MICHIGAN LEADERSHIP INSTITUTE
DEVELOPING, DEPLOYING AND SUPPORTING OUTSTANDING LEADERS
A service of the Genesee Intermediate School District

VILLAGE MANAGER SEARCH PROPOSAL

December 2024

NORTHPORT VILLAGE COUNCIL

MLI Consultant

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Michigan Leadership Institute

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 the Northport Village Council. In partnership with MLI, the Village of Northport can benefit from MLI's expertise in your village manager search. Our unique partnership would offer:

- A village manager search using MLI's proven methodologies and facilitated by MLI Consultant Chet Janik;
- The extensive outreach, networking, and marketing of MLI; and
- Ongoing support for your Village Council and Manager.

Michigan Leadership Institute Profile

Michigan Leadership Institute is a Michigan-based business, which focuses on meeting the needs of Michigan school districts and local units of government. 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.

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.

Michigan Leadership Institute values and practices diversity 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 leaders. Moreover, the Michigan Leadership Institute recognizes the value in developing high-quality and diverse 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) and the Michigan Association of County Administrator Officials. Lastly, as the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies.

We believe that communities of Michigan are best served by ethical, competent and sustained leadership in our public schools and local units of government. Consistent with our mission, we acknowledge that strong leadership is dependent upon the effective and ongoing development of leaders—thus we are in our 24rd year of providing leadership to aspiring community leaders through our MLI SUPES Academy and other professional development opportunities. In addition, we recognize that each local unit of government is unique and that matching the needs of the community with the skills and attributes or their next leader requires an understanding of the district and community—thus we employ Regional Presidents that are keenly aware of their respective regions and dedicate the time necessary to listen and identify the unique needs of

their districts or community in order to find the best "fit" for their community leader. Lastly, as former superintendents, our entire MLI Team understands the challenges of community leadership and the need for ongoing collegiality and support—thus we commit to supporting your newly hired manager over the course of his/her first year, beginning with a governance workshop with the village council.

Our philosophy as an organization is one of service to children and communities by providing comprehensive and ongoing services to schools and communities across Michigan—to ***develop***, ***deploy*** and ***support*** outstanding leaders.

We are guided by the following principles:

- **The 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.

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 490 successful superintendent/organizational leader 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, local units of government and other non-profit organizations.

MLI has an extensive network of contacts for recruiting top quality candidates for its searches. Individuals 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 school districts/organizations.

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.

Michigan Leadership Institute offers a wide range of professional services that support leadership teams including: Executive Searches, Board Governance, Strategic Planning, Facilitated Evaluations, Negotiations Support, Facilities Utilization Projects, Superintendent Mentoring, Aspiring Superintendent Preparation (MLI SUPES Academy), and specific Program Reviews. Approximately one fourth of the current Superintendents in Michigan are graduates of the MLI SUPES Academy.

Why Select Michigan Leadership Institute as your Professional 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 Council throughout the search, customizing the search activities to meet the Village'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 to provide input and feedback to the Board.
- We provide a council/manager orientation workshop after the new leader is on the job 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 with 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.
- The cost of an unsuccessful or ineffective search will far exceed the price of a Michigan Leadership Institute search both in dollars and in impact on the community.
- 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 and experience with searches (deploying), but we are adept at developing and supporting leaders as well. There is no organization better suited or better prepared to identify and recruit outstanding candidates, facilitate a successful search process, and continue to support your Council and your new leader once the new manager is in place than the Michigan Leadership Institute.

Search Process

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

The Planning and Preparation Stage

- Discuss and agree upon search activities and services to be performed.
- Establish search calendar customized to your village's needs.
- Consult with the Council regarding compensation, benefits and other contractual provisions for the position.
- Consult with the Council, and with constituents as determined by the Council, 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
- Prepare and agree upon the position profile and specifications.

The Implementation Stage

- Place advertisements in state professional publications and online posting sites, as well as national professional publications (for an additional fee), as approved.
- Develop an online search brochure; announce position to 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 Village Council.
- Contact candidates prior to presentation to the Council.
- Present all applicants to Council in closed session for consideration; Council will discuss and determine the candidates to be interviewed in open session.
- Conduct orientation workshop on appropriate and successful interviewing techniques and preparation for visitations if desired.
- Conduct reference checks.
- Prepare interview questions, attend all candidate interviews and facilitate council discussion and deliberation.

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement and/or provide contract/salary information to council members, as desired.
- Facilitate orientation workshop with the new leader and the Council.
- 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 posting of the search brochure on Frontline (formerly Applitrack), the MLI website, and the Michigan Association of Counties' website.

