



LIN-WOOD SCHOOL BOARD SUPERINTENDENT SEARCH PROPOSAL

Overview and Introduction:

The NH School Boards Association (NHSBA) is pleased to provide this proposal for the Lin-Wood School Board superintendent recruitment project. Please consider the following to be a draft that is open to modification based on the Board's needs. NHSBA will contract with The Bryan Group (TBG) to facilitate and accomplish this search. Additional information about TBG can be found at www.tbgleaders.com.

TBG provides all the search services for NHSBA. Overall leadership of this search will be directed by William Bryan, Ph.D., founder and CEO of The Bryan Group. Dr. Bryan's biography is also included with this proposal. NHSBA began contracting with the Bryan Group in the 2018-19 school year. The Bryan Group has conducted nineteen successful New Hampshire superintendent searches since.

NHSBA is the leading superintendent search organization in New Hampshire. In any given year, NHSBA conducts between three and eight superintendent searches. NHSBA Executive Director Barrett M. Christina has been involved in dozens of superintendent searches over the last 15 years. Further, NHSBA is the only organization dedicated solely to providing services to school boards. Serving the school board's needs is the primary goal of all NHSBA efforts.

TBG is the only firm that applies proven behavioral science to the search process. This process is based on Dr. Bryan's 40-plus years of empirical applied competency and motivation research. This research focused on identifying skills and competencies of top performers in senior leadership positions in the education, business, military, government, and non-profit sectors. When combined with the Guided Storytelling Interview, the TBG process leads to a much higher level of precision and accuracy when identifying what capabilities candidates possess and *removes a significant amount of personal bias from the screening process*. The bottom line – more qualified candidates and a much higher level of confidence in your selection decision.

The activities described below constitute a process led by TBG. The role of the Search Committee can be expanded as desired, with more involvement in developing candidate selection criteria and interviews, as requested.

Description of the Candidate Selection Process developed by TBG:

NHSBA and TBG use a competency-based model of leadership, using criteria developed by the Search Committee. This model results in a Candidate Evaluation document that allows Search Committee members to rate each semi-finalist candidate against competencies that are chosen as important by the Search Committee.



This methodology is uniquely research-based and proven to identify the competencies needed for successful leadership at the superintendent level. Candidates will be screened by TBG consultants, with ultimate authority of choosing finalists residing with the Search Committee. One to three finalists will then be recommended to the Lin-Wood School Board for final selection.

Description of the Interview Process to be Used in Selection of Candidates:

The interview process utilized by NHSBA and TBG is based on methodology using Guided Storytelling Interviews (GSI) developed by William Bryan, Ph.D. The GSI process uses an interview technique that relies on the candidate's description of past behavior and experiences which identify the role proficiencies, competencies, and leadership styles needed for a superintendent position. The TBG consultant will conduct short interviews (60-90 minutes in length), to select three semi-finalists. Semi-finalists will then participate in long interviews (2½-3 hours). Search Committee members may observe and ask questions during both the short and long interviews. Recordings of all interviews will be available for those unable to watch the live sessions. All interviews will be conducted remotely, using Zoom technology.

Description of the Methods Used for Recruitment of Candidates:

NHSBA advises school boards to advertise on www.edjobsnh.com, SchoolSpring, and any other sources as requested, e.g., LinkedIn, by the Lin-Wood School Board. NHSBA will be responsible for posting the advertisements.

Additionally, NHSBA counterpart associations in New England will post the advertisement for NHSBA at no charge. The advertisement will also be sent out to approximately 2,500 contacts – educators at every level across the country – that is maintained and added to on a regular basis by TBG. Search Committee members will be kept informed as to the number of applicants and will be given direct access to SchoolSpring if so desired. In addition, NHSBA will use its informal network within New Hampshire and the region to help in recruiting qualified applicants. The Lin-Wood School Board is responsible for the cost of advertising, exclusive of NHSBA's search fee.

Search Activities Chart:

Referring to the chart below, an “X” in each activity designates the activity lead, although for many of them, the Board, TBG and NHSBA may be involved to some degree. Meetings by Zoom or in-person, will be facilitated by a TBG consultant.

