

SUPERINTENDENT SEARCH PROPOSAL

Okemos Public Schools



LEADING THE SEARCH
MLI Regional President:

Andrew Ingall

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Michigan Leadership Institute is a service of the Genesee Intermediate School District
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Michigan Leadership Institute

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.

The Michigan Leadership Institute (MLI), one of the most experienced and successful executive search firms in Michigan, is pleased to offer a unique and comprehensive search proposal for Okemos Public Schools. In partnership with MLI, Okemos Public Schools can benefit from the expertise of MLI in your superintendent search. Our unique partnership would offer:

- A superintendent search using MLI's proven methodologies and facilitated by MLI Regional President for Southwest Michigan Andrew Ingall;
- Extensive outreach, networking, and marketing of MLI and all MLI Consultants; and
- Ongoing support for your Board of Education and Superintendent.

Michigan Leadership Institute – History and Philosophy

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 Tunnicliff - appointed Superintendent of Genesee Intermediate School District in July 2021. In September 2021, Dr. Lisa Hagel was appointed Executive Director of Michigan Leadership Institute.

We are guided by the following principles:

- **Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in the physical, social/emotional, and intellectual aspects of oneself expands a leader's 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.

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.

Michigan Leadership Institute values and practices diversity, equity, and inclusion in our organization, our professional development opportunities, and search practices. MLI does not engage in, nor do we support discrimination of any kind in our business practices, professional development opportunities, or executive search

facilitation. It is our belief that an effective leader is ethical, trustworthy, accountable, and epitomizes integrity – qualities that have no racial, ethnic, gender, or cultural boundaries.

Further, the Michigan Leadership Institute recognizes the important role of cultural competency for all educational leaders, integrating this important skill into our Superintendent Preparation Series (MLI SUPES Academy). Michigan Leadership Institute recognizes the value in developing high-quality and diverse superintendent candidate pools, and thus we maintain membership in the American Association of School Administrators (AASA), the Association of Latino Administrators & Superintendents (ALAS), and the National Alliance of Black School Educators (NABSE).

Lastly, as the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies, including those associated with diversity, equity, and inclusion. We understand the importance of collaboration, efficiency, service to others, and going the extra mile to get the job done right.

Qualifications and 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 520 successful organizational leadership 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 non-profit organizations, and county municipalities. 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 organizations we partner with.

Why Select Michigan Leadership Institute as your Search Partner?

- We have a proven record of accomplishment for highly successful search process management and placements that are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you and as the process progresses, so you will have no "surprises" during the final stages of your search process.
- We work in close partnership with the Board of Education throughout the search, customizing the search activities to meet the district's unique needs and remaining readily available and responsive throughout the process.
- We ensure that the process is both transparent - with clear and open communication, and inclusive - engaging stakeholders throughout the process to provide input and feedback to the Board of Education.
- We provide an orientation workshop for the Board and your new leader to help get the relationship off to the right start.
- We provide ongoing support to your new leader during his/her first year on the job.

- We are highly sensitive to confidentiality issues and very experienced at meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We utilize our extensive leadership networks to attract a strong and diverse candidate pool.
- We provide the highest quality professional services at a good value.
- Executive leadership is our business and our specialty, as our mission statement, “***Developing, Deploying and Supporting Outstanding Leaders***” attests to. We have a tremendous amount of expertise with over 500 years of combined experience as executive leaders.

The Search Process – Scope of Services

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

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement and/or provide contract/salary information to district, as desired.
- 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.

