenses including mileage (IRS rate), meals, lodging, background checks, 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 MASB's proposal.

### 7. Payment

The District agrees to pay the fee(s) under this Contract according to the following schedule:  
50% (\$4,000) due upon commencement of work  
50% (\$4,000) plus out-of-pocket 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.

ON BEHALF OF MICHIGAN ASSOCIATION OF  
SCHOOL BOARDS

ON BEHALF OF SCHOOL DISTRICT  
SALINE AREA SCHOOLS



Don P. Wotruba  
Executive Director  
1/16/21

Signed:

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Printed Name:

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Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Statement of Assurance

The Michigan Association of School Boards assures and certifies compliance with state<sup>1</sup> and federal laws<sup>2</sup> 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.

  
 \_\_\_\_\_  
 Signature of Authorized Representative

Greg Sieszputowski, M.Ed.  
 \_\_\_\_\_  
 Printed Name

Director, Leadership Development &  
Executive Search Services/MASB  
 \_\_\_\_\_  
 Title/Organization

1/16/21  
 \_\_\_\_\_  
 Date Submitted

<sup>1</sup> These include, but are not limited to: (a) The Elliott-Larsen Civil Rights Act (Act 453 of 1976), which prohibits discrimination on the basis 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.

<sup>2</sup> 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 504 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.

## Searches Completed by MASB

### Intermediate School Districts

Allegan AESA .....	2000, 2005, 2007
Berrien RESA .....	2010
Clare Gladwin RESD.....	1997
Clinton County RESA.....	1998, 2012, 2013
IONIA ISD .....	2000
COOR ISD.....	2018
Copper Country ISD.....	2014
Delta Schoolcraft ISD.....	2005, 2015
Eaton RESA.....	2011, 2015
Hillsdale ISD .....	2000, 2015
Huron ISD .....	2006, 2010
Ingham ISD .....	2005, 2015, 2017
Kalamazoo RESA.....	2000, 2007
Kent ISD.....	1984
Lapeer ISD .....	2005
Livingston ESA.....	2002
Manistee ISD .....	1998
Marquette Alger RESA .....	2007, 2013
Mecosta Osceola ISD.....	1998, 2017
Menominee ISD.....	2002
Midland County ESA.....	2004
Montcalm Area ISD .....	2003
Newaygo County RESA.....	1980, 2007
Oakland Schools .....	2004
Ottawa Area ISD .....	2015, 2020
Saginaw ISD .....	2007, 2014, 2020
Sanilac ISD .....	1997
Shiawassee RESD.....	2012

Washtenaw ISD .....	2008, 2011
Wayne RESA.....	2015
West Shore ESD .....	2008
Wexford Missaukee ISD.....	1997

### Local School Districts

Airport Community Schools .....	1998, 2006
Albion Public Schools.....	2007
Algonac Community Schools.....	2014
Allendale Public Schools.....	2008, 2017
Alma Public Schools.....	2011
Alpena Public Schools .....	2020
Ann Arbor Public Schools.....	1998, 2006
Arenac Eastern School.....	1998
Armada Area Schools.....	1985, 2012
Athens Area Schools .....	1986
Atherton Community Schools.....	1984, 2003, 2010
Atlanta Community Schools .....	2003, 2005, 2008, 2017
Au Gres-Sims School District .....	2020
Avondale School District.....	2006
Bad Axe Public Schools .....	2002
Baldwin Community Schools.....	2002, 2004, 2018
Baraga Area Schools.....	2005
Bark River Harris Schools.....	2003
Bath Community Schools .....	1984, 2004, 2006, 2019
Battle Creek Public Schools .....	2010
Bay City Public Schools.....	1983, 2015, 2017
Bedford Public Schools.....	2009
Beecher Community Schools .....	2007, 2017
Belding Area Schools.....	2016



Bellaire Public Schools .....	2019
Bellevue Community Schools.....	2007, 2019
Bentley Community Schools.....	2013
Benton Harbor Area Schools.....	1984, 2007
Benzie County Central School .....	1984, 2016, 2020
Big Rapids Public Schools .....	2000, 2004
Birch Run Area Schools .....	1986, 1998
Boyne City Public Schools.....	1999
Brandywine Community .....	1985
Breckenridge Community Schools .....	2015
Breitung Township Schools .....	2006
Bridgeport Spaulding School District.....	2000, 2009, 2018
Brighton Area Schools .....	1984, 2006
Bronson Community Schools .....	2014, 2017, 2019
Buchanan Community Schools .....	2020
Buckley Community Schools .....	1981, 1983, 1986, 1999, 2001, 2018
Buena Vista Schools .....	1986, 2003, 2012
Bullock Creek School District .....	1983
Burr Oak Community Schools .....	1984
Burt Township Schools .....	2002
Byron Area Schools .....	2007
Byron Center Public Schools .....	1984
Cadillac Area Public Schools .....	2012
Caledonia Community Schools .....	2004
Camden Frontier Schools .....	1998
Capac Community Schools.....	2017
Caro Community Schools .....	2014
Carrollton Public Schools.....	2019
Carson City Crystal Area Schools .....	2020
Carsonville-Port Sanilac School District.....	2002, 2016, 2019
Cassopolis Public Schools.....	1982, 2004, 2005

Cedar Springs Public Schools .....	1999, 2009
Center Line Public Schools.....	2003, 2009, 2020
Centreville Public Schools .....	2017
Charlevoix Public Schools.....	1998, 2012, 2015
Cheboygan Area Schools .....	1999
Chelsea School District.....	2002, 2016
Chippewa Hills School District.....	2002
Clare Public Schools .....	2005, 2011
Clarenceville School District.....	1983
Clarkston Community Schools .....	2010, 2018
Clawson Public Schools.....	2018
Clinton Community Schools .....	2013, 2016
Clio Area Schools .....	1986
Coldwater Community Schools .....	2005
Coloma Community Schools .....	1986
Columbia School District .....	2012
Comstock Park Public Schools.....	2004
Concord Community Schools .....	1998, 2010
Coopersville Public Schools.....	1981
Corunna Public Schools.....	2008, 2012
Crawford AuSable Schools .....	2005
Crestwood School District .....	1985
Croswell Lexington Schools.....	1984, 2017
Dansville Schools.....	2010
Dearborn Heights School District.....	1984
Dearborn Public Schools .....	1982
Decatur Public Schools.....	2014
Deckerville Community Schools.....	1982
DeWitt Public Schools .....	1999, 2005, 2010
Dowagiac Union Schools .....	2019
Dryden Community Schools .....	1983, 2005