Major Activities	Responsible Party	L-W	TBG	Comments
1. Finalize search committee make-up		X		• Typically includes a mix of stakeholders
2. Conduct search committee orientation			X	• Includes finalizing the search activity timeline • Includes creation of a communication plan – also suggest some type of progress communication with the community, as this will enhance the new superintendent’s on-boarding
3. Collect Stakeholder Input		X	X	• May include a number of one-on-one interviews, focus groups or forums, and surveys
4. Create superintendent performance criteria, i.e., a superintendent leadership profile, which includes creation of a candidate evaluation form			X	• Includes measurable role, competency, and leadership style proficiencies • Also includes measurable de-railers/failure factors specific to the district • The criteria and evaluation form are used for all screening activities to include application screening, interviews and reference checks
5. Write job posting notice		X		• This is informed by the performance criteria • Includes application requirements – cover letter/letter of interest, resume, certifications, letters of reference, three two-page statements of philosophy – education, management, and leadership • Includes posting of the position on the Lin-Wood website • TBG can provide guidance here
6. Evaluate the existing leadership team against the performance criteria			X	• This is an evaluation of the team as a whole and not individual members. It is used to assist in determining candidate fit with the team from a competency asset/deficit management perspective
7. Source candidates			X	• Includes creation of a marketing flyer, networking, use of media, and use of web job posting sites (usually more than one) • May require deep candidate research if the candidate pool is slim given the district’s ability to attract talent, the uniqueness of the candidate qualifications sought, or the status of the superintendent hiring cycle. This involves contacting passive candidates, i.e., those not actively seeking a new position. <i>If the recruiting of passive candidates is required, the contract will need to be modified to cover additional TBG time to conduct this activity.</i> (Typically, unnecessary)



8. Screen applications to get 6-8 quarter-finalists – this assumes there are a sufficient number of qualified applicants to yield this number		X	<ul style="list-style-type: none"> • Applications are screened closely against the performance criteria
9. Conduct short interviews (approximately 60 -90 mins) to identify three or four semi-finalists		X	<ul style="list-style-type: none"> • Includes questions derived from the application screening and a short version of the Guided Storytelling Interview (GSI) • The GSI eliminates the need for all candidates being asked the same questions (a waste of time for everyone) while still being EEOC compliant • While the GSI is new to education, Dr. Bryan has employed this successfully in the business and military sectors for decades • All interviews are conducted on Zoom and recorded
10. Conduct long interview (2.5-3 hours) to get 1-3 finalists		X	<ul style="list-style-type: none"> • Long GSI – contains five separate sections, each designed to gather different types of information.
11. Conduct reference checks		X	<ul style="list-style-type: none"> • The GSI is used with references to get detailed performance data to include evidence of derailers/failure factors
12. Conduct background checks		X	<ul style="list-style-type: none"> • Includes verification of degrees, certifications, and criminal record
13. Search committee recommends 1-3 qualified finalist candidates to the Board	X		<ul style="list-style-type: none"> • TBG provides the Search Committee their final evaluation of candidates and the information the Board will typically seek
14. Conduct a community meet and greet of Finalists	X		<ul style="list-style-type: none"> • TBG provides guidelines for this activity
15. Conduct Board interview of finalists	X		<ul style="list-style-type: none"> • TBG provides the Board with questions and inquiry guidelines should they seek guidance on this
16. Board hiring decision – contracting activities	X		
17. Start date - onboarding activities	X		
18. Transition coaching for the new superintendent and board		X	<ul style="list-style-type: none"> • Optional, but recommended to ensure the new superintendent gets off on the right foot (this is a short window) • Includes clarifying performance expectations

Proposed Timeline:

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Finalize search committee make-up	█													
2. Conduct search committee orientation		█												
3. Collect Stakeholder Input			█	█	█									
4. Create superintendent performance criteria					█	█								
5. Write job posting notice							█							
6. Evaluate leadership team							█	█						
7. Source candidates							█	█	█					
8. Screen applications							█	█	█					
9. Conduct short interviews (approx. 60-90 mins)									█					
10. Conduct long interviews (2.5-3 hours)										█				
11. Conduct reference checks											█			
12. Conduct background checks											█	█		
13. Search committee recommends 1-3 finalists to the Board												█	█	
14. Conduct community meet and greet														█
15. Conduct board interview of finalists														█
16. Board makes hiring decision														
17. Start date (TBD)														
18. Transition coaching (optional – additional fee)														

