

ATTACHMENT #2 - August 20, 2024

TEMPLETON Advantage, LLC

Consulting Agreement and Contractual Provisions

The following provisions constitute the terms of the AGREEMENT between the Warwick School District (hereinafter referred to as **DISTRICT**), and Tom Templeton, Founder and Creative Director of **TEMPLETON Advantage, LLC** (hereinafter referred to as **TEMPLETON Advantage**), to conduct an Executive Search and provide Transition Assistance services in accordance with the *Scope of Services* listed in this contract. This document is the complete agreement. All modifications must be in writing and signed by authorized individuals.

SCOPE OF SERVICES

PHASE #1: Search Planning Meeting

The search begins with a discussion with the Board of School Directors or a committee of the Board. The purpose of this meeting is to establish all the logistics for the search, including specific dates, times, and locations for various activities. The topics to be addressed in this meeting include, *but are not limited to*:

- Setting up the timeline, calendar of events, and establishing all related protocols.
- Determining the process for handling all candidates (internal and external).
- Developing the strategic competencies and leadership experiences for the next superintendent via focus groups and surveys.
- Collecting information needed to prepare search promotional efforts.
- Distributing the advertising to a defined market (statewide/national) and outlining recruiting efforts.
- Announcing the search via a press release to the community.
- Collecting, assessing, and developing candidate credential files.
- Collaborating with the Board to select applicants to first-round interview.
- Facilitating the selection of second round candidates
- Conducting reference and background checks.
- Facilitating the process of selecting the finalist for the position.
- Assisting in negotiating the contract for the next superintendent.
- Announcing the selection and immediately setting up the Entry Plan process.
- Coordinating the development of all aspects of the superintendent evaluation process, and conducting workshops on a Board-superintendent partnership.
- Maintaining contact with the Board to ensure a smooth first-year transition.

A comprehensive summary of the search planning meeting will be sent to Board at the conclusion of this meeting to ensure all expectations are met. This meeting also includes establishing communication channels during the process, so the Board and the community are well informed. All aspects of the search will be customized to the specific needs of the district. **TEMPLETON Advantage** facilitates a comprehensive, highly engaging process with expertise, professionalism, and high ethical standards.

PHASE #2: Advertising and Recruiting

TEMPLETON Advantage will tap a deep network of industry contacts when conducting the search. By promoting the position throughout a defined marketplace, this opportunity will receive maximum exposure. **TEMPLETON Advantage** will also reach out to highly respected educational leaders throughout Pennsylvania and beyond, some of whom possess the traits the Board may be looking for in the next superintendent. If these individuals do not apply, they may provide excellent referrals.

TEMPLETON Advantage also connects with state and national organizations to make sure the position is exposed to a diverse pool of candidates. That will include, but not be limited to, such venues as Education Week, the Association of Latino Administrators (ALAS) and Superintendents, the National Alliance of Black School Educators (NASBE), the American Association of School Administrators (AASA), the Eli Broad Foundation Leadership Academy, the Pennsylvania Association of School Administrators, various colleges and university, PENNLINK, PA school leadership study councils, and social media outlets.

TEMPLETON Advantage will develop a persuasive Executive Briefing (brochure) that will attract interested candidates to the position. Any leader looking at this position must be able to review detailed information about the responsibilities of the position, the points of pride and challenges facing the district, as well as the preferred skills and competencies needed to successfully lead the district. **TEMPLETON Advantage** has built relationships with educational leaders and school directors throughout Pennsylvania over the last 20 years, and I continue to enhance my network.

PHASE #3: Stakeholder Engagement

TEMPLETON Advantage is committed to engaging with key stakeholders throughout the process. Through a disciplined approach, **TEMPLETON Advantage** facilitates meaningful discussions via stakeholder forums, surveys, group meetings, and individual interviews. Together, we will establish a detailed schedule to maximize participation with all selected stakeholder groups. Customized invitations will be drafted and sent to those individuals/groups. A comprehensive report is provided to the Board that identifies the issues, needs and priorities of the school system along with the strategic competencies and leadership experiences needed in the next superintendent. Essentially, a high-level S.W.O.T. analysis (strengths, weaknesses, opportunities, and threats) emerges that will serve the district well during the search, and when establishing goals and objectives for the district.