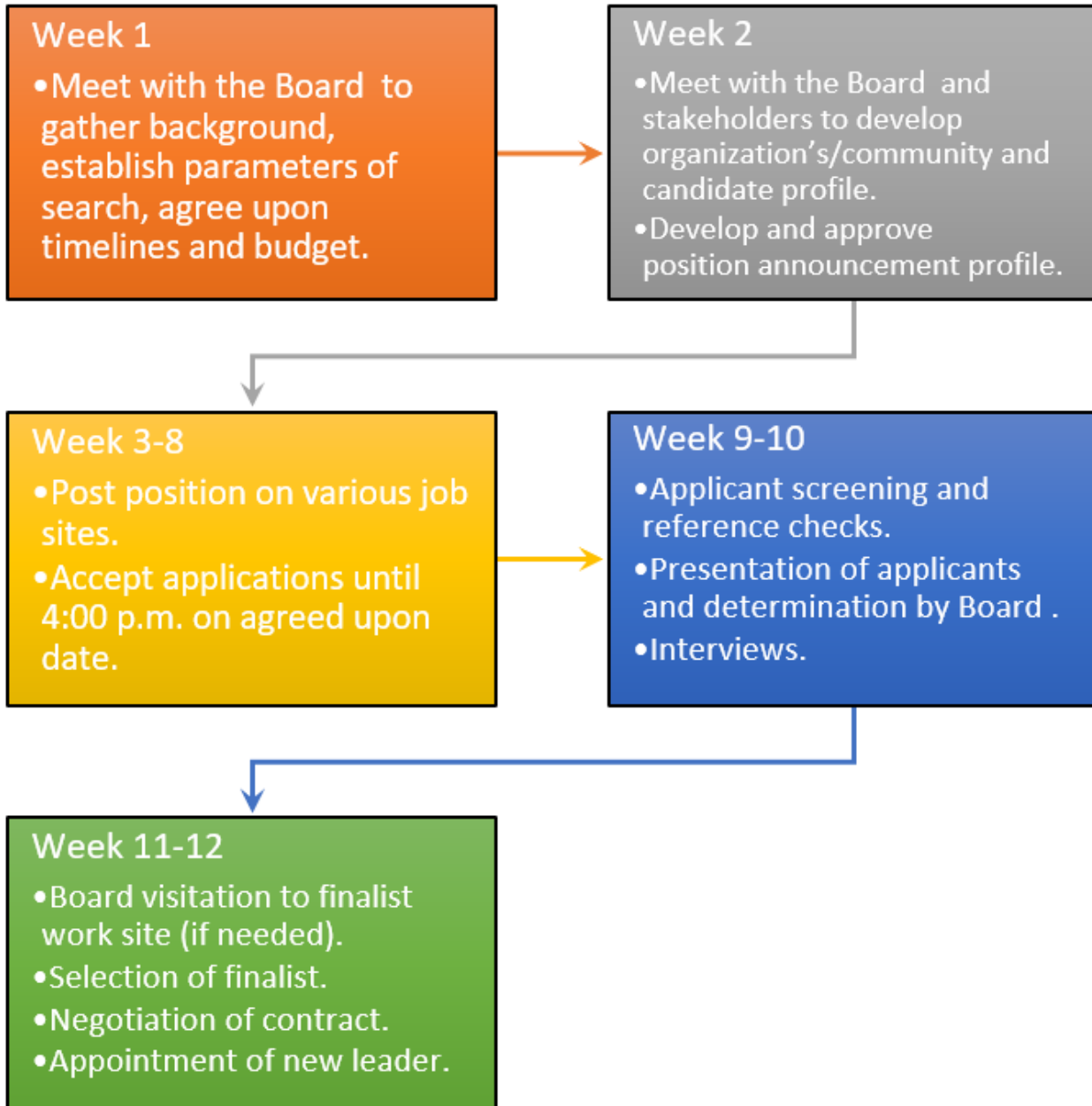
As part of the Search Process, MLI will assist with the development of an online search brochure and advertise that posting on Frontline (formerly Applitrack), the MLI website, and the MASA website. Jobs posted on the MASA MISTAFF site will automatically post to the following association job sites: MAISA, Michigan ASCD, MASSP, MASB, MEMSPA, and MSPRA.

At the Board's request, MLI will advertise job postings on national sites such as AASA The School Superintendents Association, the Association of Latino Administrators & Superintendents (ALAS), the National Alliance of Black School Educators (NABSE), Education Week, and AESA (for an additional fee of \$1,400.00).

The Michigan Leadership Institute is known throughout Michigan for its superintendent preparation program: MLI SUPES Academy. The SUPES Academy puts MLI in the unique position of developing and supporting aspiring superintendents. Nearly 900 aspiring leaders have completed this preparation program, including approximately 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 establishes a diverse “pool” of candidates that MLI accesses when reaching out to prospective applicants.