NHSBA typically recommends that school boards begin this time around Labor Day/beginning of September. This timeline is intended to be flexible, noting, however, that NHSBA advises a complete and thorough search takes approximately four months. Further, the timeline, or at least the beginning of the process, can be determined by the school board. NHSBA will be responsive to the board’s desired start time.

Stakeholder Input:

TBG can use a variety of methods to solicit input from various stakeholders. Traditionally, public forums are held to assist the Board or Committee in developing candidate criteria and desired experiences. In recent superintendent searches, TBG has used online surveys to solicit community feedback, disaggregating the answers to identify students, teachers and staff, parents, or residents/citizens at-large. TBG and NHSBA believe that online surveys tend to solicit more useful feedback than traditional public



forums. Though these surveys have similar or standard questions, the survey can be amended to fit Lin-Woods's needs.

Candidate Background Information:

TBG and NHSBA will conduct candidate background reviews and inquiries, including reference checks, review of employment history, professional credentials/certifications and other methods to gain information about candidates. Consumer credit checks can be completed at the Board's request for an additional cost (approximately \$50-\$100). TBG and NHSBA have capabilities to conduct informal "criminal history" checks. However, formal/official criminal history background checks can only be completed by the SAU/district, per state law. NHSBA's position in working with 160 school boards across New Hampshire, coupled with our resources and connections in neighboring states positions NHSBA to be able to provide full and complete candidate background information to the Board.

Anticipated Fees:

1. Search Activities #1 - #17 \$15,000, plus expenses. Expenses include the cost of internet advertising and mileage to and from a Lin-Wood meeting location. Mileage and travel expenses may be minimized if the TBG consultants participate remotely. TBG has conducted a number of searches entirely by Zoom, with excellent results. Meeting attendance is often better, Search Committee time requirements are usually reduced, and costs are reduced – all without sacrificing the fidelity of the search process.
2. Search Activity #7 (expanded): If due to a lack of suitable candidates, deep research of passive candidates is required beyond normal sourcing channels, it could cost an additional \$3,000 to \$5,000 for TBG to undertake this activity. However, the Board can decide to continue using traditional sourcing channels until a suitable candidate is found, which would probably extend the timeframe. As noted, this type of effort is not required, however, it is a contingency to keep in mind.

Other Services/Matters with Respect to the Superintendent Search:

1. Contract
 - NHSBA/TBG will fulfill all the requirements outlined in the agreed upon and final contract.
 - NHSBA/TBG will provide the search committee or board with at least one candidate the committee/board believes is qualified and whom the committee (if there is one) would recommend to the full board for consideration.
 - If the committee does not believe any of the candidates are qualified, TBG will continue to recruit until one is found.
 - If the board does not select the candidate recommended by the search committee, and if desired by the board, the contract with NHSBA will be renegotiated.



- NHSBA/TBG will be deemed to have completed all its responsibilities under this Proposal and Contract upon selection of at least one candidate who has been recommended by the search committee to the full board.
 - Given the number of variables that impact a person's longevity in a position, e.g., health, family issues, etc., NHSBA/TBG make no promises or guarantees to conduct an additional search should the candidate hired not be able to finish his/her initial contract.
2. Continued Services
- NHSBA/TBG agrees to continue the search process within the contracted period of service until a suitable candidate is found.
 - Should the end of the contracted period be reached without a qualified candidate in hand willing to sign a contract, NHSBA/TBG will renegotiate continued services with the Lin-Wood School Board.
3. Use of TBG Proprietary Search Related Materials/Documents
- TBG grants the Lin-Wood School District the unrestricted use within the district of selected proprietary TBG materials/documents for a period of two years from the start of the search.
4. Maintenance of Applications and Confidentiality:
- All parties who have access to candidate materials and evaluations are required to sign a confidentiality/non-disclosure agreement as soon as the project starts. The majority of candidates do not want their job search to be public until they make finalist status.
 - NHSBA/TBG maintains all applicant materials, including interview results and videos.
 - All materials from all candidates are destroyed at the point the finalist is identified and agrees to a contract.
 - Optional: The final evaluation of the candidate selected is preserved and used as feedback to facilitate the transition process re: establishing performance expectations and a PD plan for the new superintendent.
5. Communications
- NHSBA/TBG agrees to respond to district emails and calls within 24 hours (sooner if possible).