At the Council's request, MLI has the connections to advertise job postings on the state and national sites. There be an additional fee for national postings.

Lastly, with Regional Presidents across Michigan, who maintain close ties to high-level leaders through our various services (strategic planning, leadership coaching, and governance workshops, to name a few), and our participation in the Michigan Association of County Administrative Officers 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.

Our process for screening applicants includes a thorough review of all application materials, Internet searches, networking and conversations with viable candidates prior to the Council selecting those it wishes to interview. Once the interview field is discussed and established in 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 or local unit of government once a final candidate is selected.

Proposed Search Timeline

WEEK OF

January 6	Meet with Village Council to gather background, establish parameters of the search, agree upon timeline, and discuss qualifications and compensation
January 13	Meet with Council and designated staff to develop a candidate profile and organization/community profile; develop and approve position announcement and search brochure
January 20	Post position, recruit and screen applicants, accept applications until 4:00 p.m. on February 13
February 17	Presentation of applicants and determination by Council of candidates to interview; selection of questions and preparation for first-round interviews
February 24:	Initial interviews conducted; finalists selected
March 3:	Finalist interviews and selection of preferred finalist; negotiation of agreement
March 10:	Appointment of new manager

Note: This timeline can be customized to meet your council's needs.

MLI Search Facilitation

MLI searches are led by a regional president who facilitates the search and acts as the direct contact with the board, community, and candidates. All MLI searches are supported by the full team of MLI 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 are well equipped to both lead and support searches. MLI Regional Presidents have extensive experience in the Search Process, enhanced by their own personal longevity and success in the role of Superintendent—a recognized strength of the Michigan Leadership Institute Team. Candidates often appreciate working with individuals who have served in leadership roles themselves and understand the challenges of the search process, the role of a leader and the attributes of a high-functioning governance team.

The specialist facilitating your search:

Chet Janik, MLI Consultant. During his 42-year career, Mr. Janik served as Director of Student and Campus Services, Director of Community Outreach, and Assistant to two Presidents at Northwestern Michigan College, Superintendent of the Buckley Community Schools, Superintendent of the Charlevoix Public Schools and ten years as the Leelanau County Administrator and Chief Executive Offer.

Throughout his career, Mr. Janik has been active in professional and service organizations. He served as the Government Relations and Special Projects Coordinator for the Traverse Bay Intermediate School District assisting numerous public and private schools districts, non-profits and local governments with strategic planning fundraising leadership and board governance. His community service included but was not limited to President of the Suttons Bay Rotary Club, United Way Campaign Leader, Lion's Club of Charlevoix, American Red Cross, and Grand Traverse Chamber of Commerce where he served as Director of the Leadership Program.

Mr. Janik earned his Bachelor's and Master of Arts degrees from Central Michigan University, He also earned post-Masters credits from the University of Nebraska in administrative leadership.

Michigan Leadership Institute Staff

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

Regional President for Eastern Michigan - Charles Andrews. Retired Superintendent of Marysville Public Schools for 18 years.

Regional President for Southeast Michigan-John Silveri. Retired Superintendent of Waterford Public Schools and Marysville Public Schools; 24 years in education and administrative experience.

Regional President for Southwest Michigan-Dave Killips. Retired Superintendent of the Chelsea Public Schools for 10 years and Superintendent of Reed City Schools for 5 years.

MLI Search Consultant-Mr. Andrew Ingall. Retired Superintendent of Grand Haven Public Schools for nearly 7 years; serving Chelsea School District for 15 years.

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.

Associate Regional President for Southwest Michigan-Mr. Pete Haines. Retired Superintendent of Ottawa Area Intermediate School District for 6 years; Superintendent of Gladwin Community Schools for 8 years.

Consultant-Dr. Randy Liepa. Retired Superintendent of Wayne County RESA for 6 years; Superintendent of Livonia Public Schools for 12 years; 30-year career in education.

Consultant-Clarence Garner. Retired Superintendent for Grand Blanc Community Schools; more than 30 years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.

Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.

Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.

Consultant-Timothy Z. Stein. Retired Superintendent of Flushing Community Schools for 10 years; former teacher, principal, and assistant superintendent.

Consultant-Dr. Keely Mounger. Retired Deputy Superintendent for Genesee ISD; served as Superintendent for Westwood Heights Community Schools and Coleman Community Schools; over 30-year career in education as teacher, principal, executive director, deputy superintendent, and superintendent.

