



**Ann Arbor Public Schools**

**REQUEST FOR PROPOSALS  
FOR  
PROFESSIONAL SERVICES SEARCH FIRM  
FOR SUPERINTENDENT**

**Proposals Due September 10, 2010, 10:00 a.m. EST**

**Bid Manager:  
Mr. David A. Comsa, J.D.  
Assistant Superintendent HR/Legal Services  
2555 S. State Street  
Ann Arbor, MI 48104  
(734) 994-2232**



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## REQUEST FOR PROPOSAL

The Ann Arbor Public School District (AAPS) is seeking the assistance of a professional services firm in the search for a Superintendent. This document describes the scope of work that we anticipate will be involved in this process. We invite you to submit a proposal should you believe that you are qualified and interested in assisting us. We look forward to reviewing your response.

### 1. RFP Milestones

Date/Location	Activity
<b>Friday, August 27, 2010</b>	RFP Released
<b>Friday, September 3, 2010</b> <i>Balas Admin Bldg-2555 S. State Street, AA 48104</i>	10:00 AM ET –Optional Pre-Bid Meeting for the Purpose of Answering Any Questions Relative to the RFP
<b>Friday, September 10, 2010</b> <i>Balas Admin Bldg-2555 S. State Street, AA 48104</i>	<b>RFP Responses due to AAPS Board of Education no later than 10:00 a.m. EST – Formal Bid Opening</b>
<b>Friday, September 17, 2010</b>	Finalists Notified of Selection for Interviews
<b>Wednesday, September 22, 2010</b> <i>Balas Admin Bldg-2555 S. State Street, AA 48104</i>	5:30 PM ET - On Site Interviews with AAPS Board of Education
<b>Wednesday, September 29, 2010</b> <i>AA District Library-343 S. Fifth Ave., AA 48104</i>	Firm Selected by AAPS Board of Education
<b>Thursday, September 30, 2010</b>	Firms Notified by AAPS Board of Education President

### 2. Firm Background Information Required

As you prepare your responses, please provide the following information to highlight your experience and your likelihood of meeting our needs:

- Describe your experience in recruiting and successfully placing Superintendents in K-12 school districts.
- State your experience in identifying and successfully placing a diverse and qualified pool of Superintendent candidates, including average number of states of origin for candidates.



- Provide 2 – 3 references from searches you have conducted and successfully completed in the past 12 – 24 months, with an emphasis on districts similar to ours.
- Of the searches you have conducted, what % has resulted in successful placements?
- Provide the average length of time from initiation of search activities to successful search completion (selection of a candidate and acceptance of the position, as facilitated by your firm).
- Provide a profile of the experience for the person that you are proposing to lead this effort and any other staff that will be involved.
- Describe a typical search process in detail.
- Describe the conditions under which a search timeframe can be modified or the search process be terminated.
- Should the final pool of candidates become not viable for some reason, please describe the process you would use to complete the search process, which is defined as the selection, and acceptance of, a Superintendent. You can use an example of a past experience.
- Financial Estimates: Provide an estimated cost for a Superintendent search, as you anticipate this effort may require. The selection of an interim Superintendent may be part of this process; please include as a separate cost estimate. Provide the past three costs – by major category and total costs for the Superintendent searches that you have conducted.
- Describe how you intend to work with the Board of Education during each phase of this process, including the support that you would provide during interviews, site visits, open forums, etc.
- Attendance at selected Board meetings is a requirement for this search. We will notify you in advance of actual dates. This schedule will be mutually coordinated, based on selected milestone Board meetings.

### 3. Scope of Work

The AAPS is seeking the assistance of a professional services firm specializing in education executive searches for a Superintendent. We are looking for a firm that will work in an advisory role to the AAPS Board of Education (BOE) to provide the following services:

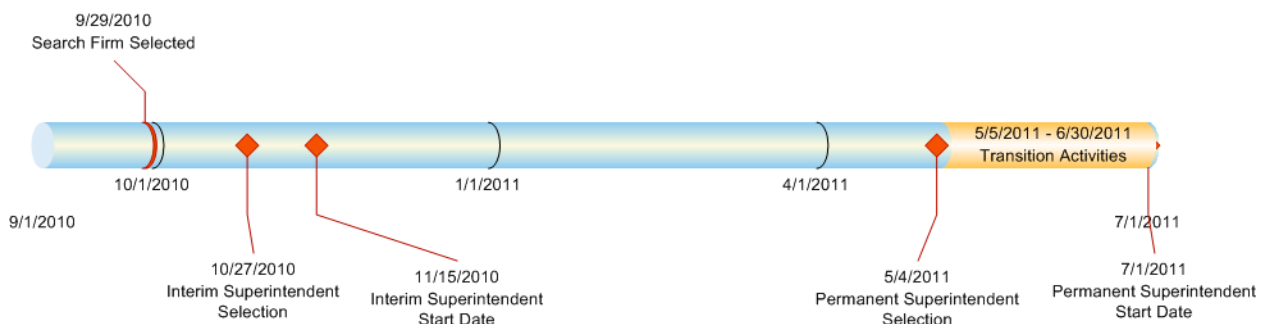
- Advise the BOE on an approach that meets our needs and our timing requirements (see *Search Process - Anticipated Milestones*).
- Advise the BOE on a compensation package that facilitates successful recruitment of the type of Superintendent that we need and desire.



- Develops activities and time requirements that are considerate of the goals and objectives that the District has planned for this 2010/11 school year.
- Activities include the development of search criteria that incorporate our district's goals and leadership characteristics that the BOE and community consider requisite for success.
- Demonstrates a candidate identification process that identifies a diverse pool of highly qualified and competent candidates in districts with a similar achievement and community context, reflecting a familiarity with our students' needs.
- Identifies a pool of diverse candidates that are highly likely to be effective educational leaders in our community and have a demonstrated significant achievement in areas that we believe are priorities for our district in the next 3 – 5 years.
- Constructs a selection process approach with community involvement.
- Provides a collaborative model, with milestones that include feedback and can be flexible, should that be warranted.
- Assembles an approach that may include the identification of an interim Superintendent and will include the identification of a permanent Superintendent; understanding that community engagement is a requirement for the selection of a permanent Superintendent.

#### 4. Search Process – Anticipated Milestones

The timeline graphic below describes dates that are outside limits in our current expectations for the Superintendent search process:



The Board understands that a successful timeline may require recommended modifications based on your experience and the goal of identification of the best Superintendent



candidate for the AAPS. It is our desire that whatever process is followed result in a Superintendent start date no later than July 1, 2011.

## 5. The Context of Our Search

The AAPS District has enjoyed excellent leadership in recent years, including that of Dr. Todd Roberts, who has served as our Superintendent since July 2006. The list below highlights a few noteworthy accomplishments in recent years:

- The construction and opening of a preschool, the AAPS Preschool and Family Center. The Preschool serves nearly 400 students, most of whom are economically disadvantaged or have learning disabilities. We are proud the Preschool is among the select few accredited by the National Association for the Education of Young Children Academy for Early Childhood Program Accreditation.
- The successful construction and completion of a new comprehensive high school, Skyline High School, which is one of three comprehensive high schools in our district, accompanying three additional alternative high schools. This high school is in its third year of operation, with three classes that will occupy the building this year: freshman, sophomore and junior classes.
- AAPS will embark on an update to our 2008 – 2012 Strategic Plan this year. This plan is a community-led strategic plan that spans 8 initiatives. Dr. Roberts initiated this strategic planning activity at the beginning of his tenure with us, which was supported by the Board, the District and the administrative team. Our plan will review the current relevance of these initiatives, validate and/or modify (including the potential addition of new initiatives) initiatives, and then conduct a detailed update to each initiative, based on community input.
- Fiscal responsibility has been a cornerstone of AAPS policy and practice. The AAPS has been able to weather the most difficult recession since the Depression, with the State of Michigan being particularly affected, as Michigan is the home of the headquarters of the three largest domestic auto manufacturers in the US. AAPS suffered additional budget cuts beyond most other districts, due to a reduction of “20j” funds – funding allowed by education funding associated with a 1995 legislation that ‘held harmless’ those districts that had invested more than most in education. The impact resulted in a 2010/11 budget plan of a 10%+ operating budget reduction, or \$20,000,000. AAPS has been successful in maintaining a fund equity balance, despite the financial hardships associated with the state budget.
- The AAPS student body is diverse in racial-ethnic and socioeconomic background. An expectation in our district is that our academic excellence is maintained, while eliminating the predictability of lower achievement associated with students of color and of lower socioeconomic status.



- Dr. Roberts has built a very competent and capable leadership team in the AAPS. We have enjoyed innovation and responsibility as part of the culture of our current administrative team.
- The Superintendent has served as a positive Ambassador of the AAPS to the community at large. As such, AAPS has enjoyed new partnerships, trust, credibility as well as awards and recognition for student achievement. He is leaving our district in a position of good community relations.