Durand Area Schools .....	2007
East China School District .....	1980
East Detroit Public Schools .....	2000, 2015
East Grand Rapids Public Schools.....	2018
East Jordan Public Schools .....	1980
East Lansing Public Schools.....	1985, 2014
Eaton Rapids Public Schools.....	1986, 2000
Eau Claire Public Schools.....	2000
Edwardsburg Public Schools .....	1983
Elk Rapids Public Schools .....	2009, 2020
Elkton-Pigeon-Bay Port Laker Schools .....	2007
Escanaba Area Schools .....	2009, 2017
Ewen Trout Creek Schools.....	2015
Farmington Public Schools.....	1985, 2005, 2019
Fenton Area Public Schools.....	1985, 2000, 2016
Ferndale Public Schools .....	2000, 2017
Flat Rock Community Schools.....	2007, 2011
Flint Community Schools .....	2019
Flushing Community Schools .....	1984
Forest Area Community .....	2007
Fowler Public Schools .....	1986, 2007
Fowlerville Community Schools.....	2009
Fraser Public Schools .....	2002
Freeland Community Schools .....	1984
Fremont Public Schools.....	2002, 2010
Fruitport Community Schools.....	1981, 2009
Galien Township Schools.....	2002
Gaylord Community Schools .....	2016
Genesee School District .....	2007, 2017
Gibraltar Schools.....	2009
Gladstone Area Schools .....	2007

Gladwin Community Schools.....	1997
Gobles Public Schools .....	2005
Godfrey Lee Public Schools.....	2005, 2017
Godwin Heights Public Schools.....	2005
Goodrich Area Schools .....	2004, 2007
Grand Haven Area Schools.....	2006
Grand Ledge Public Schools .....	1984
Grand Rapids Public Schools .....	2012
Grant Public Schools.....	2000, 2006, 2019
Grass Lake Community Schools .....	2015
Greenville Public Schools .....	1982, 1997
Grosse Pointe Public Schools.....	1981, 2015
Gull Lake Community Schools .....	2008, 2019
Gwinn Area Community Schools .....	2008, 2014
Hale Area Schools .....	2002, 2011, 2019
Hamilton Community .....	1981, 1999, 2008
Hancock Public Schools .....	2017
Hanover Horton Schools.....	1999
Harbor Beach Community Schools .....	2011
Harbor Springs Public Schools.....	2018
Harper Creek Community Schools.....	1981, 1997, 2013
Harper Woods School District .....	2008, 2017
Harrison Community Schools.....	2003, 2008, 2015
Hart Public Schools.....	2005
Haslett Public Schools .....	2004, 2016
Hastings Area Schools.....	1982, 2019
Hazel Park Schools .....	2015
Highland Park Schools.....	2003, 2006
Hillman Community Schools .....	2000, 2005, 2017
Holland Public Schools .....	2004
Holly Area Schools .....	1982, 2013

Holt Public Schools .....	1986, 1997, 2015
Holton Public Schools .....	1998, 2002, 2009
Homer Community Schools .....	1982
Hopkins Public Schools .....	2003
Houghton Lake Community Schools.....	2003, 2008, 2018, 2020
Houghton-Portage Township Schools.....	2004, 2011
Howell Public Schools.....	2015
Hudsonville Public Schools .....	2009, 2018
Huron School District.....	2017
Imlay City Community Schools .....	1983
Inland Lakes Schools.....	1998
Ionia Public Schools.....	1998
Ironwood Area Schools .....	2003, 2010, 2018
Iron Mountain Schools.....	2019
Ishpeming School District.....	1982, 2014
Ithaca Public Schools.....	1999, 2016
Jackson Public Schools .....	2014
Jefferson Schools.....	2008
Jenison Public Schools .....	1985, 2003
JKL Bahweting Anishnabe PSA .....	2007
Johannesburg-Lewiston Area Schools.....	2015
Kalamazoo Public Schools .....	2007, 2020
Kalkaska Public Schools .....	1982, 2014, 2018
Kenowa Hills Public Schools .....	2007
Kent City Community Schools .....	2004, 2006
Laingsburg Community Schools.....	2009
Lake City Area Schools .....	2005, 2010
Lake Fenton Community.....	2010
Lake Shore Public Schools .....	2003
Lakeshore Public Schools .....	1984, 1985, 2003
Lakeview Public Schools .....	1983

Lakeview School District.....	2017
Lakeville School District .....	1985, 2006, 2008
Lakewood Public Schools .....	2005
L’Anse Creuse Public Schools .....	2002
Lapeer Community Schools.....	2003, 2005
Lawton Community Schools .....	2003
Leland Public Schools.....	1983
Leslie Public Schools .....	1999, 2007
Lincoln Consolidated Schools .....	1983, 2011
Linden Community Schools.....	1983
Litchfield Community Schools.....	1985, 1999
Lowell Area Schools .....	1983
Mackinaw City Public Schools.....	2004
Madison District Public Schools.....	2010
Manistee Area Public Schools.....	1997, 2004, 2010
Manistique Area Schools.....	1984, 2004, 2007, 2015, 2019
Manton Consolidated Schools .....	2002
Maple Valley Schools .....	2004, 2018
Martin Public Schools .....	1986, 2019
Marysville Public Schools .....	2005, 2010
Mason Consolidated Schools.....	2015, 2020
Mason County Central Schools .....	1986
Mason County Eastern Schools .....	2002, 2006
Mayville Community Schools.....	1985, 2000, 2014
Memphis Community Schools.....	2002
Menominee Area Public Schools .....	1981, 1999, 2008
Meridian Public Schools .....	2011
Mesick Consolidated Schools .....	1985, 2000, 2005
Michigan Center Schools.....	1984
Midland Public Schools .....	1984
Millington Community Schools.....	1998, 2003, 2011

Montague Area Public Schools .....	1983
Morenci Area Schools .....	1999
Morley Stanwood Community Schools .....	1986
Morrice Area Schools .....	1985, 2005
Mt Clemens Community Schools .....	1984, 1998
Mt Morris Consolidated Schools .....	1984, 2016
Muskegon Heights Public Schools .....	1997
Muskegon Public Schools .....	2006, 2011
Negaunee Public Schools .....	1981, 1985
New Buffalo Area Schools .....	2009, 2016
New Haven Community Schools .....	2020
New Lothrop Area Public Schools .....	2014
NICE Community School District .....	2008
North Branch Area Schools .....	2002, 2010
North Central Area Schools .....	2006, 2008, 2019
Northwest Community Schools .....	1997
Oak Park School District .....	2010
Okemos Public Schools .....	1980, 2005, 2017, 2018
Olivet Community Schools .....	1985, 2012
Onaway Area Schools .....	1999, 2002
Orchard View Schools .....	2000, 2002
Oscoda Area Schools .....	2011
Otsego Public Schools .....	1986, 2002, 2014
Owosso Public Schools .....	1983, 2009
Oxford Community Schools .....	2007
Parchment School District .....	2000, 2007, 2018
Paw Paw Public Schools .....	2016, 2019
Pennfield Schools .....	2008, 2019
Pentwater Public Schools .....	1998, 2009
Perry Public Schools .....	1980, 2008
Pewamo-Westphalia Community Schools .....	2002