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 (directly serving approximately 9,000 students). She has earned multiple degrees from Central Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University. Dr. Hagel has achieved numerous professional credentials and has served on numerous boards. Throughout her career, Dr. Hagel received many honors and awards such as the Educational Excellence Award, the Justus Prentice Award, and the Educational Discovery Award, just to name a few.

Proposed Search Plan

In the initial meeting with the Village Council it is critical to determine the preferred method of communication. Typically, the Village President is the primary point of contact, with the Consultant in 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 Council. However, it is our practice to meet directly with various groups of stakeholders (staff members and community members, to gather their recommendations in the process. We look to the Village Council for guidance and input as to which specific groups of stakeholders it wishes for us to meet with directly.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. Staff and community engagement are areas 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 Village Council, with the search consultant doing the heavy lifting and minimizing the workload of the Village Council and its staff to as great a degree as possible.

Although rare, our most significant challenges have arisen when Boards of Commissioners and Village Councils 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 Village Council to be present and engaged throughout the process, and to honor the process.

Anticipated Fee Structure

Michigan Leadership Institute will provide exemplary services as outlined below in the process of conducting a search for the position of Village Manager. Specific services to be provided shall include the following:

1. Advise the council 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 Council, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of Village 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 paper screen, check references, and analyze all applications relative to the profile developed by the Council Members.
6. Present all applicants to the Council; facilitate the process of selecting candidates to interview.
7. Conduct orientation session with the Council on interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Facilitate deliberation on choosing finalists and selecting its new leader.
10. Communicate with unsuccessful candidates.
11. Mediate employment agreement as requested by the Council; provide contract/salary information
12. Facilitate orientation workshop with the new leader and the Council to develop mutual expectations and understandings.
13. 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 **$5,250** plus direct expenses not to exceed $700.00. Please note that the professional services and the professional fees may be modified and customized to suit your council's needs.

Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. MLI staff mileage will be billed to the Council on an actual cost basis (*at the current mileage rate issued by the IRS*). If national advertising is desired, the additional fees will be invoiced with the final installment. -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 expenses will be invoiced with the final installment.

MLI Search Guarantee: If MLI endorses the candidacy of the selected candidate and s/he chooses to leave the village council 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.*

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SERVICE AGREEMENT

Northport Village Council and Michigan Leadership Institute

By way of this agreement, Northport Village Council does hereby contract with Michigan Leadership Institute to provide basic services as outlined below in the process of conducting a search for the position of Village Manager. Specific services to be provided shall include the following:

1. Advise the council on the parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate staff, stakeholders, and council meetings as required to assist in articulating the candidate profile and points of village 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 paper screen, check references *(NOTE: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted by the village once a final candidate is selected.)* and recommend approximately four to six candidates to the council for interview.
6. Conduct an orientation session with the council on the interview process and protocol.
7. Attend initial candidate interviews, facilitate council discussions; communicate with unsuccessful candidates.
8. Mediate employment agreement as requested by the council; provide contract/salary information
9. Facilitate an orientation workshop with the new leader and the council to develop mutual expectations and understandings.
10. 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 **$5,250.00** plus direct expenses not to exceed $700.00. Said fee covers all costs associated with the search, including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. MLI staff mileage will be billed to the Village 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 expenses will be invoiced with the final installment.

This agreement is hereby entered into by the parties thereto as set forth below:

Michigan Leadership Institute	Date	Northport Village Council	Date

REFERENCES FOR MLI SEARCHES CONDUCTED BY MR. JANIK

During the past year, Mr. Janik assisted the following Michigan government units in their leadership searches.

Branch County Board of Commissioners
Chocolay Township Board of Trustees
Garfield Township Trustees
Kalkaska County Board of Commissioners-
Leelanau County Board of Commissioners
Missaukee County Board of Commissioners

Below are references for the successful leadership searches and coaching that Mr. Janik conducted recently:

Chuck Korn, Garfield Township Supervisor
231-225-3042 ckorn@garfield-twp.com

Kohn Fisher, Kalkaska County Chairman
231-258-5178 kfisher@kalkaskacounty.org

Ty Wessell, Leelanau County Chairman
231-432-0066 twessell@leelanau.gov

David Lynch, Chocolay Township Supervisor
906-361-0365, dlynch@chocolay.gov

Dean Smallegan, Missaukee County Chairman
231-920-5439 act@theinastore.com

Tim Stoll, Branch County Chairman
269-832-7894 tstoll@countyofbranch.com

Elizabeth Vogel, Traverse City Manager
231-922-4440 evogel@traversecitymi.gov