

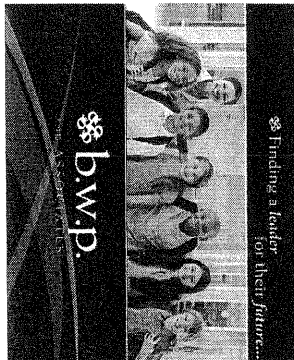


*...are working to inspire every student to achieve their potential and preparing students to lead **productive**, fulfilling lives as citizens of Duluth and the wider world.*

EXECUTIVE SEARCH  
FOR  
SUPERINTENDENT OF SCHOOLS  
DULUTH PUBLIC SCHOOLS

NOVEMBER 14, 2019

- Dr. Kathleen Williams
  - 18 years Superintendent of Schools in Kansas, Illinois, and Wisconsin
- Dr. Nicholas D. Wahl
  - 16 years Superintendent of Schools in Illinois and Indiana



# Who is BWP and ASSOCIATES, LTD?



- A firm with experienced consultants who have conducted over 800 successful executive searches.
- Professionals consultants who utilize best practices to offer our clients collective expertise and connections throughout the country.
- Three well-known and respected search firms joined forces to form BWP & Associates.
- These three include:
  - Harold Webb Associates that, in 1977, became the first superintendent search firm in the country.
  - PNR Associates that has conducted leadership searches for educational as well as national nonprofit organizations since 1984
  - The Bickert Group, Ltd. that, incorporated since 1992, has served predominately Midwest school districts



## Who is BWP?

- 8 Partners and 40+ Associates
  - Dr. Debra Hill, Executive Director
  - Superintendents – active and retired
  - University faculty
  - Former Board of Education members
  - Former Executive Directors
  - 35% of BWP women or minorities
- Offices in Illinois, Texas, Washington D.C. area
- Strong connections with national and state professional organizations, such as: AASA, NASB, ASCD, IASA, IASB, IASCD, ASBO, IASBO, NABSE, MSSA, ALAS



## What we do...

### **OUR GOAL...**

- is to identify and present a slate of well-qualified candidates for leadership positions; in addition to superintendents we conduct searches for central office and school leadership positions.



## BWP's current clients...

- DeKalb County School District - Georgia | Enrollment: 100,000
- Madison Metropolitan School District - Wisconsin | Enrollment: 27,000
- West Chicago Elementary District 33 - Illinois | Enrollment: 4,100
- Oak Grove School District 68 - Illinois | Enrollment: 921
- Evanston/Skokie School District 65 - Illinois | Enrollment: 8,000
- East Prairie School District 73 - Illinois | Enrollment: 550
- Valley View Public Schools CUSD 365U - Illinois | Enrollment: 18,000
- Cass School District 63 - Illinois | Enrollment: 850
- Darien Public School District 61 - Illinois | Enrollment: 1,450
- Lincoln Elementary School District 156 - Illinois Enrollment: 990



# What we do...

## OUR OBJECTIVES...

- Provide excellent assistance and support to your Board which will result in the selection of a leader who will meet your district's needs.
- Meet the timelines as outlined in our proposal and identify the successful candidate by the designated date.
- Involve the community and staff in the selection process as directed by the Board and to do so in such a way that we build support for the process, the Board and the successful candidate.



## What we do...

### OUR COMMITMENT...

- Complete a successful search on behalf of your Board, district, and community by aggressively recruiting well-qualified candidates, creating community and staff support for the search effort, meeting the Board's expectations and deadlines within the proposed budget, and supporting and assisting the Board throughout its process to find the best candidate for your Superintendent of Schools.



## How we work...

### OUR SEARCH PROCESS...

- BWP bases its search process on the early work of Harold Webb Associates which emphasized the importance of **customizing** each search to seek out a slate of finalists who will best meet the needs of each district. Finding the right leader will determine the future of your district. As your search consultants, we will guide your Board through the four parts of a superintendent selection process.





# *The Four Parts of the Search Process*

1. Specification
2. Recruitment
3. Assessment
4. Selection



# Step 1. Specification

## 1. Planning meeting with the Board of Education

- Establish search parameters
- Set and finalize the timeline
- Identify any customized services to be provided

## 2. Launch recruitment efforts

- Implement marketing campaign
- Post initial position prerequisites on proven websites
- Open electronic web-based application system

## 3. Community engagement

- Interview Board members
- Facilitate stakeholder meetings with employees, students, parents, community and business leaders
- Facilitate community forums
- Post online survey

## 4. Identify experiences and skills of candidates who match what you are looking for in your next Superintendent

- Create a Leadership Profile from Board, stakeholder and community feedback
- Update postings
- Continue recruiting



## Step 2. Recruitment

- Recruit quality candidates that match the Leadership Profile
- Advertise in national publications and on websites
- Seek nominations from extensive BWP network and your input
- Make personal contacts with highly successful leaders both in education and business whose experience, background, and talents match the Leadership Profile.
- Utilize Leadership Profile to begin pre-screening applicants
  - Review applications and applicant credentials (internal and external).