Pittsford Area Schools .....	2000
Plainwell Community Schools .....	1983, 2006, 2016
Pontiac School District.....	2012
Port Huron School District.....	1981, 2014
Portland Public Schools.....	1991, 2016
Posen Consolidated Schools.....	1998
Potterville Public Schools .....	1998, 2018
Ravenna Public Schools .....	2008, 2019
Reading Community Schools .....	1986, 1998
Redford Union Schools .....	2010, 2015
Reed City Area Public Schools .....	1985, 2004, 2017
Reese Public Schools .....	1999
Reeths Puffer Public Schools.....	1986
Richmond Community Schools .....	2010
River Rouge School District.....	2005, 2008
River Valley School District.....	2000, 2005, 2011, 2020
Romeo Community Schools .....	1984, 2003
Romulus Community Schools .....	2006, 2013, 2014, 2020
Roscommon Area Public Schools .....	2006, 2011
Roseville Community Schools .....	1981
Royal Oak Public Schools .....	2005, 2011, 2017
Rudyard Area Schools.....	1983
Saginaw City School District.....	2010
Saline Area Schools .....	1984, 2008
Sandusky Community Schools.....	2000, 2007, 2017
Saugatuck Public Schools .....	2003, 2009
Sault Ste. Marie Area Schools .....	2002
Shepherd Public Schools.....	2018
Southfield Public Schools.....	2018
South Redford Schools .....	1997
Southgate Community Schools.....	1999



Sparta Area Schools .....	1999, 2006
Spring Lake Public Schools .....	2008
Springport Public Schools.....	2017
St Charles Community Schools .....	2004
St Ignace Area Schools .....	1999, 2011
St Johns Public Schools.....	1982
Standish Sterling Community Schools .....	2007
Stephenson Area Schools .....	2020
Stockbridge Community Schools .....	2012
Superior Central Schools.....	2005
Suttons Bay Public Schools.....	2007, 2014, 2020
Swartz Creek Community Schools .....	1982, 2016
Tahquamenon Area Schools .....	2005
Tawas Area Schools.....	2008
Taylor School District .....	2002, 2016
Tecumseh Public Schools .....	2013, 2019
Thornapple Kellogg Schools.....	2002, 2007
Three Rivers Community Schools .....	2018
Traverse City Area Public Schools.....	1999, 2005
Trenton Public Schools .....	2020
Troy School District .....	1986, 2014
Uby Community Schools .....	2003, 2016
Van Buren Public Schools .....	2003, 2016
Van Dyke Public Schools .....	2004
Vassar Public Schools.....	2008, 2016
Vestaburg Community Schools .....	2004
Walkerville Public Schools.....	2000, 2017
Warren Consolidated Schools .....	2008
Waterford School District .....	2002, 2015, 2019
Waverly Community Schools.....	2002, 2012
Wayland Union Schools .....	2004, 2010, 2020

Wayne-Westland Community Schools ..... 1984, 2014, 2017

West Branch Rose City Area Schools.....1983, 2000

West Iron County Schools.....2007

Western School District ..... 2009

Westwood Heights Schools ..... 2004, 2008, 2017

White Cloud Public Schools.....2000, 2004

Whitefish Township Schools..... 1998

Whiteford Agricultural Schools.....2004, 2015

Whittemore-Prescott Area Schools ..... 2014

Williamston Community Schools..... 2004

Willow Run Community Schools.....1982, 2007

Wyandotte Public Schools ..... 1986

Wyoming Public Schools.....1985, 2002

Ypsilanti Community Schools ..... 2009

January 15, 2021

Board of Education  
Saline Area Schools  
7265 N. Ann Arbor St.  
Saline, MI 48176-1034

Dear Saline Area Schools Board of Education:

Thank you for providing the opportunity for Michigan Leadership Institute to submit a proposal for assisting your board in its 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 Saline Area 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 350 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.

### 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 district. 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 district avoid pitfalls with respect to these requirements.

### Our Network

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.



(810) 591-3251



[mli@genseseisd.org](mailto:mli@genseseisd.org)



2413 West Maple Avenue, Flint, MI 48507

[www.mileader.com](http://www.mileader.com)

By virtue of the many searches conducted and a concerted effort to understand and implement searches in compliance with all applicable laws and regulations, Michigan Leadership Institute can help avoid pitfalls and/or errors with respect to these requirements.

### 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 your district with an outstanding new leader and a flawless search process.

### Our Support

MLI will conduct an orientation workshop with your board and 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 superintendent for his/her first year in the superintendent position in your district.

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 district's needs. For additional information about Michigan Leadership Institute, or the search process, please contact Michigan Leadership Institute Regional President Dave Killips at 734-320-6572, or email [dckillips@gmail.com](mailto:dckillips@gmail.com). You may also contact me directly at 810-591-3251 or [mli@geneseeisd.org](mailto:mli@geneseeisd.org).

Sincerely,



Steven W. Tunncliff, Ph.D.  
Executive Director, Michigan Leadership Institute  
Associate Superintendent, Genesee Intermediate School District



# Superintendent Search Proposal

SALINE AREA SCHOOLS  
DAVE KILLIPS, MLI REGIONAL PRESIDENT



## Firm Profile

Michigan Leadership Institute is a Michigan-based business, which focuses on meeting the needs of Michigan school districts. Our mission is to make Michigan’s communities better places to learn and live by developing, deploying and supporting outstanding and inspirational local public leadership.

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 Tunncliff, Executive Director.

We believe that the children and communities of Michigan are best served by ethical, competent and sustained leadership in our public schools. Consistent with our mission, we acknowledge that strong leadership for any school system is dependent upon the effective and ongoing development of educational leaders—thus we are in our 20<sup>th</sup> year of providing leadership to aspiring superintendents through our MLI SUPES Academy. In addition, we recognize that each school district is unique and that matching the needs of the district with the skills and attributes of their next superintendent requires an understanding of the district and community—thus we employ Regional Presidents that are keenly aware of their respective regions and dedicate the time necessary to listen and identify the unique needs of their districts in order to find the best “fit” for their next superintendent. Lastly, as former superintendents, our entire MLI Team understands the challenges of the superintendency and the need for ongoing collegiality and support—thus we commit to supporting your newly hired superintendent over the course of their first year, beginning with a governance workshop with the Board of Education and its new leader.

