

**BOARD OF TRUSTEES
ANAHEIM UNION HIGH SCHOOL DISTRICT**

501 Crescent Way, P.O. Box 3520
Anaheim, California 92803-3520
www.auhsd.us

NOTICE OF SPECIAL MEETING

Date: December 18, 2013

To: Brian O'Neal, P.O. Box 3520, Anaheim, CA 92803-3520
Annemarie Randle-Trejo, P.O. Box 3520, Anaheim, CA 92803-3520
Anna L. Piercy, P.O. Box 3520, Anaheim, CA 92803-3520
Katherine H. Smith, P.O. Box 3520, Anaheim, CA 92803-3520
Al Jabbar, P.O. Box 3520, Anaheim, CA 92803-3520

Orange County Register, 1771 S. Lewis, Anaheim, CA 92805
Anaheim Bulletin, 1771 S. Lewis, Anaheim, CA 92805
News Enterprise, P.O. Box 1010, Los Alamitos, CA 90720
Los Angeles Times, 1375 Sunflower, Costa Mesa, CA 92626
Event News, 9559 Valley View Street, Cypress, CA 90630
Excelsior, 523 N. Grand Avenue, Santa Ana, CA 92701

You are hereby notified that a special meeting of the
Board of Trustees of the Anaheim Union High School District
is called for

Thursday, the 19th day of December 2013

in the District Board Room, 501 N. Crescent Way,
Anaheim, California

**Open Session—4:30 p.m.
Closed Session Immediately Following Open Session**

OPEN SESSION

Consulting Agreement, Interim Superintendent

Background Information:

On December 9, 2013, Sandra Barry began serving as interim superintendent to assist the District as the Board of Trustees undergoes the selection process for the next superintendent.

Current Consideration:

This is a ratification of a consulting agreement with Sandra Barry to perform as the interim superintendent pending completion of the selection process for a new superintendent.

Budget Implication:

Services provided will be at a cost not to exceed \$39,903. (General Fund)

Staff Recommendation:

It is recommended that the Board of Trustees ratify the agreement.

Superintendent Search Consultant

Background Information:

Recently, the Board of Trustees terminated the contract of the former superintendent, without cause. Sandra Barry was appointed as interim superintendent pending completion of a search for a new superintendent.

Current Consideration:

The Board of Trustees intends to conduct a rigorous, transparent search for the next superintendent of the Anaheim Union High School District. In that process, the Board is committed to including opportunities for stakeholders of the Anaheim Union High School District to identify qualities desired in our next superintendent. Because of the importance of selecting a new superintendent, the Board of Trustees intends to utilize the assistance and expertise of a professional search consultant to assist the Board in the selection process. To that end, the Board will review several proposals submitted by professional search consultants that specialize in local and national searches for school superintendents.

Budget Implication:

The implication to the budget is not know at this time.

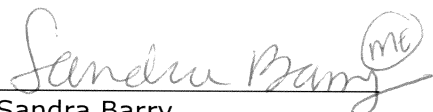
Staff Recommendation:

It is recommended that the Board of Trustees review and discuss the proposals submitted and provide staff further direction.

CLOSED SESSION

The Board of Trustees will meet in closed session for the following purpose:

To consider matters pursuant to Government Code Section 54956.9, subdivision (d)(2):
Conference with Legal Counsel–Anticipated Litigation (one [1] potential case).



Sandra Barry
Interim Superintendent

ANAHEIM UNION HIGH SCHOOL DISTRICT

501 N. Crescent Way, P.O. Box 3520, Anaheim, California 92803-3520, www.auhsd.us

**BOARD OF TRUSTEES
Special Meeting Agenda
Thursday, December 19, 2013
4:30 p.m.**

Some items on the agenda of the Board of Trustees' meeting include exhibits of supportive and/or background information. These items may be inspected in the superintendent's office of the Anaheim Union High School District, at 501 N. Crescent Way in Anaheim, California. The office is open from 7:45 a.m. to 4:30 p.m., Monday through Friday, and is closed for most of the federal and local holidays. These materials are also posted with the meeting agenda on the District website, www.auhsd.us, at the same time that they are distributed to the Board of Trustees.

Meetings are recorded for use in the official minutes.

1. **CALL TO ORDER–ROLL CALL** **ACTION ITEM**
2. **ADOPTION OF AGENDA** **ACTION ITEM**
3. **PLEDGE OF ALLEGIANCE** **INFORMATION ITEM**

Board President Mr. Brian O'Neal will lead the Pledge of Allegiance to the Flag of the United States of America.

4. **INTRODUCTION OF GUESTS** **INFORMATION ITEM**

The Board of Trustees would like to recognize our community stakeholders for your interest in the Anaheim Union High School District and for attending our Board meeting. Thank you so much to each of you for your participation and contribution as we create an education environment that graduates socially aware, civic-minded students who are college and career ready for the 21st Century.

In addition, Board of Trustees' President Mr. Brian O'Neal will introduce dignitaries in attendance.

5. **PUBLIC COMMENTS, OPEN SESSION ITEMS** **INFORMATION ITEM**

Opportunities for public comments occur at the beginning of each agenda item and at this time for items not on the agenda. Persons wishing to address the Board of Trustees should complete a speaker request form, available on the information table, at the back of the room, and submit it to the executive assistant prior to the meeting. Each speaker is limited to a maximum of five (5) minutes; each topic or item is limited to a total of 20 minutes. Board Members cannot immediately respond to public comments, as stated on the speaker request form.

