HYA Executive Search
Hazard, Young, Attea & Associates

Overview of the HYA Search Process
Harvard Community Unit School District 50

Hazard, Young, Attea & Associates began working with Boards more than twenty years ago in an effort to assist them in making the best leadership decisions possible. Presently, HYA is represented by 120+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. HYA's 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 now part of ECRA Group, Inc. a national consulting firm specializing in assisting leadership in obtaining the information and analytics they need to effectively lead their organizations.

The firm's home office is located in Schaumburg, Illinois with regional offices located in Palo Alto, California and Jersey City, New Jersey. Dr. William H. Adams, former Superintendent in Salem County Vocational Technical Schools, New Jersey, is the East Coast Regional President. Dr. Pamela Hollich, former Superintendent in Brookwood School District #167, Illinois, is the Midwest Regional President. Dr. Carolyn McKennan, Superintendent of Schools, Morgan Hill Unified School District, California, is the West Coast Regional President. Dr. William Attea, former Superintendent in Glenview School District 34, Illinois, is co-founder of HYA and actively involved with the firm.

HYA's associates are located in 27 states across the country to conveniently serve our clients. Residing in Arizona, California, Colorado, Connecticut, Florida, Illinois, Kansas, Maine, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, New Jersey, New York, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia and Wisconsin, HYA Associates are uniquely qualified to bring local – as well as national – perspectives, knowledge, experience and connections to each search.

Since its founding, HYA has assisted over 1,000 school boards with executive searches. The student enrollment in these districts ranged from less than 100 students to upwards of 200,000. Based on HYA's experience in assisting the school boards in urban, suburban and rural districts, and our reputation as being the preeminent school search firm in the nation; we are most confident that we have both the personnel and support resources to assist your Board in a highly successful search process.

The Search Process

We propose a multi-phased search for candidates for the position of Superintendent. The process outlined is defined in four phases and represents a prototypical search. However, HYA customizes each search to meet the needs of each school district or organization. Upon selection, the consultants will meet with the Board to discuss these procedures and modify them to meet the Board's unique needs.

The Planning Phase

The first step of every HYA search is to hold a formal Planning Session. At this meeting, HYA consultants convene with the Board and proceed to customize the search and its process to the specific needs and requirements of the District, as articulated by those present. More specifically, HYA and the Board will cover and sort out central matters and considerations regarding the search with the goal of tailoring the search to meet the needs of the District.

Criteria Development

A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Board in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the Board and others the Board designates. HYA recommends extensive community involvement in providing input to the Board prior to establishing the criteria desired in the new Superintendent.

In addition to the personal interviews, HYA has developed an online survey that can be completed by any stakeholder. The data collected from the online survey and interviews with Board members, staff and the various stakeholders will be compiled in a Leadership Profile Report, which will be presented to the Board in both oral and written formats. Working with the Board, specific profile characteristics emerge from the results of the Leadership Profile Report and are subsequently incorporated into recruitment material. From experience, HYA has learned that one of the most crucial aspects of a successful search is the careful and explicit formation and enumeration of the criteria used in the selection process. Overall, this leadership assessment process has been highly successful in determining critical attributes, while invariably building positive public relations.

HYA prides itself on the extensive time and energy that our associates commit to working with local community and staff members to determine what they seek in their next superintendent. This information is essential to the Board in making their decisions about the "Desired Characteristics" of their next Superintendent.

The Recruitment Phase

A key factor of a successful search is effective marketing and aggressive recruitment of successful individuals who may not be seeking a new position. To this end, HYA will aggressively identify

individuals who meet the criteria identified by the Board and actively recruit them to consider this position. Identification and recruitment is done in a variety of ways.

HYA has learned that technology facilitates and enhances the application process, and thus requires all candidates to apply online. The applications will be reviewed and acknowledged by the consultants. During this phase of the search, HYA usually initiates communication with and conducts preliminary reference checks on the most promising applicants in anticipation of an interview. All materials received for this search will be considered confidential and provided to no one except on a need-to-know basis, in a manner consistent with both federal and state law.

Toward the close of the search, HYA will review all application materials carefully – with the guidance of the Board-established criteria. These individuals will undergo additional reference checks, internet searches, and, as appropriate, initial interviews with representatives from HYA. It is the practice of HYA to personally interview any candidate prior to making recommendations to the Board. As in all phases of the search, HYA adheres to strict guidelines of confidentiality.

The Selection Phase

Upon completion of initial interviews, HYA will present a select slate to the Board. Prior to presenting the slate (or in a separate advance session, if preferred), the consultants will conduct a seminar for the Board designed to prepare it for candidate interviews and to review the steps in the final stages of the search. The consultants are available for counsel or direct assistance to the Board throughout the interview process. The consultants will facilitate each decision-making session of the Board, if desired.

After the Board identifies a preferred candidate, usually after the second round of interviews, HYA can facilitate the completion of a comprehensive background check on the finalist by an independent, third party firm – Baker Eubanks. This background review will confirm degrees attained, any data regarding the candidate on file with the criminal and domestic courts, as well as a review of his/her driving record and credit history. The firm can also conduct both print and social media reviews of the candidate. If desired the Board can conduct the reviews on multiple candidates before second interviews are conducted as long as the search calendar provides sufficient time to complete this step prior to second interviews.

HYA also will assist the Board in arranging a visit to the finalist's community in order to ensure that the Board's research will be as comprehensive as possible. These steps are important components of the selection process.

The Appointment Phase

Once the Board has determined their finalist and is satisfied with the successful completion of their due diligence review, the next step for the Board is to reach agreement on the contract terms to be offered. The HYA consultants will assist the Board in facilitating mutually agreeable terms with the preferred candidate. Once terms are determined, the consultants are available to work with the

Board and/or its attorney in the preparation of a draft contract. It is highly recommended that the final contract be approved by the District's legal counsel prior to presentation to the candidate.

After the successful candidate accepts the offer, HYA will assist the Board in making the appropriate announcements and introducing the candidate to the community. HYA consultants will also contact all applicants, confirming the appointment and extending the Board's appreciation to all candidates. HYA advises the Board president to send a letter to the candidates interviewed by the Board.

Post Appointment

In addition, if desired, HYA can assist the Board and new superintendent in developing and implementing a successful transition plan. These services, which include a roles and/or goal setting workshops, facilitation of the first year superintendent's evaluation and mentoring support throughout the year can greatly enhance the success of the new superintendent as s/he assumes the leadership role in the organization.

HYA is also able to provide its clients a wide range of information management and accountability services to help support board governance and superintendent appraisal. Examples of such services include, but are not limited to 360° evaluations, strategic and long-range planning, community dashboards, and value-added impact analysis of programs and personnel.

Extent of Services & Guarantees

HYA provides four guarantees to Boards when they contract with us for a search. They are:

1) Fixed Price - The consultant fee is a fixed fee from the time of accepting our proposal until a Superintendent is employed. If there is a need to reopen a search because the chosen candidate decides not to come to the District or because the Board desires to see additional or different candidates, these search activities will be provided at no extra cost in the consulting fee.

2) Two-Year Window - If the Superintendent departs from the position during the first year under any circumstances or within (2) years if the majority of the Board is still in place, HYA will conduct a new search for the Board at no additional cost barring expenses.

3) Non-Solicitation of Selected Candidate - The Superintendent appointed with HYA's assistance will not be presented to another board as a candidate if it would result in his/her leaving the District in less than five (5) years unless the Board advises HYA that the Superintendent may seek another position or the Superintendent is no longer employed by the Board.

4) Price Match – HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).