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.

We are guided by the following principles:

- **The Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in physical, social/emotional, and intellectual self, expands a leaders’ 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.

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 350 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.

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.

By virtue of the many searches conducted and a concerted effort to understand and implement searches in compliance with all applicable laws and regulations, Michigan Leadership Institute can help avoid pitfalls and/or errors with respect to these requirements.

Michigan Leadership Institute offers a wide range of professional services that support school district leadership teams including: Executive Searches, Board Governance, Strategic Planning, Facilitated Evaluations, Negotiations Support, Facilities Utilization Projects, Superintendent Mentoring, Aspiring Superintendent Preparation (MLI SUPES Academy), and specific Program Reviews. Approximately 1/4 of the current Superintendents in Michigan are graduates of the MLI SUPES Academy.



## Why Select Michigan Leadership Institute as Your Professional Search Partner

- We have a proven record of accomplishment for successful search process management and placements who are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you, so you will have no "surprises" during the final stages of your search process.
- 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 on-going support to your new leader during their first year on the job.
- We are highly sensitive to confidentiality issues and very experienced with meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We have the extensive leadership networks to ensure a strong candidate pool.
- We provide the highest quality professional services at a good value.
- The cost of an unsuccessful or ineffective search will far exceed the price of a Michigan Leadership Institute search both in dollars and in impact on students and community.



## Search Process

Michigan Leadership 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, budget and services to be performed.
- Establish search calendar customized to your district's needs.
- Consult with the Board regarding compensation, benefits and other contractual provisions for the position.
- Consult with the Board, and with others as determined by the Board, to gather input regarding the organization's leadership needs. This step may include forums with staff and community members.
- 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 (as part of proposed fee) and national professional publications (for an agreed upon additional fee) and online educational job posting sites, as 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.
- Conduct reference checks.
- Contact candidates prior to presentation to the Board.
- Present all applicants to Board 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 visitation(s) if desired.
- Attend candidate interviews and facilitate board discussion, if desired.

### The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement; provide contract/salary information to district.
- 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.

As part of the Search Process, MLI will provide assistance with the development of an online search brochure and posting of the search brochure on the MASA, Frontline (formerly Applitrack), K12 JobSpot, and the MLI website.

The Michigan Leadership Institute is known throughout Michigan for its superintendent preparation program: MLI SUPES Academy. Currently in its 20<sup>th</sup> year, the SUPES Academy puts MLI in the unique position of developing and supporting aspiring superintendents. Over 725 aspiring leaders have completed this preparation program including 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 is a “pool” of candidates that MLI accesses when reaching out to prospective applicants. However, the fact that we have conducted over 350 searches in Michigan also serves MLI well in identifying top candidates. 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, governance—to name a few), and our participation in MASA, Metro Bureau and other leadership organizations, we are able to develop and sustain a large network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Our process for screening applicants includes a thorough review of all application materials, Google 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 consult 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.*



## Proposed Search Timeline

- Week 1: Meet with Board of Education to gather background, establish parameters of search, agree upon timeline and compensation parameters
- Week 2: Meet with Board and designated staff and community groups to develop organization/community profile and candidate profile; develop and approve position announcement and search brochure
- Weeks 3-8: Post position, place ads, printing and distribution, accept applications until 4:00 p.m. on agreed upon date
- Week 9: Applicant screening and reference checks
- Week 10: Presentation of applicants and determination by Board of candidates to interview
- Week 10-11: Initial interviews conducted
- Week 11: Board visitation to finalist work site or hosting of finalists to Saline Area Schools for a district tour/community meet and greet, as determined by the Board
- Week 12: Selection of finalist, negotiation of agreement, appointment of new leader

***Note: This timeline can be customized to meet your district's needs.***



## Leading the Search

MLI searches are led by a regional president who facilitates the search and acts as the direct contact with the board, community, and candidates. All MLI searches are supported by the full team of MLI regional presidents who collaborate on the search effort to ensure that the best-qualified candidates are brought forward for consideration. MLI Regional Presidents are well equipped to both lead and support searches. MLI Regional Presidents have extensive experience in the Superintendent Search Process, enhanced by their own personal longevity and success in the role of Superintendent—a recognized strength of the Michigan Leadership Institute Team. Superintendent candidates often appreciate working with individuals who have served as a superintendent themselves and understand the challenges of the search process, the role of superintendent and the attributes of a high-functioning governance team.

[David Killips, MLI Regional President for Southwest Michigan](#) will be leading this search. David Killips' career in education has spanned 39 years. He has 15 years of service as a Superintendent in the Chelsea School District (10 years) and Reed City Area Public Schools (5 years). He has also served as interim Superintendent in Ludington Area School District and in the Chelsea School District. He has worked as an Educational Consultant/Superintendent Coach since 2013. His early career included roles as principal in two school districts, assistant principal/athletic director, and teacher.

Mr. Killips has held numerous leadership roles in the communities in which he has lived and worked. These include his membership on: Regional Board for St. Joseph Mercy Health System; the Chelsea Chamber of Commerce Board of Trustees, the Oceana County Economic Development Corporation Board of Directors, the Silver Maples Retirement Community Board of Trustees and the Work First Development Board. In addition, he has been a volunteer for the Chelsea Senior Center; an active member of Rotary; and active in support of the Osceola Community Foundation and the Easter Seals Campaign. He has been a Boy Scout Merit Badge Director and Eagle Scout Project Review Team member and a Little League coach in multiple sports.

He holds a Bachelor of Science Degree from Central Michigan University and a Master's Degree in Education Administration from Michigan State University. He also has done additional coursework through Michigan State University, The University of Michigan, Western Michigan University and Eastern Michigan University.



## Michigan Leadership Institute Staff

The following are the MLI Regional Presidents who will support Mr. Killips and the search effort:

**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-Charles Andrews.** Superintendent of Marysville Public Schools for 18 years. 18 years total Superintendent experience. Ed.Specialist degree from Oakland University. Joined MLI in 2014.

**Executive Director, Steve Tunncliff, Ph.D.** Dr. Tunncliff served as a teacher, coach, principal, assistant superintendent, and superintendent at the local district level for 19 years. Dr. Tunncliff was selected as the MASA Region 5 Superintendent of the Year in 2015 and in 2016 became the Associate Superintendent of the Genesee Intermediate School District. As Associate Superintendent, Dr. Tunncliff oversees areas that include legislative and public relations, communications, and philanthropic activities of the countywide school district and the nonprofit Genesee County Education Foundation. He also oversees the Greater Flint Educational Consortium, a collaboration between the 21 local school districts, the four higher education institutions in Genesee County, the Community Foundation of Greater Flint, and the Flint and Genesee Chamber of Commerce.

