

Hazard, Young, Attea & Associates, Ltd.

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April 27, 2008

MEMO

TO: Tupelo Public Schools Board of Trustees

RE: Summary of April 25, 2008 Planning Meeting

Again, thank you for selecting Hazard, Young, Attea & Associates, Ltd. (HYA) to assist you with your search. We look forward to assisting you with this most important responsibility.

All Board members were in attendance.

SEARCH PROCESS

A flow chart outlining the search process was reviewed and questions raised were answered. The roles and responsibilities of HYA and members of the Board were defined and clarified.

It was emphasized that focus groups which allow for participation of a cross section of school and community stakeholders is a most important step in the search process as it provides the consultants with information relative to the District's strengths and challenges, and its aspirations relative to the attributes possessed by the next superintendent. Subsequent to these meetings the consultants will prepare a Leadership Profile Report which will be posted on HYA's and the District's websites after Board adoption. The position vacancy will be posted nationally and regionally in publications such as Education Week and AASA Leadership News.

Dr. Jones and Dr. McCauley recommended, and the Board agreed, that in addition to standard reference checking, a thorough, independent background check of the finalist(s) will be completed by Baker Eubanks at a cost of \$750.

CALENDAR FOR SEARCH

The following calendar was agreed upon. It may be modified if significant personal or professional conflicts should occur with any of the board members, or process steps are revised through future discussions.

<i>Leadership Profile</i> Interviews	May 14,15 and one-half day May 16
<i>Leadership Profile</i> presented to the Board	June 12, 2008...12:00 noon
Seminar for interviews & preparation for final stages of search	November 13, 2008...Time TBD
Slate presented	November 13, 2008
Initial candidate interviews	November 14 & 15
Board meets to identify preferred candidates	November 15...After last interview
Interviewing of semifinalists	November 19 & 20, 2008
Board meets to identify finalist	November 21 or 22...Time TBD
Criminal background check conducted	Week of November 24, 2008
Board visits district of potential finalist	Week of December 1 - 5
Board appoints new superintendent	December 9, 2008
New superintendent assumes responsibilities	July 1, 2009

PERSONS AND GROUPS TO BE INCLUDED IN *LEADERSHIP PROFILE* DEVELOPMENT

Board members identified a number of individuals and groups who might be included in the *Leadership Profile* interviews on May 14 and May 15, 2008. Shawn Brevard and the Board Secretary will consolidate the list. The Board Secretary will contact, schedule and send confirmation letters to the individuals/groups. A scheduling calendar and sample letters were provided for these purposes. It was suggested that the District take out ads in local newspapers, communicate to parents through the schools and use its website to encourage attendance at a community forum will be held at a location to be determined.

LEADERSHIP PROFILE ASSESSMENT FORM

The Board accepted the *Leadership Profile* form which was revised reflective of the Board's stated interests. A form specific to the Tupelo Public Schools will be provided to the Board Secretary for duplication and distribution. Forms should be completed by Board members and brought with them to the scheduled interviews.

Forms will be included in the letters of invitation to individuals and groups with whom we will be meeting on May 14 and 15. These should also be returned to the consultants at the time of their interviews.

As was mentioned at the meeting, the Board can utilize this form as it desires. Some boards have limited its distribution to interviewees while others have distributed it to all staff, parents and/or community members. In some instances, the local newspaper has printed the form as a public service. It should also be available on the District's web site.

SCHEDULE OF INTERVIEWS WITH BOARD MEMBERS

Board members were requested to advise Shawn or the Board Secretary of their preferred times for interviews. Trustee desires will be built into the schedule and they will be notified of their appointed times.

BOARD LIAISONS DURING SEARCH

Shawn Brevard will be the liaison between the Board and HYA during the search.

HYA LIAISON AND CONSULTANTS

Art Jones will be the primary liaison during the search. He and Diana McCauley will make up the search team. A third consultant may be utilized should the process require.

NUMBER OF CANDIDATES TO BE PRESENTED

Five or six candidates, prescheduled for interviews on November 14 and 15, 2008 will be presented to the Board on November 13. If HYA feels that there are not five or six qualified individuals, the Board will be advised and only individuals who meet most or all of the characteristics desired will be presented.

INTERNAL CANDIDATES

If a current staff member applies for the position, he/she will receive a screening interview by Dr. Jones and/or Dr. McCauley. However, his/her credentials and fit for the position, and its requirements, will be evaluated in the same manner as all other candidates.

SALARY AND FRINGE BENEFITS

At a future meeting the Board will determine compensation guidelines with which they would be comfortable, and which would be regionally competitive. A salary figure will not be advertised but used as a guideline by the consultants as they recruit candidates and respond to inquiries. If an outstanding potential candidate, who would require a compensation package beyond the established ceiling, should be identified, HYA will discuss the candidate with Donna Frazier to seek the Board's guidance and input.

It is suggested that the Board think in terms of a compensation package figure which will include salary, non-obligatory retirement pick up by Board, annuity, whole or universal life insurance,

auto allowance, etc. HYA has found that the compensation figure is more meaningful for comparative purposes when candidates are considering a move.

Benefits which generally are available to most other administrators are not usually considered part of their compensation package. These include health, vision, dental and/or disability insurance, vacation time, sick leave, etc. unless the Board has a policy which provides a cash payment if these benefits are not used by the superintendent. If this is the case, these benefits should be included in the compensation package.

NATIONAL POSTINGS

The position will be advertised in *Education Week* and on *AASA Leadership News* web-site, and in state and regional publications. A budget of about \$4,000 was allocated for advertising.

WEB SITE LISTINGS

This position and the characteristics desired will be posted on the HYA and District web sites.

MEDIA INTERACTION

Shawn Brevard will respond to inquiries directed to the Board regarding search status. Art Jones will address process related questions raised as desired by the Board.

LETTER OF UNDERSTANDING

The *Letter of Understanding* will be finalized when the scope of the search has been more specifically defined. Art pointed out that it is HYA's policy to serve at the pleasure of the Board on a "handshake" basis regardless of the formal document.

If there are any questions related to any of the above, please give either of us or Marcia Tingey a call. Marcia is HYA's Office Manager and she is very capable of handling many of the questions which board members and candidates tend to have during the search process.

Sincerely,

Art Jones
Diana McCauley

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