## Step 3. Assessment

- Complete review of online applications and nominations
- Screen candidates that best match the Leadership Profile
  - Interview applicants who best match the Leadership Profile
  - Conduct extensive research into candidate's background, including online profile (*the school district must also conduct a criminal background check for final candidate prior to employment*)
- Present slate of 4-6 candidates to the Search Committee and/or the Board of Education for consideration
  - Provide background information and research on each candidate, including online profile



# Step 4: Selection

## 1. Prepare Board for Interviewing Candidates

- Outline process for interviews
- Identify key questions to ask and rubrics to evaluate and rate responses
- Review what is and what is not permissible in an interview
- Provide strategies for building consensus around finalists

## 2. Board Interview of Finalists (Generally 3 Candidates)

- Create tools and instruments for Board interviews of finalists
- Determine the process and schedule
- Assist with developing a strategy for community input on the finalist
- Provide strategies for building consensus around a choice

## 3. Employing a New Superintendent

- Onboarding support (contract discussions, transition planning)
- Presentation to staff, students, and stakeholders



## BWP GUARANTEE...

- We will be “on call” for throughout the search process and the year following the selection of a permanent superintendent.
- We will mentor the new superintendent and Board of Education at no cost for the implementation year (a BWP exclusive!).
- If the selected permanent candidate does not complete two years in the position, BWP will repeat the search for expenses only.

# Options for Advertising



- The following options, if incurred, will be billed directly to the Board from the publisher/organization or through BWP and Associates and are in addition to the above consultant fees and expenses. Costs below are based on our most recent information and may be subject to change.
- Advertising on the Minnesota Association of School Administrators (MASA) website at a cost to be determined.
- Advertising on the American Association of School Administrators (AASA) website at a cost of \$450 per month.
- Advertising on the Ed Week website at a cost of \$495, dependent on the number of weeks posted.
- Advertising on the National Alliance of Black School Educators (NABSE) website at a cost of \$250 for 30 days.
- Advertising on the Association of Latino Administrators and Superintendents (ALAS) website at a cost of \$150 for six weeks

# Search Calendar (DRAFT)



- November 14: Board Presentation to Board of Education
  - Soon After Board hires BWP an Initial Position will be posted
- December 2-12: Planning Meeting with Board of Education to Adopt Search Calendar and Process

(Topics to be discussed at Planning Meeting: Liaisons, Profile Development Input, Advertising, Fact Sheet/District Information, Online Application, Letter of Understanding, Background Checks, Internal Candidates, Presentation of Candidates, Interviews, and Compensation/Contract Development, and Online Survey)

- December 16-20 Conduct Individual Board Member Interviews and Stakeholder Focus Groups to Identify Needs and Develop Leadership Profile
- January 10, 2020 Close Online Survey
- January 13-24 Meet with Board of Education to Share and Approve Leadership Profile



# Search Calendar (DRAFT)



- February 28 Close Search
- March 3-7 Consultants Screen and Interview Candidates and Develop Initial Slate of Candidates
- March 9-13 Consultants Present Proposed Slate to the Board of Education
- March 16-20 First Round of Interviews by Board of Education
- March 23-27 Second Round of Interviews by Board of Education (2-3 Days)
  - Finalists Visit Schools
  - Meet with Search Committee(s)
  - Board Dinner and Interviews
- March 30-April 3 Negotiate Contract with Preferred Candidate and Appoint Next Superintendent of the Duluth Public Schools.

# WHY BWP?



## OUR COMMITMENT...

- Complete a successful search on behalf of your Board, district, and community by aggressively recruiting well-qualified candidates, creating community and staff support for the search effort, meeting the Board's expectations and deadlines within the proposed budget, and supporting and assisting the Board throughout its process to find the best candidate for your Superintendent of Schools.



**In Appreciation!**

**Thank you for the opportunity to share our proposal with you and will respond directly to your questions.**

# Appendix



# CONSULTANT FEES



- The consulting fee for our services will be \$20,000 plus expenses.
- This fee includes:
  - The creation and maintenance of candidate files,
  - Communications to those in the network and to prospective candidates,
  - Postage
  - Clerical/administrative expenses, and
  - Consultant expenses.



# CONSULTANT FEES

## • Additional Expenses:

- Our best estimate of additional basic search expenses is as follows:
  - Clerical/Administrative support \$950 to \$1,500
  - Office Expenses \$950
  - Postage \$100 to \$150
  - Telephone/fax \$225 to \$300
  - Online survey \$200 to \$300
  - Tech setup/support for online applicant data form access, if desired \$150 to \$300
  - Materials/supplies \$200 to \$400
  - Consultant travel Less than \$6,000\*
- \*Consultant travel will depend on the distance traveled and the number of trips



## BWP'S TRACK RECORD

- In superintendent searches conducted by BWP from 2003 to 2017 in Illinois:
  - 55% of superintendents are still leading the districts in which they were placed.
  - 20% of superintendents retired from the districts in which they were placed.
  - 94% of superintendents successfully completed their initial 3-5 year contracts in the districts in which they were placed (*does not include superintendents still in their first contract*).
  - 82% of superintendents worked beyond their first 3-5 year contracts in the districts in which they were placed (*does not include superintendents still in their first contract*).
- Superintendents serve the districts in which they were placed significantly longer than state-wide averages.

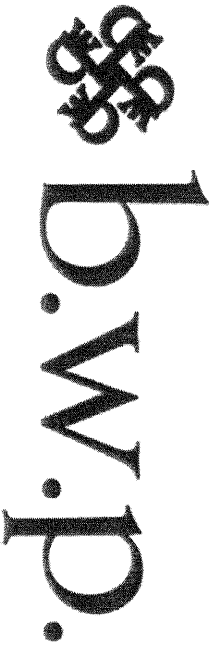
# BWP'S TRACK RECORD



Ninety percent (90%) or more of School Board Members agreed or strongly agreed:

- BWP consultants provided timely communication to the School Board throughout the search process.
- BWP consultants were responsive to School Board member questions and concerns.
- BWP consultants provided a high quality slate of superintendent candidates.
- BWP consultants provided valuable assistance to help our School Board with the superintendent interview and selection processes.
- I would recommend BWP consultants to other districts conducting a superintendent search.





AND ASSOCIATES

872 South Milwaukee Ave #221

Libertyville, IL 60048