## 6. District Goals Relevant for the Search

The AAPS takes pride in our students, staff and community. We have ambitious goals for the district. The tasks and capabilities of the interim Superintendent may differ from the permanent Superintendent. It is in this spirit that we share highlighted goals for the near term that will impact a successful fit for both roles (interim and permanent Superintendent):

- **Updated Strategic Plan:** a major activity this school year will involve an update to our 2008 – 2012 Strategic Plan. As mentioned earlier, this is a community-driven plan and therefore reflects the values and priorities of our community for our students. This plan currently is comprised of a vision, mission and 8 strategic initiatives. We anticipate a more detailed review of demonstrated progress on each initiative and effective implementation, along with validation of their relevancy to our future direction. Additional initiatives could be identified and planned for as part of this process and current initiative could be modified or discontinued.
- **Continued Resource Challenges:** we anticipate continued reductions will be required as we plan for the 2011/12 school year and beyond. In addition, there is a millage for Special Education that is up for renewal in 2011. Strong leadership and community engagement will be required in 2010/11 for the successful passage of a renewed millage. Failure to pass will have a significant impact on budget planning for 2011/12.
- **Focus on Achievement and Equity:** our district continues to set high expectations on student achievement and prepare our students for success upon graduation. Our goals for student achievement reflect the diverse community in which we live. This includes a focus on improving student performance on all measures, closing the achievement gap among certain ethnic and socioeconomic student groups and improving on relevant skills that translate into competence in the careers of the 21<sup>st</sup> Century – in a manner that is competitive for our students.
  - High community expectations in excellent school achievement



- Unrelenting commitment to equity and addressing the student achievement gap
- **Community Engagement and Partnerships:** we value and depend on our community for success. Ann Arbor is a robust community-centric environment, home to the University of Michigan, with high expectations and a diverse and involved body of students and residents. We are committed to community engagement; business, university and non-profit partnerships; and successful collaborations focused on student achievement.

## 7. Submission Requirements and Deadline

**Proposal Envelope:** A sealed envelope containing your Proposal must be marked in the lower left hand corner as follows:

***Sealed Proposal Enclosed***

***Professional Services Search Firm for Ann Arbor Public Schools Superintendent***  
**[Bidder's Name] [Bidder's Address] [Bidder's Telephone Number]**

Proposals should be submitted to the Executive Assistant of the AAPS Board of Education by Friday, September 10, 2010 at 10:00 a.m. (EST). We will require **eight** hard copies of your Proposal mailed to the following:

Amy Osinski, Executive Assistant to the AAPS Board of Education  
2555 South State Street  
Ann Arbor, MI 48104

We will also require **one** electronic copy, submitted to the following:  
[osinski@aaps.k12.mi.us](mailto:osinski@aaps.k12.mi.us)

**Late Proposals:** Each Bidder is responsible for submission of its Proposal. Proposals or Proposal revisions received after the date and time specified above will not be accepted or considered. The school District is not liable for any delivery or postal delays.

**Returned Proposals:** All Proposals received after the date and time specified above will be returned to the Bidder unopened.

**Signed Original Proposals:** Each Proposal must be an original and hard copy, and signed by an authorized member of the Bidder's firm.

**Opening of Proposals:** Proposals will be publicly opened and dated on Friday, September 10, 2010 at 10:00 a.m. EST at 2555 South State Street, Ann Arbor, MI. Any interested parties may attend. No immediate decision will be rendered.

**Finality of Decision:** Any decision made by AAPS, for selection, shall be final.



**Reservation of Rights:** AAPS reserves the right, in its sole discretion (for this provision and all other provisions contained in this RFP), to accept or reject in whole or in part, any or all Proposals with or without cause. AAPS further reserves the right to waive any irregularity or informality in the RFP process or any Proposal, and the right to award the Contract to other than the Bidder(s) submitting the best financial Proposal (low bidder). AAPS reserves the right to request additional information from any or all Bidders. AAPS reserves the right to negotiate with the Bidders concerning their Proposals.

**Release of Claims:** Each Bidder by submitting its Proposal releases AAPS from any and all claims arising out of, and related to, the RFP process and selection of a Proposal.

**Bidder Bears Proposal Costs:** A recipient of this RFP is responsible for any and all costs incurred by it or others acting on its behalf in preparing or submitting a Proposal, or otherwise responding to this RFP, or any negotiations incidental to its Proposal or this RFP.