6. **ITEMS OF BUSINESS**

- 6.1 **Consulting Agreement, Interim Superintendent** **ACTION ITEM**

Background Information:

On December 9, 2013, Sandra Barry began serving as interim superintendent to assist the District as the Board of Trustees undergoes the selection process for the next superintendent.

Current Consideration:

This is a ratification of a consulting agreement with Sandra Barry to perform as the interim superintendent pending completion of the selection process for a new superintendent.

Budget Implication:

Services provided will be at a cost not to exceed \$39,903. (General Fund)

Staff Recommendation:

It is recommended that the Board of Trustees ratify the agreement.

6.2 **Superintendent Search Consultant**

ACTION ITEM

Background Information:

Recently, the Board of Trustees terminated the contract of the former superintendent, without cause. Sandra Barry was appointed as interim superintendent pending completion of a search for a new superintendent.

Current Consideration:

The Board of Trustees intends to conduct a rigorous, transparent search for the next superintendent OF the Anaheim Union High School District. In that process, the Board is committed to including opportunities for stakeholders of the Anaheim Union High School District to identify qualities desired in our next superintendent. Because of the importance of selecting a new superintendent, the Board of Trustees intends to utilize the assistance and expertise of a professional search consultant to assist the Board in the selection process. To that end, the Board will review several proposals submitted by professional search consultants that specialize in local and national searches for school superintendents.

Budget Implication:

The implication to the budget is not know at this time.

Staff Recommendation:

It is recommended that the Board of Trustees review and discuss the proposals submitted and provide staff further direction. **[EXHIBITS A, B, AND C]**

7. **PUBLIC COMMENTS, CLOSED SESSION ITEMS**

INFORMATION ITEM

This is an opportunity for community members to address the Board of Trustees on closed session agenda items only. Persons wishing to address the Board of Trustees should complete a speaker request form, available on the information table, at the back of the room, and submit it to the executive assistant prior to the meeting. Each speaker is limited to a maximum of five (5) minutes; each topic or item is limited to a total of 20 minutes. Board Members cannot immediately respond to public comments, as stated on the speaker request form.

8. **CLOSED SESSION**

ACTION/INFORMATION ITEM

The Board of Trustees will meet in closed session for the following purpose:

To consider matters pursuant to Government Code Section 54956.9, subdivision (d)(2): Conference with Legal Counsel–Anticipated Litigation (one [1] potential case).

9. **RECONVENE MEETING AND REPORT OUT**

INFORMATION ITEM

9.1 **Reconvene Meeting**

The Board of Trustees will reconvene into open session.

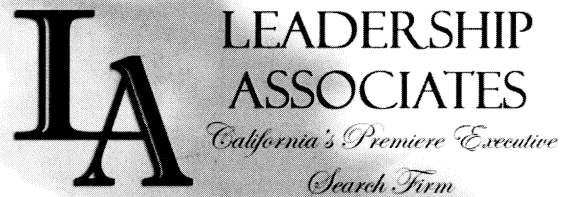
9.2 **Closed Session Report**

The clerk of the Board of Trustees will report actions taken during closed session.

10. **ADJOURNMENT**

ACTION ITEM

In compliance with the Americans with Disabilities Act, individuals with a disability who require modification or accommodation in order to participate in this meeting should contact the executive assistant to the superintendent at (714) 999-3503 by noon on Thursday, December 19, 2013.



**PROPOSAL TO CONDUCT A
SUPERINTENDENT SEARCH**

for



**ANAHEIM UNION
HIGH SCHOOL DISTRICT**

December 2013

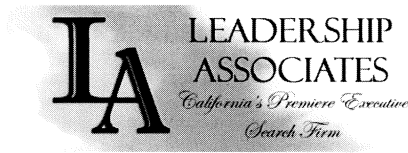
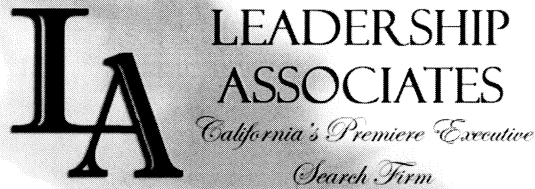


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Larry Aceves
Kent L. Bechler
James R. (Jim) Brown
Michael F. Escalante
Sally Frazier
Gwen E. Gross
Don Iglesias
Peggy Lynch
Phil Quon
Dennis M. Smith
Rich Thome
Rene Townsend

December 13, 2013

Board of Trustees
Anaheim Union High School District
501 Crescent Way
Anaheim, CA 92803

Dear Board Members:

Our firm, *Leadership Associates*, is pleased to submit a proposal to conduct the search for the new Superintendent of the Anaheim Union High School District.

Leadership Associates has conducted over 290 superintendent searches in California since 1996. If our firm is selected, Mr. Richard Thome, former superintendent in South Bay Union School District and Cardiff School District; Dr. Kent Bechler, former Superintendent of Corona-Norco Unified, Walnut Valley Unified and Duarte Unified; and Dr. Gwen Gross, former Superintendent of Irvine Unified, Manhattan Beach Unified, Beverly Hills Unified and Ojai Unified school districts, will be actively involved in the identification and recruitment of superintendent candidates throughout the entire search.

In addition, all nine other partners in the firm will actively support their recruitment and processing efforts to benefit your district.

As you know, selecting a superintendent is one of the most important responsibilities of a Board of Trustees and should be undertaken with great care. We have a strong record of success working with a wide variety of school districts throughout California. In addition, we have the contacts and expertise that enable us to guide the Board through the entire process and present an excellent slate of candidates who match the District's unique attributes and needs.