Successfully Completed NH Superintendent Searches Since 2018

SAU 4: Newfound
SAU 6: Claremont
SAU 7: Colebrook
SAU 10: Derry
SAU 12: Londonderry
SAU 13: Freedom
SAU 14: Epping
SAU 21: Hampton
SAU 33: Raymond
SAU 35: White Mountains
SAU 43: Newport
SAU 49: Governor Wentworth
SAU 50: Greenland
SAU 52: Portsmouth
SAU 60: Fall Mountain
SAU 81: Hudson
SAU 84: Littleton
SAU 88: Lebanon
SAU 93: Monadnock Regional



References:

1. Charles Dumais, Ed.D. is the Executive Director of CES (Cooperative Educational Service in CT. CES provides a variety of services for schools and districts in Southwestern CT. Of the six educational service centers in CT, CES is the only one providing superintendent search services. While CES already conducts a number of searches each year in CT, and at a high level of proficiency, Dr. Dumais recognized that TBG could significantly enhance their search process. CES recently engaged TBG to train their search staff on the unique behavioral science backed methodology TBG employs. This additional expertise will position CES as the premiere superintendent search provider in CT. See reference letter, attached at the end of this proposal.
 - Charles Dumais, Ed.D.
 - dumaisc@cestrumbull.org; 203-530-0232

2. Holly Kennedy, Hinsdale School Board
 - kennedy09hsb@comcast.net

3. Brenda Willis, Derry School Board
 - nhptal@gmail.com

4. Sarah Vogel, Fall Mountain Regional School Board
 - svogel@sau60.org

5. Michelle Heyman, Gilmanton School Board, SAU 79
 - mheyman@sau79.org

6. Jack Widmer, Governor Wentworth Regional School District/SAU 49
 - johntwidmer@gmail.com

August 2020



**COOPERATIVE
EDUCATIONAL
SERVICES**

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As an educational service agency, the C.E.S. mission is to identify and provide quality educational opportunities for educators, students, families, and communities. We provide school districts with high quality, cost-effective educational and support services. To help districts best serve their students and community, we conduct executive searches to identify and secure high-quality superintendents to engage in sustainable work with boards of education. Over the past decade, C.E.S. has conducted executive searches in more than forty communities in Connecticut (nearly a quarter of all school districts in the state). There is no other Connecticut educational search firm as committed to the success of schools as we are.

Our executive search services are led by a team of distinguished educational leaders. Our principal search consultants have served as Connecticut superintendents and have performed numerous successful searches in urban, suburban, and rural school districts. Our consultants are supported by an extensive team of professionals who have the resources to facilitate a smooth and effective search process.

When I took over the agency in 2018, we made a commitment to increasing our *agility*, expanding our *impact*, and improving our *relevance*. With respect to executive searches, this translated to moving beyond the traditional interview to a more research-based, data-driven, competency-based method that could effectively identify undeniable leadership traits that are scalable and transferable.

We were guided to The Bryan Group (TBG) and found that their sophisticated, competency-based interview process generates, with predictive validity, information on candidate's needs, wants, desires, competencies/knowledge, skills, talents, and *also* failure factors (so often absent in the typical search process).

Working with the search committee, TBG establishes measurable role proficiency, competency proficiency, and leadership styles that have predictive validity regarding future performance *and* incorporates the unique culture, values, and principles of the school district.

Our partnership with TBG has provided us with the opportunity to build the capacity of our executive search team, better deliver our mission to support school districts, and fundamentally improve the process by which we identify superior candidates.

