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LIVERMORE VALLEY JOINT UNIFIED SCHOOL DISTRICT BOARD OF TRUSTEES APRIL 17, 2024

This is a proposal for consulting services to support the Livermore Valley Joint Unified School District (LVJUSD) in leading its own search for a superintendent. This proposal provides:

- an overview of my background and qualifications,
- the benefits of a district-led search,
- a draft timeline for the search,
- where and how I might provide consulting support, and
- estimated costs.

Background and Qualifications

I was a successful superintendent from 2013 to 2020 in Belmont-Redwood Shores. Five of our 7 schools earned California Distinguished School Awards, and a sixth earned a National Blue Ribbon award for closing the achievement gap. We also received several county-level awards. Since then, I have served as an interim superintendent in San Bruno and Newark.

I am currently a leadership coach for UC Berkeley and the San Mateo County Office of Education (SMCOE), working with several superintendents. I have worked with Superintendent Van Schaack since December 2022 and am familiar with LVJUSD. Additionally, I consult for school districts and the SMCOE on matters of board cohesion and strategy, district governance, and strategic initiatives.

Prior to becoming a superintendent, I taught internationally and at the elementary and secondary levels, led elementary and secondary schools, and worked as a research assistant at the Stanford Educational Leadership Institute and School Redesign Network under the advisement of Linda Darling-Hammond, while earning my doctorate there in Education Administration and Policy Analysis. My resume is attached.

Benefits of a District-led Search

First, a district-led search allows your leadership team complete control of the search process. You can draw upon my advice, as well as the advice of legal counsel or anyone else you choose to include. You will be able to determine the process for gathering stakeholder input, which candidates to interview, whom you will invite for follow-up interviews, and how to approach the reference checking process. As a desired candidate profile begins to take shape, I could help you develop a recruiting strategy to engage strong candidates from the region. Additionally, I can work with your Human Resources (HR) team to provide you with different options for the relevant components of the search process as well as recommendations.

Second, a district-led search is more financially efficient and has all of the financial incentives aligned to the selection of the best long-term candidate. The consultant(s) involved will work for you at an hourly rate, collaborate with your Community Engagement (CE) and HR teams, and respect your instincts, leadership, and decision-making. Hiring a superintendent is critically important, but it is not dramatically different from the hiring of other staff. Your CE and HR teams, who are already paid for, have the capacity to solicit and process stakeholder input and perform significant elements of this search. Moreover, your board has the capacity to choose applicants to interview, interview them effectively, and select the best candidate for the long-term. With a district-led search, none of the participants would benefit from a short-term superintendent selection.

Third, a district-led search utilizing knowledgeable advisors can protect against the possible blind spots of an elected board running the superintendent search on its own. An experienced consultant like myself can help you recruit strong candidates from the region and assess resumes, experiences, and references, as well as candidates' transferrable skills, accomplishments, and leadership styles. I can also help you weigh the pros and cons of internal vs. external candidates. Importantly, a district-led search with consultant support does not lessen your ability to attract strong external candidates from the region.

Draft Timeline

Action Item	Who and How	Duration	Dates
Advertise the position	HR team with Milliken	4 weeks	Apr 22 to May 20
Solicit and organize stakeholder input	CE team w/ Milliken and poss. Bd Pres.; in-person (board, cabinet, union and community leadership) and survey	4 weeks	Apr 22 to May 20
Active recruitment	HR & Milliken research; then outreach by Milliken and poss. Board Pres., VP	3-4 weeks	Apr 22 to May 20
Screen applications and select interviewees	Milliken w/ Board President and Vice President; then with full board	1 week	Week of May 20
Reference checking	Milliken for initials and internet review, poss. include Board Pres. for finalists	2 weeks	Begin once interviewees identified
Initial interviews	Board with Milliken logistical support	1 day	June 1 (Saturday)
2 nd interviews/selection	Board with Milliken logistical support	Half day	June 2 (Sunday)
Additional discussion	Board	If needed	Week of June 3
Approval of contract	Developed with legal; approved at Regular Board Meeting	1-2 weeks	June 11; June 18 latest



Consulting Support

Chronologically, I would be available to assist the Board and LVJUSD staff in the following areas, as needed:

1. Review and finalization of timeline
2. Job posting description and advertising strategy
3. Stakeholder engagement (in-person/survey, questions, and organization/summarization)
4. Recruitment approach, research, and execution
5. Application screening and analysis; supporting the Board’s selection of interviewees
6. Reference checking
7. Internet & online profile review
8. Interview questions and protocols
9. Interview session logistics
10. Selection criteria

Estimated Costs

My hourly rate is \$265, I charge half that amount for travel time, and I live one hour’s drive from LVJUSD.

Action Item	Estimated Hours in Support
Finalize timeline	1 hr
Develop posting and advertise the position	3 hrs
Stakeholder engagement	1 hr approach 10 hrs in-person 2 hrs organization of survey results
Active recruitment	10 hrs
Screen applications, support the selection of interviewees	10 hrs
Reference checking and online profile review	20 hrs
Initial interviews	8 hrs
2 nd interviews/selection	8 hrs
Additional discussion	As needed
Total	73 hrs

Estimated cost is:

- 73 hrs at \$265 = \$19,345
- 10 hrs of travel at \$132.50 = \$1,325

Total of \$20,670.





Conclusion

I would welcome the opportunity to perform these services for the LVJUSD and Board. I have extensive experience in the field of public TK-12 education, have a strong network in the region, would be willing to work with other District consultants such as legal counsel, and would respect the Board's control of this process. I recognize the importance of this selection process for LVJUSD, I am invested in the success of the District having worked with your superintendent for the last 16 months, and I would bring my full experience, network, and effort to this project if given the opportunity.

Attachments

- Milliken Resume
- Agreement for Services