Leadership Associates will assist the Board to find a leader who will continue with its vision to graduate socially aware, civic-minded students who are college and career ready for the 21st Century

In parallel fashion, Leadership Associates will assist the Board in finding a leader to fulfill its partnership mission with students, parents, staff, and community, to provide all students with a high quality, well-rounded educational program in a safe and nurturing learning environment that promotes:

- High academic expectations for all students and employees and
- 21st Century learning skills for students to act as problem solvers and critical thinkers.

We also recognize the urgency to continue the current work of the Board and will commit to finding a leader who will focus on the following priorities:

- Common Core State Standards
- P21-21st Century Skills
- Positive Employee Relations
- Community (Parent, Student, Faculty, Staff) Engagement/Education
- General Obligation Bond Preparation

All of our partners are involved in recruitment in every search in order to be assured that all potential, qualified candidates are contacted. We are committed to working with your Board, staff and community to assist in the selection of the next superintendent for the Anaheim Union High School District. Our firm believes we perform four major tasks for the Board:

- Assist the Board of Trustees in developing a personal and professional profile for the new superintendent that includes input from staff, parents, the business community and local government leaders. We believe that involvement of these groups is critical and we have a record of success in involving them in the search process
- Recruit candidates who closely match the locally developed profile. We take great care in making sure that we know your community and the needs of the District in order to ensure that the profile of the next superintendent is well defined. Often the top candidates are successful leaders who are not contemplating a move. These people must be personally contacted and encouraged to apply. Our consultants know and have the network of contacts that enable us to recruit top candidates throughout the state and nation
- Conduct in-depth reference checks on the applicants. We use our vast network of contacts and also use databases to make certain that reliable and in-depth information is gathered on each candidate. This is a critical step and our firm spends a great deal of time assuring that we know the candidates, their background and history so that the Board of Education has all pertinent information as it deliberates on selecting a pool of candidates to interview and make its final selection
- Work closely with the Board throughout the entire professional search process. We keep the Board informed while maintaining the confidentiality of the candidates. Successful superintendents and others will not apply if they feel their confidentiality is prematurely breached. We are proud of our work and our commitment to serving our clients well, and believe our references confirm we are highly qualified to conduct the Anaheim Union High School District search. We look forward to an opportunity to meet with the Board Members.

Included in the backup materials are the following:

1. An Overview of the Superintendent Search Process/Scope of Services.
2. Leadership Associates' Profile.
3. A cost analysis to conduct the search.
4. Suggested timeline for the search.
5. Leadership Associates general and contact information.
6. Leadership Associates staff and partner biographical information.
7. A list of districts where we have conducted searches.
8. Board member recommendations.

Board of Trustees
Anaheim Union High School District
December 13, 2013
Page 3

We have recently concluded successful searches in Fontana Unified, Santa Ana Unified, Corona-Norco Unified, Anaheim City and Fullerton Elementary school districts. Please do not hesitate to contact either one of us at the following: Rich Thome, (949) 842-0659; Kent Bechler, (909) 721-0052; or Gwen Gross, (949) 419-5660, if you have questions or require additional information. We look forward to hearing from you.

Sincerely,

Rich Thome

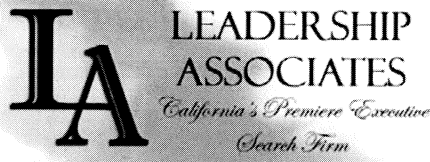
Richard Thome

Kent Bechler

Kent L. Bechler, Ph.D

Gwen Gross

Gwen E. Gross, Ph.D



Overview of Superintendent Search Process for Board of Trustees

The following is a brief description of each of the key steps of the search process. We provide this outline to give you an overview, but also for your reference so you know what we are doing on your behalf throughout the search and particularly in the periods of time between our meetings with you. **Our meetings with you are *italicized and marked with an asterisk***.

****Initial Meeting with the Board***

This is our first meeting with you once we have been selected to represent your district. At this meeting we will discuss the following with you: the characteristics you are looking for in your next superintendent; district strengths and challenges for the future, the process for engaging groups and individuals in the district and community in the search process; the final timeline and your commitment to meeting dates; Board protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and, other matters the Board may wish to discuss.

Community and Staff Input

We meet with the individuals and groups per your request. We share the search process, timeline, answer questions and then solicit input regarding the desired qualities, characteristics, background and experiences of the new superintendent, as well as the key characteristics of the district's culture, district strengths, and future challenges and issues. We spend the time necessary to ensure full input. Opportunities are provided for people to contact us via email, fax or telephone if they were unable to attend the meetings, would like to provide additional information, or prefer to submit their ideas in this manner.

We prepare a thorough report containing the comments from each group, and send it to Board members approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

Position Description

The position description is prepared reflecting the input we receive on qualities and characteristics desired, a description of the district and community, and key search dates. The Board reviews the draft and makes changes before the description is finalized. The description is then posted on our website and distributed widely and can be posted on the district's website.

Advertising. Recruitment. Reference Checking

After our meetings with the Board, staff and community, we advertise, actively recruit and conduct reference and data base checks on all potential candidates. These are very critical activities when we work very hard to find the candidates that best match the district's desires and needs. We verify degrees, credentials and professional experiences. We keep the Board posted on a regular basis about the progress of the search.

***Selection of Finalists**

This meeting takes 3 - 4 hours. In addition to discussing the candidates we recommend you interview, we will review all applicants explaining our rationale for recommending some and not others. The Board, however, makes the final decision on those to be interviewed, determines the interview schedule and location. We offer sample interview questions and assist the Board in finalizing them. In addition to making the interview arrangements with the candidates, we provide all the materials the Board needs for the interview, and make logistical arrangements in coordination with the superintendent's assistant.