Sincerely,



Dr. Charles Dumais
Executive Director

William R. Bryan, Ph.D., CEO

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Bill is the founder and CEO of The Bryan Group, LLC, which is a consulting firm that provides high-level capacity building services to organizations in the education and business sectors. Services include executive search, strategic planning, leader coaching, and organization development to include talent and performance management best practices. Bill is also the co-founder and VP for Leadership and Organization Development at the Center for Secondary School Redesign (CSSR). This is an education consulting firm that focuses on improving student performance. For the past 17 years he has provided management, leadership, and organization development services to schools and school districts across the country, to include those in 14 different states. Bill is currently reducing his role in CSSR to that of advisor, as he ramps up The Bryan Group nationally.

After graduating from Dartmouth College, Bill entered the Army, where he achieved the rank of Captain and was the commanding officer of companies in South Korea and the US. Following his Army service, Bill obtained a Ph.D. in clinical psychology from The George Washington University with a specialty in child, adolescent, and family psychotherapy. He started a group psychology practice and held a variety of positions to include university teaching. Based on his clinical and academic experience, he was hired to create and direct the student counseling services at Bryant University. His interest in communication skills training and work with businesses led to a position as project director with McBer and Company (now Hay/McBer), a Boston consulting firm specializing in motivation and competency research that was led by Dr. David McClelland, the head of the Harvard Social Relations and Psychology Departments. In this role, he conducted applied competency and motivation research aimed at improving the performance of Fortune 500 companies and military organizations.

Bill founded Bryan Associates, Inc. (BAI) and ran this consulting firm for 23 years. BAI provided management, leadership, and organization development services to a wide variety of companies in the private, non-profit, and government sectors. A sample of the clients served includes: Anheuser-Busch, AT&T, Citicorp, CKE Restaurants, Entergy Corporation, Exxon, Hewlett-Packard, IBM, Johnson & Johnson, Kidder Peabody, Major League Baseball, Mobil, New York Life, the New York Stock Exchange, Southwestern Bell, the U.S. Navy, the YMCA of the USA, and the University of Rhode Island.

To sum up Bill's capabilities, he is a highly skilled consultant, manager, leader, and entrepreneur with demonstrated competence and success in multiple sectors in the following areas:

- Leadership
- Executive coaching
- Executive search and selection
- Competency-based hiring practices
- Change leadership - implementation of major organization initiatives
- Project management

- Talent management - applied competency and talent research and applications, e.g., training, professional development, performance appraisal, succession planning, and creating staffing plans
- Performance management
- Development and implementation of performance standards at all levels
- Strategic planning
- Design, development, and delivery of interventions to create high-performing organizations
- Design and development of organizational strategies, processes, and structure
- Alignment of operational and human resource capabilities with organization objectives – creation of competency-based HR functions
- Team building, creating high-performing teams, and meeting facilitation
- Customer/stakeholder needs and satisfaction research

Bill is an experienced speaker at both the local and national level. He is a member of the Academy of Management, the American Psychological Association, and the Society for the Study of Peace, Conflict, and Violence. His involvement in academia includes positions at Providence College (psychology and counseling), Bryant University (counseling), University of Rhode Island (labor relations, organization behavior – undergraduate and MBA, and advisor to the executive MBA program), American University (NTL/MA program in HR development), and New England College (Ed.D. leadership program instructor and dissertation advisor).

Bill has authored many white papers, articles, and professional development programs. He was the lead contributor for *Breaking Ranks® II* and the *Breaking Ranks® in the Middle Implementation Guide* titled: *Breaking Ranks®: A Field Guide for Leading Change*. He led and authored a study of the characteristics of top-performing quality leaders in 13 top tier organizations, to include: Anheuser-Busch, AT&T, Harvard, Hewlett-Packard, Marriott Corporation, NYNEX, and Texas Instruments. He has three book projects in the works – one on leadership, one on enhanced hiring practices, and one on developing student agency. He is actively engaged in a study, the results of which will be published, that identifies how school-age children cope with adversity and develop the social-emotional intelligence competencies required for a successful life.