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, and governance workshops, to name a few), and our participation in MASA and other leadership organizations, we are able to develop and sustain a large and diverse network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Proposed Search Timeline



NOTE: This timeline can be customized to meet your organization's needs.

Proposed Search Plan

In the initial meeting with the Board of Education it is critical to determine the preferred method of communication. Typically, the Board President is the primary point of contact, with the Administrative Assistant 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. However, it is our practice to meet directly with various groups of stakeholders to gather their recommendations in the process. We look to the Board for guidance and input as to which specific groups of stakeholders it wishes for us to meet with directly. To seek input of staff and stakeholders, the Board may also choose to utilize an online survey, as provided by MLI, in addition to face-to-face meetings with stakeholder groups. We provide additional opportunities for involvement by encouraging and collecting feedback from stakeholders following every interview as well as from participants in stakeholder meetings with finalists. Such staff and member engagement are an area of great experience and expertise for MLI, and a key to our success and yours.

Our goal is to make the process as easy as possible for the Board, with the search consultant doing the heavy lifting and minimizing the workload of the Board and the organization's staff to as great a degree as possible.

Although rare, our most significant challenges have arisen when Boards 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 highly successful.

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

MLI Search Facilitation

MLI searches are led by experts who facilitate the search and act as the direct contact with the board, the community, and candidates. All MLI searches are supported by the full team of MLI Regional Presidents, Associate Regional Presidents and Consultants who collaborate on the search effort to ensure that the best-qualified candidates are brought forward for consideration. MLI Regional Presidents and Consultants are well equipped to lead and support executive searches and have extensive experience in the search process, enhanced by their own longevity and success in the role of Superintendent—a recognized strength of the Michigan Leadership Institute Team.

Leading the Search: MLI Regional President, Andrew Ingall

Mr. Ingall joined MLI in early 2022 as a search consultant and in 2024 became the Regional President for Southwest Michigan. During his time with MLI, Andy has facilitated numerous successful superintendent searches for a broad range of school districts – district size, demographics, and community type. Additionally, he has facilitated multiple district strategic plans along with Board of Education governance workshops and various district retreats.

Prior to his work with MLI, Andy served as superintendent for Grand Haven Public Schools from 2015 until his retirement in 2021. Previously he served Chelsea School District for 15 years – as Superintendent, Executive Director of Instruction and Community Education, Middle School Principal and Assistant Principal. Mr. Ingall began his career in education as a math instructor for Okemos Public Schools. Mr. Ingall earned two degrees from Western Michigan University – a master's degree in educational leadership and a bachelor's degree in Secondary Education (for mathematics and physics).

Michigan Leadership Institute Staff

The following MLI Regional Presidents and consultants will support your search:

<p>Regional President for Northern Michigan-Dr. John Scholten. Retired Superintendent of 23 years at Maple City-Glen Lake Community Schools (9 years) and the Public Schools of Petoskey (14 years).</p> <p>Regional President for Southeast Michigan-John Silveri. Retired Superintendent of Waterford Public Schools and Marysville Public Schools; 24 years in education and administrative experience.</p> <p>Regional President for Central Michigan-Tim Stein. Retired Superintendent of Flushing Community Schools for 10 years; serving Fenton Area Schools, Grand Blanc Schools, and Flushing for 33 years.</p> <p>Associate Regional President for Southwest Michigan-Mr. Pete Haines. Retired Superintendent of Ottawa Area Intermediate School District for six years; Superintendent of Greenville Community Schools for 8 years.</p> <p>Associate Regional President for Southeast Michigan-Dr. William Weber. Served as teacher, assistant principal, athletic director, assistant superintendent, and superintendent during his 43-year career in education.</p> <p>Consultant-Dr. Wanda Cook-Robinson. Retired Superintendent of Oakland Schools. Lifelong educator and recipient of numerous awards.</p> <p>Consultant-Chet Janik. Served as superintendent for Charlevoix Schools and Buckley as well as leadership roles at Northwestern Michigan College, Traverse Bay Area Intermediate School District.</p>	<p>Consultant-Clarence Garner. Retired Superintendent for Grand Blanc Community Schools; 30 + years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.</p> <p>Consultant-Tom TenBrink. Tom has been in education for 44 years. He served Jenison Public Schools for 34 years – 18 years as the district’s Superintendent.</p> <p>Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.</p> <p>Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.</p> <p>Consultant-Brian Keim. Retired superintendent of Elkton-Pigeon-Bay Port Laker Schools; over 30 years in education as well as a certified mentor.</p> <p>Consultant-Dr. Robert Livernois. Retired Superintendent for Warren Consolidated Schools. Served in public education for 36 years, the last 20 of which as superintendent.</p> <p>Consultant-Dr. Keely Mounger. Retired Deputy Superintendent for Genesee ISD; over 30-years in education as teacher, principal, executive director, deputy superintendent, and superintendent.</p>
<p>MLI Executive Director, Dr. Lisa Hagel. Dr. Hagel spent her 35-year career in education serving as elementary teacher, coach, elementary Principal, high school Principal, Curriculum Director, and local district Superintendent for 6 years. Dr. Hagel then served as superintendent at the Genesee Intermediate School District. She has earned multiple degrees from Central Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University.</p>	