Steve has taught leadership courses in the Educational Specialist Program at the University of Michigan-Flint since 2013, allowing him to pursue his passion for cultivating future leaders. Dr. Tunncliff currently serves as the President of MASA Region 5 and sits on numerous advisory boards throughout Genesee County and beyond.

Dr. Tunncliff earned his bachelor's degree from the University of Michigan, Ann Arbor; a master's degree in administration from Central Michigan University; and both a specialist and doctoral degree from Oakland University in Educational Leadership.



## Proposed Search Plan

The initial meeting with the Board of Education is critical to determine the preferred method of communication. Typically, the Board President is the primary point of contact, with the Administrative Assistant to the Superintendent and Board of Education assisting with logistics (i.e., meeting times and locations) and the dissemination of messages and information.

This is an integral part of every search we conduct. Our primary direction is from the Board of Education however, it is our practice to meet directly with various groups of stakeholders (staff members, high school students, parents and community members) to gather their recommendations in the process. We look to the Board of Education for guidance and input as to which specific groups of stakeholders it wishes for us to meet with directly. In order to seek input of the entire community, the Board may also choose to utilize an online survey of stakeholders, as provided by MLI, in addition to face-to-face meetings with stakeholder groups.

Although rare, our most significant challenges have arisen when Boards of Education have chosen not to honor the process we all agree to follow at the beginning of the search process. In every instance where the process was followed with fidelity, we have been successful.

The Administrative Assistant to the Superintendent and Board of Education is the key point of contact for support with scheduling meetings, disseminating information, etc.

We expect a commitment from all members of the Board of Education to be present and engaged throughout the process, and to honor the process.



## Anticipated Fee Structure

Michigan Leadership Institute will provide basic services as outlined below in the process of conducting a search for the position of Superintendent of Saline Area Schools. Specific services to be provided shall include the following:

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 faculty, staff, stakeholders and board as required 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 paper screen, check references, and analyze all applications relative to the profile developed by the Board of Education.
6. Conduct orientation session with the board on interview process and protocol.
7. Attend initial candidate interviews and facilitate board discussions.
8. Communicate with unsuccessful candidates.
9. Mediate employment agreement as requested by the board; provide contract/salary information to district.
10. Facilitate orientation workshop with the new leader and the board to develop mutual expectations and understandings.
11. 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 **\$6,000.00** plus direct expenses not to exceed \$1,000.00. ***Please note that the professional services and the professional fees may be modified and customized to suit your district's needs.***

Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcement, job posting, marketing of the vacancy, and associated office expenses. Also included is an optional online survey, produced and analyzed by MLI, and hosted on the district website. MLI staff mileage will be billed to the district on an actual cost basis (*at the current mileage rate issued by the IRS*), as well as any national advertising approved by the Board of Education. 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. Expenses will be invoiced with the third installment.

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



# SERVICE AGREEMENT

## Saline Area Schools and Michigan Leadership Institute

By way of this agreement, Saline Area Schools does hereby contract with Michigan Leadership Institute to provide basic services as outlined below in the process of conducting a search for the position of Superintendent. Specific services to be provided shall include the following:

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 faculty, staff, stakeholders and board as required 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 paper screen, check references (*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.*) and recommend approximately four to six candidates to the board for interview.
6. Conduct orientation session with the board on interview process and protocol.
7. Attend initial candidate interviews and facilitate board discussions.
8. Communicate with unsuccessful candidates.
9. Mediate employment agreement as requested by the board; provide contract/salary information to district.
10. Facilitate orientation workshop with the new leader and the board to develop mutual expectations and understandings.
11. 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 **\$6,000.00** plus direct expenses not to exceed \$1,000.00. Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcement, job posting, marketing of the vacancy, and associated office expenses. Also included is an optional online survey, produced and analyzed by MLI, and hosted on the district website. MLI staff mileage will be billed to the district on an actual cost basis (*at the current mileage rate issued by the IRS*), as well as any national advertising approved by the Board of Education. 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. Expenses will be invoiced with the third installment.

This agreement is hereby entered into by the parties thereto as set forth below:

\_\_\_\_\_  
Michigan Leadership Institute                      Date

\_\_\_\_\_  
Saline Area Schools                      Date  
Board of Education





**Superintendent Search References 2017-2020  
Conducted by Michigan Leadership Institute**

**Bedford Public Schools**  
1623 W. Sterns Road, Temperance MI 48182  
Phone: 734-850-6000  
Placement: Dr. Carl Shultz

**Cedar Springs Public Schools**  
204 E. Muskegon St., Cedar Springs MI 49319  
Phone: 616-696-1204  
Placement: Scott Smith

**Bentley Community Schools**  
1170 N. Belsay Road, Burton MI 48509  
Phone: 810-591-9100  
Placement: Kristy Spann

**Charlotte Public Schools**  
378 State St., Charlotte MI 48813  
Phone: 517-541-5100  
Placement: Mandy Stewart

**Berrien RESA**  
711 St. Joseph Ave., Berrien Springs 49103  
Phone: 269-471-7725  
Placement: Eric Hopstock

**Coloma Community Schools**  
302 West St. Joseph Street, Coloma MI 49038  
Phone: 269-468-2424  
Placement: Dave Ehlers

**Branch ISD**  
370 Morse Street, Coldwater MI 49036  
Phone: 517-279-5730  
Placement: Kristine Jenkins

**Comstock Public Schools**  
3010 Golf Road, Kalamazoo MI 49048  
Phone: 269-250-8900  
Placement: Dr. Jeff Thoenes

**Brighton Area Schools**  
125 Church St., Brighton, MI 48116  
Phone: 810-299-4000  
Placement: Matt Outlaw

**Constantine Public Schools**  
1 Falcon Dr., Constantine, MI 49042  
Phone: 269-435-8900  
Placement: Jim Wisely

**Byron Area Schools**  
312 W. Maple St., Byron, MI 48418  
Phone: 810-266-4881  
Placement: Bob Cassidy

**C.O.O.R. Intermediate School District**  
11051 N. Cut Road, Roscommon MI 48653  
Phone: 989-275-9555  
Placement: Shawn Petri

**Caledonia Community Schools**  
9753 Duncan Lake Ave SE, Caledonia MI 49316  
Phone: 616-891-8185  
Placement: Dr. Dedrick Martin

**Coopersville Area Public Schools**  
198 East St., Coopersville, MI 49404  
Phone: 616-997-3200  
Placement: Matt Spencer

**Camden-Frontier Schools**  
4971 W. Montgomery, Camden, MI 49232  
Phone: 517-368-5255  
Placement: Kevin Kelly

**Crestwood School District**  
1501 N. Beech Daly Rd., Dearborn Hts. 48127  
Phone: 313-274-6320  
Placement: Youssef Mosallam