PHASE #4: Candidate Interviews

After the application period has closed, the Board will review candidate credential files to determine those candidates best positioned for a first-round interview. We will be assessing candidates, in part, against the *Strategic Competencies and Leadership Experiences* that resulted from the focus group discussions and survey results earlier in the search. Usually, a Board conducts a series of 'rounds' in the interview process. The Board will be provided with comprehensive guidance on all aspects of this process, including best practices in interview protocols, the legal parameters surrounding interviews, and specific 'look fors' in candidate answers.

First round interviews traditionally involve only the Board or a committee of the Board, primarily because many candidates request confidentiality. In subsequent rounds, the Board has the option of involving other stakeholders in the process. Candidates moving beyond the first round will undergo a more detailed scrutiny of their backgrounds, including comprehensive reference checking, and a more dynamic interview process that may involve candidate presentations, leadership scenarios, 'visioneering' exercises, and other activities designed to determine a candidate's true fit for the district.

TEMPLETON Advantage houses a comprehensive databank of traditional, behavioral, and scenario-based questions that can be customized to meet the needs of the district.

NOTE: While **TEMPLETON Advantage** will entertain the option of video interviews (included in the total cost of the search) -- either as a screening tool to select initial candidates, or conducted during the interview process -- a discussion with the Board is *advisable* to address the potential 'biases' and questionable human resource practices that can impact an objective analysis of videotaped interviews.

PHASE #5: References and Background Check

Reference and background checking is one of the most important tasks in the search process. Once an individual moves to the level of a potential finalist for the position, a comprehensive vetting process transpires. **TEMPLETON Advantage** will facilitate all aspects of this process. Discussions and interviews will be conducted with individuals who have worked with – or have known – the candidate for years. The process for conducting references is structured, objective, and aligned to the specific challenges, issues, and needs facing your district. Please know that **TEMPLETON Advantage** background checks include checking on issues related to criminal and civil court records, internet searches, news articles, Board meeting minutes, college degrees and university accreditations. They can also include print and social media reviews. All information will be shared with the Board. **TEMPLETON Advantage** obtains deep insights on any candidate the Board is seriously considering. These references often provide confidential information about the candidate that is invaluable in determining whether the candidate is a possible 'fit' for the district.

PHASE #6: Final Selection, Contract Negotiations and Appointment

After all interviews have concluded and the reference/background checks have been finalized, the Board deliberates to determine if a top candidate has emerged. If so, the Board is then prepared to offer the position to the selected candidate. This also triggers the process of negotiating a contract. I coordinate all negotiations -- which often includes the district's solicitor and legal representation on behalf of the selected candidate -- to make sure the Board and the candidate are comfortable with the terms and conditions of employment, including mutually agreed-upon objective performance standards (goals). If necessary, I assist in collecting information around salaries and contract provisions in other superintendent contracts in the region (and beyond) simply as a point of comparison to prepare the Board well for these discussions. All other necessary steps to complete the appointment process and communicate with everyone involved in the search will be completed.

PHASE #7: Post Search Entry Plans, Evaluations, Self-Assessments

TEMPLETON Advantage has developed a comprehensive entry plan framework for new superintendents so they can enter organizations thoughtfully. An effective entry plan builds trust, enhances communication, improves transition, and maximizes performance. This service has evolved out of years of working with candidates and boards as new leaders transitioned into other school districts -- and through research into the best transition processes in the marketplace.

Future goals and objectives for the superintendent will be developed as the process evolves, and will be embedded into the superintendent's contract. **TEMPLETON Advantage** has designed an evaluation process for superintendents that is driven by standards, accountability measures, and qualitative/quantitative measurements. The system was created through research into how organizational leaders are evaluated across a series of industries, with a focus on the education marketplace. The process I have developed includes communication measures that encourage ongoing dialogue throughout the year. The ultimate purpose is to maximize the performance of the superintendent, drive professional growth, and enhance organizational leadership.