Search References

Please see Attachment A (attached) for data of all MLI searches over the last five years. Note that Genesee Intermediate School District assumed ownership and operation of MLI on July 2018. Therefore, data previous to that date does not exist in our current records.

Applicant Screening

Our process for screening applicants includes a thorough review of all application materials, Internet 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 an 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.

Assurances of Compliance

As previously stated, 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. We are highly sensitive to confidentiality issues and very experienced with meeting the requirements of the Michigan Open Meetings Act and FOIA.

MLI Guarantee

Michigan Leadership Institute prides itself on our pledge to be on call to provide professional support and mentoring to the new leader (as requested) during his or her first year on the job. If MLI endorses the candidacy of the selected candidate and s/he chooses to leave the organization 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.*

Anticipated Fee Structure

Okemos Public Schools and Michigan Leadership Institute

Michigan Leadership Institute will provide exemplary services as outlined below in the process of conducting a search for the position of Superintendent of Okemos Public 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 Board, faculty, staff, community members and other stakeholders as desired 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 screening, check references, and analyze all applications relative to the profile developed by the Board of Education.
6. Present all applicants to the Board; facilitate the Board process of selecting candidates to interview.
7. Conduct orientation session with the Board on interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Facilitate Board deliberation on choosing finalists and selecting its new leader; communicate with unsuccessful candidates.
10. Mediate employment agreement as requested by the Board; provide contract/salary information to District.
11. Facilitate orientation workshop with the new leader and the Board to develop mutual expectations and understandings.
12. 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 \$8,200.00 plus direct expenses not to exceed \$1,000.00 (travel expenses). Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, and associated office expenses. MLI staff mileage will be billed to the district on an actual cost basis at the current mileage rate issued by the IRS. 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. Mileage/travel expenses and any national advertising will be invoiced with the final installment.

SERVICE AGREEMENT

Okemos Public Schools and Michigan Leadership Institute

Michigan Leadership Institute shall fulfill the Scope of Services as required by the Board of Education, as indicated by our Search Process:

This search involves receipt of applications, screening and interview facilitation for all candidates.

13. Advise the board on parameters of the overall search process.
14. Establish a timeline of duties and responsibilities for the conduct of the search.
15. Facilitate meetings of the Board, faculty, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of District pride for inclusion in the position announcements.
16. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
17. Receive applications, communicate with candidates, conduct screening, check references, and analyze all applications relative to the profile developed by the Board of Education.
18. Present all applicants to the Board; facilitate the Board process of selecting candidates to interview.
19. Conduct orientation session with the Board on interview process and protocol.
20. Attend all candidate interviews; solicit and collect stakeholder feedback.
21. Facilitate Board deliberation on choosing finalists and selecting its new leader; communicate with unsuccessful candidates.
22. Mediate employment agreement as requested by the Board; provide contract/salary information to District.
23. Facilitate orientation workshop with the new leader and the Board to develop mutual expectations and understandings.
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This agreement is hereby entered into by the parties thereto as set forth below:

Michigan Leadership Institute

Okemos Public Schools

Andy Ingall
MLI Regional President

Date

Okemos Public Schools
Board of Education

Date

Attachment A

MLI Facilitated Executive Searches

2017-Present

ISD/RESA/ESD Searches

Alpena-Montmorency-Alcona ESD	Kalamazoo RESA
Berrien RESA	Lewis Cass ISD
Branch ISD	Muskegon Area ISD
Calhoun ISD	Marquette-Alger ISD
Clare-Gladwin RESD	Montcalm Area ISD
C.O.O.R. Intermediate School District	Newaygo RESA
Dickinson-Iron ISD	Northwest Education Services
Hillsdale ISD	Traverse Bay Area ISD
Ionia County ISD	West Shore ISD

School District/Organization Searches

Addison Community Schools	Chelsea School District
Adrian Public Schools	Chocolay Township
Anchor Bay School District	Clarenceville Schools
Athens Area Schools	Coldwater Community Schools
Baraga Public Schools	Coloma Community Schools
Beecher Community Schools	Colon Community Schools
Bedford Public Schools	Comstock Public Schools
Bentley Community Schools	Constantine Public Schools
Berkley School District	Coopersville Area Public Schools
Birmingham Public Schools	Crestwood School District
Bloomfield Hills Public Schools	Crystal Falls-Forest Park Schools
Branch County	Dearborn Heights District #7
Brandon School District	Dowagiac Public Schools
Brandywine Community Schools	Dundee Community Schools
Brighton Area Schools	Edwardsburg Public Schools
Byron Area Schools	Elk Rapids
Caledonia Community Schools	Evart Community Schools
Camden-Frontier Schools	Farwell Area School
Cass City Public Schools	Fenton Area Schools
Cass County Administration	Fowlerville Community Schools
Cedar Springs Public Schools	Forest Hills Public Schools
Charlotte Public Schools	Fraser Public Schools

Fremont Public Schools
Genesee ISD (Asst. Superintendent/Business)
Gladwin Community Schools
Gleaners Community Food Bank
Glen Lake Community School
Godfrey-Lee Public Schools
Greenspire School
Greenville Public Schools
Grosse Ile Township Schools
Hamilton Community Schools
Hamtramck School District
Harbor Springs Schools
Hastings Area Schools
Hillsdale Community Schools
Holly Academy
Huron Valley Schools
Ida Public Schools
Jefferson Community Schools
Jenison Public Schools
Jonesville Community Schools
Kalkaska Public Schools
Kaleva Norman Dickson/Bear Lake
Kingsley Area Schools
Lake Orion Community Schools
Lakeshore Public Schools
Lakeville Community Schools
Lakewood Public Schools
Lawton Community Schools
Leelanau County
Leland Public Schools
Ludington Area School District
Manchester Community Schools
Mar Lee School District
Marysville Schools
Menominee Public Schools
Mesick Consolidated Schools
Middle Cities Education Association
Millington Community Schools
Morenci Area Schools
Mona Shores
Monroe Public Schools
Muskegon Public Schools

New Buffalo Area Schools
Newaygo Public Schools
Niles Community Schools
Novi Schools
Oak Park Schools
Olivet Community Schools
Hillsdale Community Schools
Onaway Area Schools
Oxford Community Schools
Pellston Public Schools
Pickford Public Schools
Pittsford Area Schools
Portage Public Schools
Public Schools of Petoskey
River Valley Schools
Rockford Public Schools
Romeo Community Schools
Saline Area Schools
Saugatuck Schools
Shelby Public Schools
South Haven Public Schools
South Lyon Community Schools
South Redford School District
Sparta Area Schools
Springport Public Schools
St. Charles Community Schools
St. Johns Public Schools
St. Joseph Public Schools
Sturgis Public Schools
Tahquamenon Area Schools
Taylor School District
Thornapple-Kellogg Schools
Union City Community Schools
Utica Community Schools (Asst. Supt.)
Van Buren Public Schools (Finance Dir.)
Watervliet Public Schools
Watervliet Schools
Waverly Community Schools
West Bloomfield School District
Westwood Community Schools
Wolverine Community Schools