***Final Interviews**

The board conducts the interviews with the consultants observing and handling all the logistics. We facilitate discussions assisting the Board as needed to assist you in making your selection of the final candidate. We also assist with various follow up steps that need to be completed and inform all candidates of the outcome.

Visit to the Finalist's District and Contract

The purpose of the visit is to validate the Board's choice prior to the official contract offer. The board will determine who will go on the visit; the consultants will not participate in the visit. We work with the Board and the finalist as needed to develop final parameters for an agreement on the superintendent's contract.

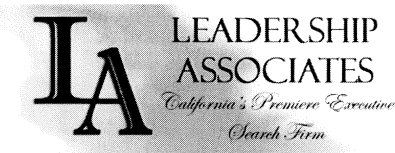
Public Approval of the New Superintendent

Following the validation visit, the Board takes public action to employ the new superintendent.

After the New Superintendent is Signed

We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired.

Throughout the process Leadership Associates will be available to answer any questions you may have.



Leadership Associates' Profile

Leadership Associates has conducted over 290 searches in California since 1996. We have 12 partners, all active educators and former, successful California superintendents who reside throughout the state – north, south, central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted School Boards in finding top candidates from outside the state.

A few other facts about the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including ACSA, CALSA, Northern and Southern Superintendents, City Superintendents, AASA, and Suburban School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California state superintendents of the year
- One has been a candidate for California state superintendent of public instruction
- Three chaired the California state superintendents committee for ACSA; two were president of ACSA
- Three are bi-lingual in Spanish
- Many facilitate workshops in districts throughout the state: board – superintendent relations, board - superintendent protocols, strategic planning, superintendent evaluations, team building, instructional improvement; several coach and mentor superintendents and other top district leaders
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide and nationally; and one was honored by the Mexican Consulate
- Three are authors of *A Practical Guide to Effective School Board Meetings*; three have co-authored 3 other books: *Eight at the Top*, *Superintendent-School Board Practices*, and *The Superintendent's Planner*



LEADERSHIP ASSOCIATES

COST ANALYSIS

**Anaheim Union High School District
Superintendent Search 2013-14**

TOTAL FEE FOR ENTIRE SEARCH **\$28,500**

This fee includes:

- All meetings with the Board
- Development of a “Position Description” for website posting
- Cost of advertising in EdCal
- Accept applications and respond to all inquiries regarding the position.
We assume all clerical expenses
- Recruit candidates and do extensive background checks
- Gather community and staff input, including via online survey, and provide Board with a written report
- Coordinate the logistics of the search:
 - scheduling appointments
 - notification of unsuccessful candidates
 - scheduling community visit
- Assist in the development of interview questions
- Act as an advisor to the Board of Trustees
- Provide an optional transitional workshop (content to be determined by Board and new Superintendent)

ANAHEIM UNION HIGH SCHOOL DISTRICT

Suggested Timeline for Superintendent Search 2013-14

<u>DATE</u>	<u>EVENT</u>
December 13, 2013	Board receives proposals.
December 2013 – January 2014	Board publicly announces timeline and procedures for the selection of a superintendent and approves the consultant agreement.
January 2014	Board meets with consultants.
January-February 2014	Consultants meet with staff and community designated by Board to receive input.
January and February 2014	Consultants begin identifying candidates. Development and posting of the position description.
January 2014	Advertising and active recruitment. Ad appears in <u>EdCal</u> – January 20 & 27, 2014
March 10, 2014 5:00 p.m.	Deadline for applications.
March 2014	Consultants complete comprehensive reference and background checks on applicants.
Late March 2014	Board meets with consultants, reviews applications and selects finalists to be interviewed.
Mid April 2014	Board interviews finalists.
Mid – Late April 2014	Board visits community of leading candidate. Board offers contract.
July 1, 2014	New Superintendent begins.
TBD	Optional Transitional Workshop. Content to be determined by Board/New Superintendent.



GENERAL INFORMATION

(1) Firm name, address and point of contact for this proposal:

Leadership Associates
50-855 Washington Street, #C-205
La Quinta, CA 92253

(2) Telephone: (760) 771-4277 Facsimile 760) 771-4277

Firm Web Address: www.leadershipassociates.org

Point of Contact Email: Lhunt@leadershipassociates.org

(3) Type of firm: **Partnership**

(4) Names and titles of all principals/officers/partners of the firm:

Name	Title	Phone Number
<u>Peggy Lynch, Ed.D</u>	<u>Managing Partner</u>	<u>(760) 519-8506</u>
<u>Larry Aceves</u>	<u>Partner</u>	<u>(408) 472-9856</u>
<u>Kant L. Bechler, Ph.D</u>	<u>Partner</u>	<u>(909) 721-0052</u>
<u>James R. (Jim) Brown</u>	<u>Partner</u>	<u>(818) 515-4089</u>
<u>Michael Escalante, Ed.D</u>	<u>Partner</u>	<u>(818) 802-4769</u>
<u>Sally Frazier, Ed.D</u>	<u>Partner</u>	<u>(559) 232-5476</u>
<u>Gwen E. Gross, Ph.D</u>	<u>Partner</u>	<u>(949) 419-5660</u>
<u>Don Iglesias</u>	<u>Partner</u>	<u>(408) 595-2282</u>
<u>Phil Quon</u>	<u>Partner</u>	<u>(408) 242-7795</u>
<u>Dennis M. Smith, Ed.D</u>	<u>Partner</u>	<u>(714) 612-1708</u>
<u>Rich Thome</u>	<u>Partner</u>	<u>(949) 842-0659</u>
<u>Rene Townsend, Ed.D</u>	<u>Partner</u>	<u>(760) 613-3104</u>