**Irrevocability of Proposals:** All Proposals submitted shall not be withdrawn and shall be irrevocable for a minimum period of thirty (30) calendar days following the date and time for receipt of Proposals set forth above.

**Non-Collusion:** Bidder certifies that its Proposal has not been made or prepared in collusion or cooperation with any other Bidder, or representative thereof, and the prices terms, or conditions of the Proposal have not been communicated by or on behalf of Bidder to any other Bidder or potential Bidder and will not be so communicated to any other Bidder or potential Bidder prior to the official opening of this Proposal. This certification may be treated for all purposes as if it were a sworn statement made under oath, subject to the penalties of perjury.

**Force Majeure:** If the performance of any obligation of AAPS is prevented, delayed or in any way interfered with by force majeure, act of God, natural disaster, fire, flood, explosion, earthquake, epidemic, quarantine, restriction, serious accident, any act of government, insurrection, riot, strike, labor trouble, or any other cause beyond the control of AAPS, AAPS may, at its sole option, suspend performance or cancel its obligations, without liability for loss, provided AAPS informs the Bidder immediately in writing of its inability to carry out the terms of its obligations. In no event will AAPS be responsible for consequential or special damages on account of such suspension of performance or canceling of obligations.

**Governing Law:** Each contract between AAPS and the Bidder shall be governed under the laws of the State of Michigan.

**Hold Harmless, Indemnification:** The selected firm shall indemnify, defend and hold harmless AAPS, its officers, agents, employees and representatives, from and against any and all costs and expenses, claims, losses, liabilities, injuries, or damages, demands and action including payment of reasonable attorney's fees, arising out of or resulting from activities performed with respect to this RFP.



**Disclosure of Familial Relationships:** Each bidder must submit the notarized affidavit on the following pages notifying the AAPS of familial relationships.

We look forward to your Proposal, suggestions and proposed approach in assisting us with the successful selection of the best Superintendent for the Ann Arbor Public Schools.

**AFFIDAVIT AS TO  
DISCLOSURE OF FAMILIAL RELATIONSHIPS FOR  
COMPETITIVE BIDS**

Section 1267 of the Michigan Revised School Code requires competitive bids on all material and labor required for the complete construction of a proposed new building, or the addition to, repair, or renovation of, an existing school building ("Competitive Bids"). Section 1267(3)(d) requires any Competitive Bid to be accompanied by a sworn and notarized statement that discloses any familial relationship that exists between the owner or any employee of the bidder and any member of the Board of Trustees of the Ann Arbor Public Schools ("AAPS"), the Board of the Washtenaw Intermediate School District ("WISD"), the Superintendent of the AAPS, or the Intermediate Superintendent of WISD. The AAPS may require same sworn and notarized statement to accompany any bid for goods or services as deemed necessary.

**INSTRUCTIONS:** This report must be completed either in ink or typewritten. Attach pages of this size if additional space is needed on any response and identify each response by the part to which it relates.

NAME OF BIDDER: \_\_\_\_\_

Address: \_\_\_\_\_

Period of Proposed Work: \_\_\_\_\_

Question #1

Does the owner or any employee of the bidder have any familial relationship with any member of the Ann Arbor Public School Board of Education? Yes \_\_\_ No \_\_\_

If the answer to #1 is yes, complete the following:

a) Name of Employee: \_\_\_\_\_

b) Home Address of Employee: \_\_\_\_\_

c) Position Held: \_\_\_\_\_

d) Name of AAPS Board of Education Member: \_\_\_\_\_

Question #2

Does the owner or any employee of the bidder have any familial relationship with the Superintendent of the Ann Arbor Public Schools? Yes \_\_\_ No \_\_\_

If the answer to #2 is yes, complete the following:



a) Name of Employee: \_\_\_\_\_

b) Home Address of Employee: \_\_\_\_\_

c) Position Held: \_\_\_\_\_

d) Name of AAPS Superintendent: \_\_\_\_\_

I,       *[typed name of affiant]*       having been duly sworn on oath, say that I am the above-named, that I have personally prepared the foregoing affidavit, and that the same is true to the best of my knowledge and belief.

\_\_\_\_\_  
*[signature of affiant]*

Subscribed and sworn to before me, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
*[signature of Notary]*

\_\_\_\_\_  
*[typed name of Notary]*

NOTARY PUBLIC

My commission expires: \_\_\_\_\_, 20\_\_\_\_.