**Crystal Falls-Forest Park Schools**  
**801 Forest Pkwy., Crystal Falls, MI 49920**  
Phone: 906-214-4695  
**Placement: Christy Larson**

**Edwardsburg Public Schools**  
**69410 Section Street, Edwardsburg MI 491112**  
Phone: 269-663-3055  
**Placement: Jim Knoll**

**Farwell Area Schools**  
**399 E. Michigan Street, Farwell MI 48622**  
Phone: 989-588-9917  
**Placement: Steven Scoville**

**Fraser Public Schools**  
**33466 Garfield Road, Fraser MI 48026**  
Phone: 586-439-7000  
**Placement: Carrie Wozniak**

**Glen Lake Community School**  
**3375 W Burdickville Rd., Maple City, MI 49664**  
Phone: 231-334-3061  
**Placement: Mr. Jon Hoover**

**The Greenspire School**  
**1026 Red Drive, Traverse City, MI 49684**  
Phone: 231-421-5905  
**Placement: Robert Walker**

**Hamtramck School District**  
**3201 Roosevelt, Hamtramck MI 48212**  
Phone: 313-872-9270  
**Placement: Jaleelah Ahmed**

**Hillsdale ISD**  
**310 W Bacon St., Hillsdale MI 49242**  
Phone: 517-437-0990  
**Placement Troy Reehl**

**Huron Valley Schools**  
**2390 S. Milford Road, Highland MI 48357**  
Phone: 248-684-8000  
**Placement: Dr. Paul Salah**

**Ionia County ISD**  
**2191 Harwood Road, Ionia MI 48846**  
Phone: 616-527-4900  
**Placement: Ethan Ebenstein**

**Kalkaska Public Schools**  
**315 South Coral Street, Kalkaska MI 49646**  
Phone: 231-258-9109  
**Placement: Terry Starr**

**Lake Orion Community Schools**  
**315 N. Lapeer St., Lake Orion, MI 48362**  
Phone: 248-693-5400  
**Placement: Ben Kirby**

**Lakewood Public Schools**  
**223 W. Broadway, Woodland, MI 48897**  
Phone: 616-374-8043  
**Placement: Dr. Steve Skalka**

**Leland Public Schools**  
**200 N. Grand Ave., Leland, MI 49654**  
Phone: 231-256-9857  
**Placement: Stephanie Long**

**Ludington Area School District**  
**809 E. Tinkham Ave., Ludington 49431**  
Phone: 231-845-7303  
**Placement: Jason Kennedy**

**Mar Lee School District**  
**21236 H Dr. N., Marshall, MI 49068**  
Phone: 269-781-5412  
**Placement Jennifer Goodman**

**Marquette-Alger RESA**  
**321 E. Ohio St., Marquette, MI 49855**  
Phone: 906-226-5100  
**Placement: Dr. Gregory Nyen**

**Mona Shores**  
**121 Randall Road, Muskegon MI 49441**  
Phone: 231-332-8201  
**Placement: Bill O'Brien, Jr.**

**Montcalm Area ISD**  
**621 New St., Stanton, MI 48888**  
Phone: 989-831-5261  
**Placement: Kyle Hamlin**

**Muskegon Public Schools**  
**349 W Webster Ave., Muskegon, MI 49440**  
Phone: 231-720-2000  
**Placement: Matthew Cortez**

**Oak Park Schools**  
13900 Granzon, Oak Park, MI 48237  
Phone: 248-336-7700  
Placement: Dr. Jamii Hitchcock

**Olivet Community Schools**  
255 1<sup>st</sup> St., Olivet, MI 49076  
Phone: 269-749-9129  
Placement: John Mertz

**Pellston Public Schools**  
172 Park Street, Pellston MI 49769  
Phone: 231-539-8682  
Placement: Stephen Seelye

**Public Schools of Petoskey**  
1130 Howard Street, Petoskey MI 49770  
Phone: 231-348-2100  
Placement: Chris Parker

**Quincy Community Schools**  
1 Educational Parkway, Quincy MI 49082  
Phone: 517-639-7141  
Placement: Marc Kramer

**Romeo Community Schools**  
316 North Main Street, Romeo MI 480665  
Phone: 586-752-0200  
Placement: Todd Robinson

**Shelby Public Schools**  
525 N. State Street, Shelby MI 49455  
Phone: 231-861-5211  
Placement: Timothy Reeves

**South Haven Public Schools**  
554 Green Street, South Haven MI 49090  
Phone: 269-637-0578  
Placement: Kevin Schooley

**South Lyon Community Schools**  
345 S. Warren, South Lyon, MI 48178  
Phone: 248-573-8127  
Placement: Steve Archibald

**Sparta Area Schools**  
465 Union Street, Sparta MI 49345  
Phone: 616-887-8253  
Placement: Pete Bush

**St. Johns Public Schools**  
501 W. Sickels Street, St. Johns MI 488879  
Phone: 989-227-4050  
Placement: Mark Palmer

**St. Joseph Public Schools**  
3275 Lincoln Ave., St. Joseph, MI 49085  
Phone: 269-926-3100  
Placement: Dr. Thomas Bruce

**Sturgis Public Schools**  
107 W. West Street, Sturgis MI 49091  
Phone: 269-659-1500  
Placement: Art Ebert

**Taylor School District**  
23033 Northline Rd., Taylor MI 48180  
Phone: 734-374-1200  
Placement: Griff Mills

**Thornapple-Kellogg Schools**  
10051 Green Lake Road, Middleville MI 49333  
Phone: 269-795-3313  
Placement: Rob Blitchok

**Thornapple-Kellogg Schools**  
10051 Green Lake Road, Middleville MI 49333  
Phone: 269-795-3313  
Placement: Dan Remenap

**Traverse Bay Area ISD**  
1101 Red Drive, Traverse City MI 49684  
Phone: 231-922-6200  
Placement: Nicholas Ceglarek

**Union City Community Schools**  
430 St. Joseph Street, Union City MI 49094  
Phone: 517-741-8091  
Placement: Ronna Steel

**Utica Community Schools (Asst. Supt.)**  
11303 Greendale Dr., Sterling Hts. 48312  
Phone: 586-797-1000  
Placement: William Holbrook

**Watervliet Public Schools**  
450 E. Red Arrow Hwy., Watervliet MI 49098  
Phone: 269-463-0300  
Placement: Ric Seager

**Wayne-Westland Community Schools**  
**36745 Marquette, Westland, MI 48185**  
Phone: 734-419-2000  
**Placement: John Dignan**

**West Shore ESD**  
**2130 W. US Highway 10, Ludington MI 49431**  
Phone: 231-757-3716  
**Placement: Dr. Jason Jeffrey**