❖ RICH THOME

Biographical Information

- Rich Thome currently serves as an Executive Coach for Springboard Schools and Educational Leader in Residence at the University of San Diego. Prior to joining Leadership Associates, Rich served as superintendent search consultant for the San Diego County Office of Education conducting searches for numerous school districts in the County.
- Rich served as Superintendent of Schools for South Bay Union School District. He also served as Superintendent of the Cardiff Elementary School District. Previously, he served students as teacher, principal, coordinator, director and assistant superintendent in the Capistrano Unified School District.
- Rich currently serves on the University Of San Diego School Of Leadership and Education Sciences Advisory Board and the Classroom of the Future Foundation Board of Directors.
- He received his BA from California State University, Los Angeles and his Master's from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual Cross Cultural Specialist credential in California.
- For his 40 years of service to the Latino community, Rich was awarded the prestigious Ohtli Award, the highest award granted by the Mexican government to an American citizen, in 2008. In 2007, Rich was also awarded the Excellence in Leadership Award by the University of California, San Diego, and the Willie Velasquez Community Service Award in 2006.
- Throughout the course of his career Rich has received the Honorary Service Award from the California Congress of Parents, Teachers and Students, the Orange County Hispanic Educator of the Year Award and the Apple Distinguished Educator Award.
- Rich gained distinction in San Diego County and the region serving as Chairperson of the Superintendents' Technology Advisory Committee and leading the expansion of an award-winning cable television station and the technology efforts of school districts throughout the region.
- Rich is currently Director, Professional Learning for the Mobile Technology Learning Center, a nationally recognized research center at the University of San Diego, and specializes in leadership of educational technology issues.
- Rich is bilingual, has extensive experience in leadership and was recognized for his many years of work with the Latino community
- Rich is married and has three children and one grandchild.

❖ **KENT L. BECHLER**

Biographical Information

- Kent last served as superintendent of the Corona-Norco Unified School District, the 9th largest school district in California until 2012.
- Corona-Norco Unified School District was named a 2012 finalist for the \$1 million Broad Prize for Urban Education. The Broad Prize for Urban Education is the largest education prize in the country, honoring school districts that demonstrate the greatest overall performance and improvement in student achievement, while reducing achievement gaps among poor and minority students.
- He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. He held positions of Assistant Superintendent, Principal, Assistant Principal, Teacher and Coach.
- Kent received a bachelor's degree in social work from Azusa Pacific University, a master's degree in educational administration from California State University – Los Angeles and a Ph.D. in education from Claremont Graduate University.
- Kent has extensive training experience in management, leadership, systems, policies and procedures, strategic planning, labor relations, and developing collaboration and teamwork within organizations. He is well known for developing trusting relationships, team building and resolving organizational conflict. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses and other organizations.
- He was named the 2012 California Superintendent of the Year by the Association of California School Administrators.
- During Kent's 32 year career in K-12 education, he served in professional organizations including Association of California School Administrators (ACSA), California Collaborative on District Reform, American Association of School Administrators (AASA), Southern California Superintendents, Urban Education Dialogue and Educational Research Development Institute (ERDI).
- Born in Saginaw, Michigan and raised in South Central Los Angeles, he has traveled extensively throughout South America, Australia and Mainland China playing basketball.
- Kent is married and has three sons and two grandchildren.



❖ GWEN E. GROSS

Biographical Information

- Gwen served as Superintendent of Irvine Unified School District until June 2011.
- Gwen also served as Superintendent of the Manhattan Beach Unified School District, Beverly Hills Unified School District, the Ojai Unified School District and Hermosa Beach City School District.
- She has been a principal, special education administrator, elementary and middle grades teacher and for four years facilitated a National Inservice Network Grant focused on building capacity for special education leaders.
- Gwen received her BA from the University of Wisconsin, Masters in Special Education and Administration from the University of Akron and received her Ph.D. in Education Leadership and Special Education Administration from Kent State University in Ohio.
- For 12 years, Gwen taught in Pepperdine University's Educational Leadership Academy in the Graduate School of Education and Psychology, and at California State University- Northridge.
- She has served as the President of the National Suburban School Superintendents' organization, Conference Chair of the ACSA Superintendents' Symposium, Chair of the Tri-County Superintendents' Association (San Luis Obispo, Santa Barbara and Ventura), President of the Southern California Superintendents' organization and a member of the CSBA Superintendents' Advisory Committee and the CSBA Legal Alliance.
- Gwen was named the ACSA Tri-County Superintendent of the Year, the Pepperdine University 2005 Superintendent of the Year, has received the City of Irvine Team Kids first "Spirit Award" and the Executive Educator "Top 100" Award for leadership and the California PTA Golden Oak Award.
- Married to retired California Superintendent Jerry Gross, they have two sons and a daughter. The Gross' live in Long Beach.



Leadership Associates

PARTNER AND STAFF INFORMATION

Partners

Name: Peggy Lynch, Ed.D
Title: Managing Partner
Background: Former Superintendent, Brea Olinda USD and San Dieguito Union SD. See attached biographical information

Name: Larry Aceves
Title: Partner
Background: Former Superintendent, Franklin-McKinley and Alum Rock School Districts. Former candidate, State Superintendent of Public Instruction.

Name: Kent L. Bechler, Ph.D
Title: Partner
Background: Former Superintendent, Duarte, Walnut Valley and Corona-Norco Unified School Districts.