TEMPLETON Advantage has developed a Board self-assessment tool that embodies the traditional elements of the Board's work as well as intangibles -- the attitudes, values and core beliefs that drive the work of teams. In developing this tool, I've researched the best practices in board governance to capture the essence of what drives exceptional governance.

THE STANDARDS OF PRACTICE AND CODE OF CONDUCT

For the search to be conducted to the highest standards of professional ethics, I am committed to providing full time, customized services to the Warwick Board of School Director through adherence to the following standards:

- **STANDARD #1: CLARIFY THE SCOPE OF SERVICE**
This includes defining the objectives, timeline, specific activities, and board expectations. By doing this, parties avoid misunderstandings and undefined expectations that could compromise the quality of the project and professional reputations.
- **STANDARD #2: METHODS AND SOURCES OF INFORMATION**
All methods for conducting the search will utilize reliable and relevant data and employ best practices (legally and practically) in executing all steps in the process.
- **STANDARD #3: CONFIDENTIALITY**
The confidentiality of candidates will be respected, as well as any sensitive information that is shared or discovered via background checks. Verification of information and consent will always be secured before sharing information with the Board and/or any other parties, as appropriate.

- **STANDARD #4: POLICY DRIVEN PROCESS**

District policies, administrative regulations, and current district hiring practices (as endorsed by the Board) will be honored to protect the integrity of the process and the reputation of the district.

- **STANDARD #5: CLEAR AND HONEST COMMUNICATION**

All communication will be clear, concise, complete, logical, and accurate, with rationale and evidence explained appropriately, questions addressed, and feedback encouraged. Any conflicts of interest, real or perceived, will be immediately revealed.

- **STANDARD #6: TRUST, RESPECT, AND KINDNESS**

All parties involved in the process, and all district personnel, will be treated with respect, kindness, professionalism, and fairness. That starts with a commitment to being transparent, where issues may be addressed in a timely manner.

COST AND FEES

The total cost to conduct this *all-inclusive service* is \$15,000, plus travel and printing expenses. **The fee is due in four installments:**

- 25% after execution of the contract | 25% after completion of recruiting phase
- 25% after first round interviews completed | 25% after candidate appointed.
- *Final expenses will be invoiced during the post search services phase.*

Travel expenses will be limited to mileage reimbursement based on current IRS guidelines. There will be no reimbursement for meals/lodging. If the Board chooses to reimburse candidates for travel to interviews (*this is usually reserved for finalists who are traveling a significant distance*), candidates will submit the expenses to the district. If the superintendent departs within one year from his/her start date for any reason, **TEMPLETON Advantage** will conduct the search again at no cost, but will invoice the district for travel, printing, and (potentially) advertising expenses. Advertising expenses beyond those included in the total cost for the search must receive prior Board approval. All payments will be made within 45 days of receiving an invoice, made to **TEMPLETON Advantage, LLC**.

PROJECT INFORMATION

All information related to this project will be kept for a period of three years from the conclusion of consulting activities. The materials shall be distributed among appropriate **DISTRICT** personnel only. The material may not be reproduced/transmitted to parties with no involvement in this project.

LIMITATIONS OF LIABILITY

TEMPLETON Advantage, LLC's liability will be limited to those outlined in the cost and fees section of this agreement. No additional liability-related fees will be charged.

AUTHORITY

Tom Templeton with **TEMPLETON Advantage, LLC** and the appropriate party designated by the **DISTRICT** are authorized to sign this agreement.

SEVERABILITY

If any provision of this agreement shall be determined to be unenforceable, the other provisions of this agreement shall not be affected

TAXES AND DEDUCTIONS

The **DISTRICT** will not make any deductions or withholdings from the compensation paid to **TEMPLETON Advantage, LLC**.

By _____
EMILY ZIMMERMAN
PRESIDENT
Warwick Board of School Directors

DATE

By _____
TOM TEMPLETON
FOUNDER AND CREATIVE DIRECTOR
TEMPLETON Advantage, LLC

DATE