**Westwood Community Schools**  
**3335 S. Beech Daly Rd., Dearborn Hts. 48125**  
Phone: 313-565-1900  
**Placement: Dr. Stiles Simmons**

**Wolverine Community Schools**  
**5993 Sholes St., Wolverine, MI 49799**  
Phone: 231-525-8201  
**Placement: Matthew Baughman**

# HULINGS AND ASSOCIATES, L.L.C

**David J. Hulings**  
Motivational Transition Coach



[www.hulingsandassociates.com](http://www.hulingsandassociates.com)

231.865.1455 • [djhulings@gmail.com](mailto:djhulings@gmail.com)

## Saline Superintendent Succession and Transition Coaching

Hulings and Associates, L.L.C.  
17634 Dustin Drive, Spring Lake, MI 49456  
5828 Cape Harbour Drive Cape Coral, Fl, 33914  
231-865-1455

[djhulings@gmail.com](mailto:djhulings@gmail.com)

[www.hulingsandassociates.com](http://www.hulingsandassociates.com)

Author: *Just Middle Manager & Archetypes and the Drama of Change*

## Our Mission ...

# Coaching Others in Transition



We provide transition coaching to equip leaders as they move from point A to point B!  
We create tools that enable your transition to be culturally healthy and mission productive!

**It all begins with creating a profile that is the best match for your culture, today and tomorrow.**

# Creating a L.E.N.S. for Leadership Succession

## Leveraging Essential Nuances of Succession Planning



	Leadership Shift	Leadership Skills	Leadership Style	Leadership Strategy	Leadership Succession
Key Questions	<ul style="list-style-type: none"> <li>Do you want to compliment or contrast current leadership?</li> <li>Do you want to go outside or inside for the transition?</li> </ul>	<ul style="list-style-type: none"> <li>What skills does your current leader exhibit?</li> <li>What skills does your current leader lack?</li> <li>What skills are needed in "x" years?</li> </ul>	<ul style="list-style-type: none"> <li>What is your current leader's style archetype?</li> <li>What style archetype do you need in the future?</li> </ul>	<ul style="list-style-type: none"> <li>What is the state of the current culture?</li> <li>In what areas will a change in the leadership challenge the culture?</li> </ul>	<ul style="list-style-type: none"> <li>What is the timeline?</li> <li>Will there be overlap of leaders?</li> <li>What transition support will be provided?</li> </ul>
Key Demands	<ul style="list-style-type: none"> <li>Continuity</li> <li>Consistency</li> <li>Challenge</li> </ul>	<ul style="list-style-type: none"> <li>Technical in nature</li> </ul>	<ul style="list-style-type: none"> <li>Temperament in nature</li> </ul>	<ul style="list-style-type: none"> <li>Team in nature</li> </ul>	<ul style="list-style-type: none"> <li>Transition in nature</li> </ul>
Key Groups?	<ul style="list-style-type: none"> <li>Board</li> <li>Administration</li> <li>Staff</li> <li>Community</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Administration</li> <li>Staff</li> <li>Community</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Administration</li> <li>Staff</li> <li>Community</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Administration</li> <li>Staff</li> <li>Community</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Administration</li> <li>Staff</li> <li>Community</li> <li>Students</li> </ul>

## Listening to the voices ...

*Support Staff  
Voice*



*School Board  
Voice*

*Community  
Voice*

**Creating a Profile to  
Match the Culture**

*Administrative  
Team Voice*







**Avoiding the Mr.  
Potato Head game  
approach, by  
creating a common  
culture language to  
describe and  
identify a  
superintendent  
profile that is best  
match for Saline.**

*Student Voice*

*Teaching Staff  
Voice*

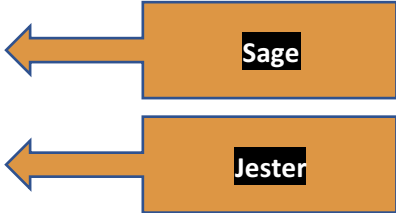
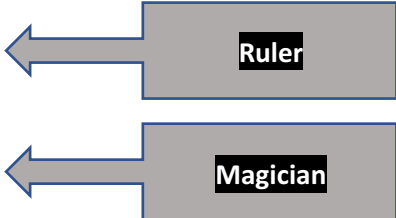
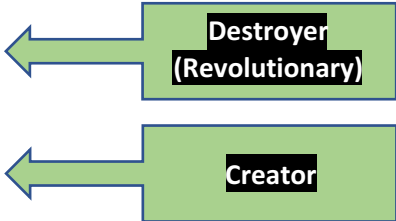
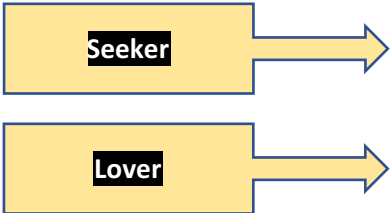
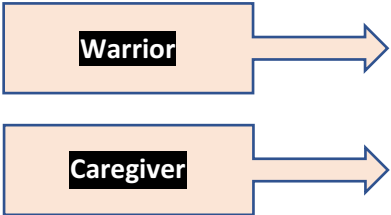
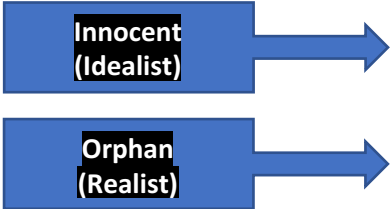