Name: James R. (Jim) Brown
Title: Partner
Background: Former Superintendent, Glendale, Palo Alto and Lompoc Unified School Districts, and Cambria Union Elementary and Coast Union High School Districts.

Name: Michael Escalante, Ed.D
Title: Partner
Background: Former Superintendent, Glendale Unified and Fullerton Joint Union High School District.

Name: Sally Frazier, Ed.D
Title: Partner
Background: Former Madera County Superintendent of Schools.

Name: Gwen E. Gross, Ph.D
Title: Partner
Background: Former Superintendent, Irvine, Beverly Hills, Manhattan Beach and Ojai Unified School Districts and Hermosa Beach City School District.

Name: Don Iglesias
Title: Partner
Background: Former Superintendent, San Jose Unified School District.

Name: Phil Quon
Title: Partner
Background: Former Superintendent, Union and Cupertino School Districts.

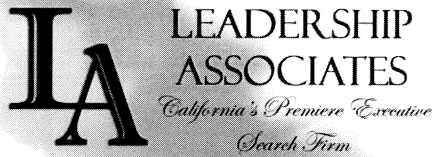
Name: Dennis M. Smith, Ed.D
Title: Partner
Background: Former Superintendent, Placentia-Yorba Linda, Irvine, Cajon Valley and Laguna Beach Unified School Districts, and Orange County Public Schools, Florida.

Name: Rich Thome
Title: Partner
Background: Former Superintendent, South Bay Union and Cardiff Elementary School Districts.

Name: Rene Townsend, Ed.D
Title: Partner
Background: Former Superintendent, Coronado and Vista Unified School Districts.

Staff

Name: Linda Hunt
Title: Administrative Assistant
Background: Served more than 17 years in California public school district. 9 years as administrative assistant to the superintendent; was involved in three superintendent searches during tenure. Will assist District superintendent's assistant throughout entire search.



CLIENTS & REFERENCES

"Providing the highest quality candidates to meet the needs of your district"

References: Searches Completed or in Progress as of September 2013

Districts with an asterisk have used Leadership Associates more than once due to their satisfaction with our services.

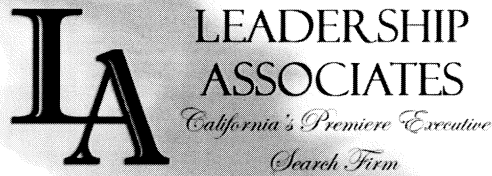
DISTRICT	COUNTY	ADA
Los Angeles County Office of Education	Los Angeles	1,564,205
Sacramento County Office of Education	Sacramento	238,290
Santa Clara County Office of Education	Santa Clara	273,701
Santa Ana Unified School District	Orange	57,410
*Elk Grove Unified	Sacramento	53,831
Sacramento City	Sacramento	52,757
Capistrano Unified	Orange	50,000
Corona-Norco Unified	Riverside	50,000
Fontana Unified School District	San Bernardino	40,374
*Clovis Unified	Fresno	38,004
Moreno Valley Unified	Riverside	38,000
Grossmont Union High	San Diego	36,400
*Saddleback Valley Unified	Orange	32,387
*Mt. Diablo Unified	Contra Costa	34,316
Modesto City Schools	Stanislaus	34,000
Poway Unified	San Diego	32,433
San Jose Unified	Santa Clara	32,423
*Glendale Unified	Los Angeles	29,992
Desert Sands Unified School District	Riverside	29,199
San Ramon Valley Unified	Contra Costa	28,986
Bakersfield City Elementary	Kern	27,469
*Irvine Unified	Orange	26,822
Lodi Unified	San Joaquin	26,395
*Placentia-Yorba Linda Unified	Orange	25,821
*Torrance Unified	Los Angeles	24,912
Fairfield-Suisun Unified	Solano	24,000
Hayward Unified	Alameda	23,500
Conejo Valley Unified	Ventura	22,400

Lake Elsinore Unified	Riverside	22,000
Downey Unified	Los Angeles	22,000
*Hemet Unified	Riverside	21,977
Oceanside Unified	San Diego	21,075
Pasadena Unified	Los Angeles	21,000
*Anaheim City	Orange	19,958
Alhambra City	Los Angeles	19,800
Pajaro Valley	Santa Cruz	19,000
*Escondido Union	San Diego	18,700
Folsom Cordova Unified	Sacramento	18,500
Rowland Unified	Los Angeles	18,000
Chula Vista Elementary	San Diego	17,000
*Burbank Unified	Los Angeles	16,733
*Oxnard	Ventura	16,533
Napa Valley Unified	Napa	16,208
*Huntington Beach Joint Union High	Orange	16,162
Cajon Valley Union	San Diego	16,059
Panama Buena Vista	Kern	15,792
Murrieta Valley Unified	Riverside	15,303
Santa Clara Unified	Santa Clara	14,939
*Walnut Valley Unified	Los Angeles	14,658
Covina Valley Unified	Los Angeles	14,480
Pleasanton Unified	Alameda	14,106
*Fullerton	Orange	13,661
Tracy Joint Unified	San Joaquin	13,529
*San Dieguito Union High	San Diego	12,375
Natomas Unified	Sacramento	12,300
Las Virgenes Unified	Los Angeles	12,000
*Upland Unified	San Bernardino	11,927
*Santa Monica-Malibu Unified	Los Angeles	11,723
*Oak Grove	Santa Clara	11,800
San Lorenzo Unified	Alameda	11,638
Vacaville Unified	Solano	11,531
*Merced City Elementary	Merced	11,489
Gilroy Unified	Santa Clara	11,116
Lompoc Unified	Santa Barbara	11,000
Lucia Mar Unified	San Luis Obispo	10,866
Monterey Peninsula Unified	Monterey	10,800
Alameda Unified	Alameda	10,700
San Mateo-Foster City	San Mateo	10,614
West Covina Unified	Los Angeles	10,570
Azusa Unified	Los Angeles	10,518
Carlsbad Unified	San Diego	10,000
Palo Alto Unified	Santa Clara	10,000
Franklin-McKinley Elementary	Santa Clara	9,900

Milpitas Unified	Santa Clara	9,802
*South Bay Union Elementary	San Diego	9,755
*Berkeley Unified	Alameda	9,700
Yucaipa-Calimesa Joint Unified	San Bernardino	9,655
Ocean View SD	Orange	9,461
South San Francisco Unified	San Mateo	9,321
Ceres Unified	Stanislaus	9,200
San Leandro Unified	Alameda	8,700
San Mateo Union High	San Mateo	8,626
*Los Banos Unified	Merced	8,500
San Mateo Union High	San Mateo	8,478
*Davis Joint Unified	Yolo	8,224
*San Luis Coastal Unified	San Luis Obispo	7,954
Novato Unified	Marin	7,900
*Glendora Unified	Los Angeles	7,876
Brentwood	Contra Costa	7,800
South Bay Union	San Diego	7,682
Campbell Union Elementary	Santa Clara	7,670
Roseville Joint Union High	Placer	7,669
*Santa Maria Joint Union High	Santa Barbara	7,633
Santa Maria Joint Union High	Santa Barbara	7,608
Sylvan Union Elementary	Stanislaus	7,595
Campbell Union	Santa Clara	7,528
Alta Loma Elementary	San Bernardino	7,500
Lennox	Los Angeles	7,367
Newark Unified	Alameda	7,127
*Claremont Unified	Los Angeles	7,113
Santa Cruz City	Santa Cruz	7,000
Charter Oak Unified	Los Angeles	7,000
Huntington Beach City Elementary	Orange	6,981
El Dorado Union High	El Dorado	6,796
Whittier City	Los Angeles	6,750
Jefferson	San Mateo	6,636
Davis Unified	Yolo	6,500
Roseville Joint Union High	Placer	6,400
*Santee	San Diego	6,273
Ukiah Unified	Mendocino	6,214
Buena Park Elementary	Orange	6,169
National	San Diego	6,153
Brea Olinda Unified	Orange	6,085
Sunnyvale Elementary	Santa Clara	5,806
*Dinuba Unified	Tulare	5,804
Selma Unified	Fresno	5,765
Acalanes Union High	Contra Costa	5,734
*Encinitas Union Elementary	San Diego	5,600

Temple City Unified	Los Angeles	5,588
Los Banos Unified	Merced	5,520
Selma Unified	Fresno	5,500
Benicia	Solano	5,400
Culver City Unified	Los Angeles	5,300
*Beverly Hills Unified	Los Angeles	5,186
Orcutt Union Elementary	Santa Barbara	5,001
City Heights	San Diego	5,000
Sonoma Valley Unified	Sonoma	5,000
Mission Valley ROP	San Diego	5,000
*Duarte Unified	Los Angeles	4,708
Placer Union High	Placer	4,700
*Los Altos Elementary	Santa Clara	4,535
Buckeye Union Elementary	El Dorado	4,500
Valley Center-Pauma Unified	San Diego	4,464
Mountain View-Whisman Elementary	Santa Clara	4,409
Coalinga-Huron Joint Unified	Fresno	4,316
Ravenswood City SD	San Mateo	4,296
Cypress Elementary	Orange	4,200
South Pasadena Unified	Los Angeles	4,200
Lindsay Elementary	Tulare	4,150
*Moreland Elementary	Santa Clara	4,135
Santa Paula Elementary	Ventura	3,900
*Eureka City Schools	Humboldt	3,884
Tamalpais Union High	Marin	3,850
*Goleta Union Elementary	Santa Barbara	3,800
*Ojai Unified	Ventura	3,783
Oak Park Unified	Ventura	3,760
Lowell-Joint Elementary	Los Angeles	3,600
Cabrillo Unified	San Mateo	3,352
Del Mar Union	San Diego	3,324
San Marino Unified	Los Angeles	3,300
Corcoran-Joint Unified	Kings	3,300
*Cambrian Elementary	Santa Clara	3,085
El Segundo Unified	Los Angeles	3,041
Exeter Public Schools	Tulare	3,000
Los Gatos-Saratoga Joint Union High	Santa Clara	3,000
*Standard ESD	Kern	2,979
*Los Gatos Union	Santa Clara	2,930
Mountain View-Los Altos Union High	Santa Clara	2,893
Coronado Unified	San Diego	2,861
Rincon Valley-Union Elementary	Sonoma	2,771
Laguna Beach Unified	Orange	2,700
Solana Beach	San Diego	2,700
San Carlos	San Mateo	2,680