## Who will listen to the voices?

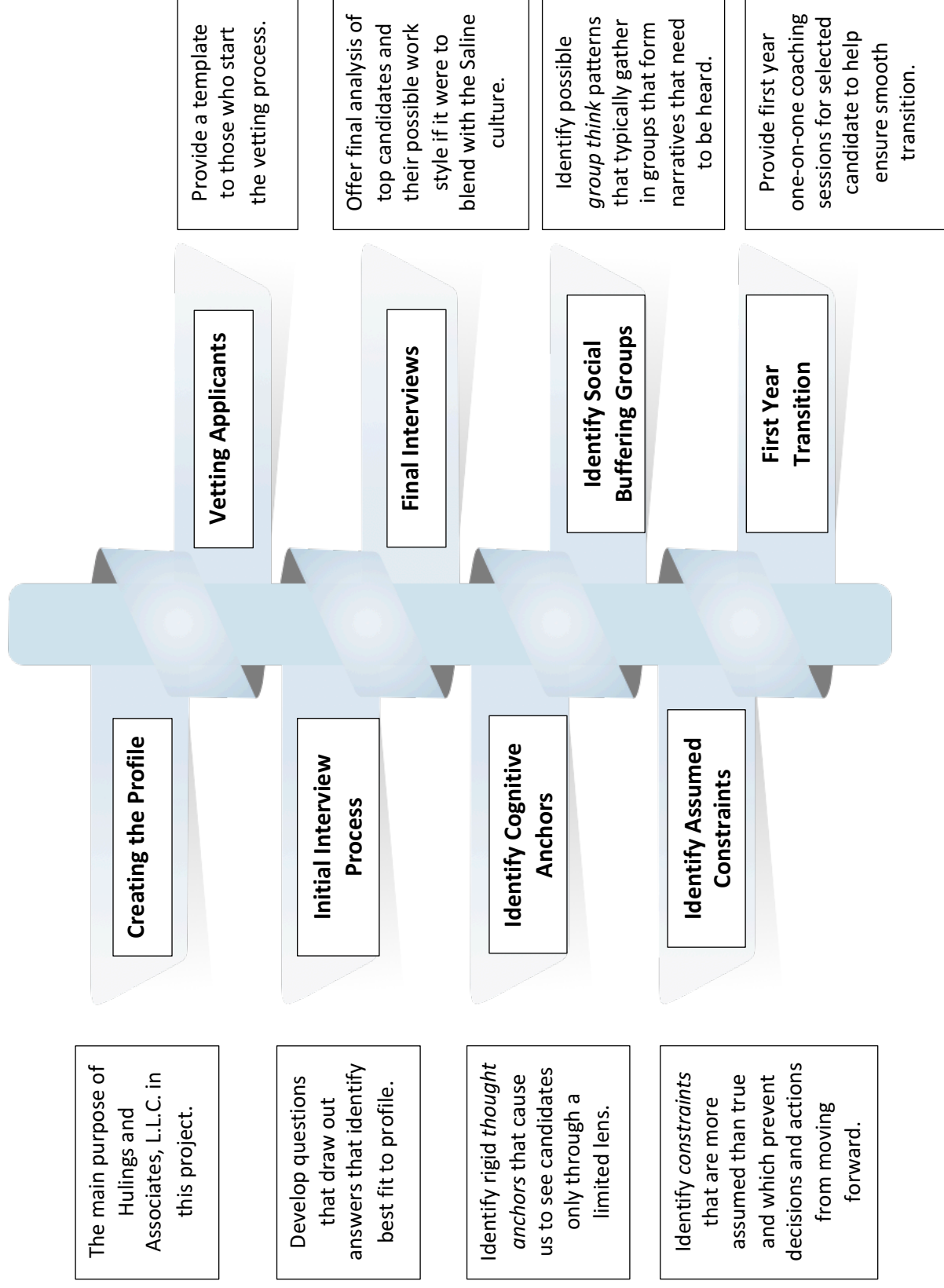
VOICE	Board	Administrative Team	Teaching Staff	Support Staff	Community	Student/PTO
Assigned to:	Lori	David	Greg	Leander	Justin	Jamie
						
Experience	35 years as a teacher, consultant, and executive administrator, and celebrating a 14-year tenure in the role of school superintendent.	30 years of executive leadership coaching in the military, non-profit, and educational markets. CEO and principal, coach and developer of materials for Hulings and Associates, L.L.C.	28 years in education with roles as teacher, various administrative positions, assistant superintendent, and current superintendent.	20 years of executive leadership coaching in both non-profit and business industries, and 5 years in the educational market. Principal coach of Hulings and Associates, L.L.C.	23 years in education as a teacher, building administrator, special education, assistant superintendent and chief executive officers. Also, past MASSP president.	20 years in public education as a teacher, administrator, and trainer. Served the last 6 years as the superintendent of an innovative project based learning academy.
Contact	Lori@hulingsandassociates.com	David@hulingsandassociates.com	Greg@hulingsandassociates.com	Leander@hulingsandassociates.com	Justin@hulingsandassociates.com	Jamie@hulingsandassociates.com
Archetype	Caregiver Lover Idealist Revolutionary	Magician Jester Warrior Lover	Magician Warrior Creator Innocent	Warrior Ruler Seeker Creator	Warrior Revolutionary Magician Lover	Lover Caregiver Warrior Magician
What does that mean?	Lori is a servant leader, who is passionate about her coaching, offering hope to her team, while at the same time leading them through major change.	David is committed to transforming those he coaches in an enjoyable manner, while passionately guiding them toward excellence.	Greg transforms the groups he leads to reach excellence through tangible and practical tools, which offers and inspires hope.	Leander leads his teams toward excellence by establishing structure, systems and procedures that are also innovative, tangible and practical.	Justin leads his team to excellence, making in depth changes through a transformative and passionate leadership style.	Jamie, serves his teams with passion and commitment, guiding them toward excellence with transformative results.

# What are we listening for? Creating a common language:

By creating a common language we enhance communication and expand understanding. Using archetypal language enables us to convey thoughts with deeper clarity and ideas with sharper images. The common language would be guided by the district's compass, towards the pursuit of excellence.



## Eight crucial transition pathways?



## Financial Structure of Proposal

**(Estimated, minimum hours ... school board would decide hours to invest in each area.)**

	Who/What	Subtotal	Subtotal	Subtotal	Subtotal	Total
<b>Sub-Totals</b>		\$8845.00	\$1740.00	\$2900.00	\$2610.00	<b>\$16,095.00</b>
	Listening Post	<b>\$145.00</b>	<b>\$145.00</b>	<b>\$145.00</b>	<b>\$145.00</b>	
		61	12	20	18	
<b>Listening posts</b>	Listening Post: Board	7				
	Listening Post: Admin team	10				
	Listening Post: Teaching staff	15				
	Listening Post: Support Staff	8				
	Listening Post: Students	6				
	Listening Post: Community	15				
<b>Develop superintendent profile - bringing all data together</b>			12			
<b>Potential coaching of various groups through the process</b>	Coaching school board, HR department, interim superintendent, administrative team, staff			20		
<b>One year executive leadership coaching for new superintendent</b>					18	

## Specific References within Proximity and/or with Connections to Saline

<b>Name</b>	<b>Title</b>	<b>School District</b>	<b>Work done</b>	<b>Email</b>
Julie Helber	Superintendent	Chelsea	Co	jhelber@chelsea.k12.mi.us
Brad Bezeau	Superintendent	Manchester	Coaching to prepare for superintendent position	bbezeau@mcs.k12.mi.us
Cherie Vannater	Associate Superintendent	Washtennaw ISD	Coaching new superintendent	cvannatter@washtenawisd.org
Sharon Raschke	Associate Superintendent Business	Dexter	Coaching	raschkes@dexterschools.org
Monica Merritt	Superintendent	Plymouth- Canton	Coaching admin and strategic planning	Monica.merritt@pccsk12.com