Scotts Valley	Santa Cruz	2,566
Menlo Park City	San Mateo	2,532
Jefferson SD	San Joaquin	2,477
Orinda Union Elementary	Contra Costa	2,414
Sylvan Union ESD	Stanislaus	2,410
Tri Cities ROP	Los Angeles	2,360
*Galt Joint Union High	Sacramento	2,292
Mill Valley Elementary	Marin	2,200
Santa Cruz City	Santa Cruz	2,193
Millbrae	San Mateo	2,176
La Puente Valley ROP	Los Angeles	1,980
Golden Valley Unified	Madera	1,928
*Willits USD	Mendocino	1,907
Chowchilla	Madera	1,900
Ross Valley Elementary	Marin	1,818
Sonora Union High	Tuolumne	1,780
Winters	Yolo	1,739
*Lammersville	San Joaquin	1,570
*Byron Elementary	Contra Costa	1,475
Las Lomas SD	San Mateo	1,336
*Kentfield	Marin	1,177
Edison	Kern	1,139
Santa Ynez Valley Union High	Santa Barbara	1,127
Mammoth Unified	Mono	1,126
Reed Union Elementary	Marin	1,089
Hermosa Beach City Elementary	Los Angeles	1,020
Taft Union HSD	Kern	1,045
Emery Unified	Alameda	975
*Calistoga Unified	Napa	826
Dehesa	San Diego	800
Coast Union	San Luis Obispo	799
Lynwood Unified	Los Angeles	744
Kings River Union ESD	Madera	709
Portola Valley ESD	San Mateo	477
Montecito Union Elementary	Santa Barbara	392
Ross Elementary	Marin	383
Alview-Dairyland USD	Madera	367
St. Mary's Academy	Los Angeles	300
Burrell Elementary	Fresno	102



Comments From Board Members

The following are excerpted from letters of recommendation written by boards who selected Leadership Associates as their search consultants:

“Leadership Associates solicited and recruited applications throughout California and the nation. They then completed in-depth reference checks on all of the people who applied and presented us with an outstanding list of candidates to interview.” Sacramento County Office of Education

“Leadership Associates has years of experience in working with districts throughout California and their expertise was clearly evident when they provided us with an outstanding field of candidates. Their networking resources are unparalleled.” Encinitas Union School District

“With an unprecedented number of superintendent vacancies across the state, we were impressed with Leadership Associates’ ability to attract highly qualified candidates, due in no small part to their excellent reputation and exceptional attention to confidentiality.” Irvine USD

“Your team was responsive to questions raised during the process. The background checks on our candidates were thorough and there were no surprises.” San Ramon Valley USD

“Something we particularly appreciated about their selection process is that they engaged the board and our final candidate in a dialogue about the major elements of the employment agreement. The partners of Leadership Associates are experts in the art of governance.” Claremont USD

“Your diligence, patience, professionalism, and the confidential manner in which you conducted the search were exemplary. Indeed, one would be hard pressed to find a team to match the level of expertise and recognition within the professional learning community which you so ably employed on our behalf.” Placentia-Yorba Linda USD

“Not only do (Leadership Associates) bring an incredible wealth of experience and competence to the task, they also are so personally engaging and professional that it makes the process most pleasant.” Palo Alto USD

“Their work with our administrative staff, our teachers, classified staff, and our community groups was excellent. They received praise for this work throughout our community. Our principals and central office staff were treated with utmost respect, and they were very complimentary of the professionalism of this search firm.” Oceanside USD

“One of the first things they did was to help us find an Interim Superintendent... They began the process of finding a permanent superintendent by laying out several detailed timelines and allowing us to select one that best suited our needs.” Sacramento City USD

“We are extremely pleased with our choice, but feel that the other candidates we interviewed would have been excellent as well. You actually made our lives more difficult by providing such great candidates from which to choose.” Santa Ynez Valley UHSD

"Not only are they consummate professional, but their process in conducting the search was impeccable – from soliciting input from the Board and community members to developing personal and professional profiles, to screening the applicants to recommending the final candidates, to helping the Board finalize the main firing points for our new superintendent." Walnut Valley USD

"Before we engaged Leadership Associates, we conducted extensive due diligence with respect to other firms. Beginning with my first conversation on this subject with a School Board member in another district, who told me Leadership Associates was 'head and shoulders' above the other firms his district had interviewed, and continuing with discussions with other education leaders in California we had high expectations. (They) did not disappoint." San Marino USD

"You (Leadership Associates) listened to all stakeholders and certainly did bring to us an excellent pool of candidates.... we appreciate your confidentiality and professionalism." Corona Norco USD

"(Leadership Associates) had regular communications with the board and dependably delivered on each step in our timeline. Trust in the process was a result of (Leadership Associates) extensive experience and in the actions and care....while respecting the role of trustees as the decision makers of the district." Standard School District

"Our Board was especially appreciative of the professional manner in which (Leadership Associates) reached out in a meaningful way to the educational community and listened to the direction of the Board of Trustees. I highly recommend (Leadership Associates) to any board seeking to conduct a thorough and in-depth superintendent recruitment and selection process." Fullerton School District

"(Leadership Associates' process) ensured the school and community that the Board valued their input and wanted them to fully participate in the process. Leadership Associates was very accessible to our needs and calls. We are extremely pleased with the support we received ...and would rehire them again without question." Whittier City School District

"...our heartfelt appreciation for the professional manner you conducted our recent superintendent search. We are truly delighted with our choice, and know that your hard work certainly led us to our anticipated success." Santa Clara COE

"We appreciated their organizational skills, leadership, expertise, and sense of humor during this very intense process. Their commendable reputation and integrity were invaluable in leading us to making an important decision. They were careful to remain objective, yet gave us all the information we needed." Elk Grove USD

"(Leadership Associates) persevered and actively recruited candidates suitable for our unique location. Their combined knowledge and experience were invaluable. It had been 13 years since our district's last superintendent search and they supported our board throughout the entire process. "Eureka City Schools

"They received applications from California as well as other states in the country. They performed in-depth reference checks that resulted in a list of outstanding candidates to interview. Without their services as recruiters, we would not have had the rich field of candidates from which we eventually selected our new superintendent." Folsom-Cordova USD

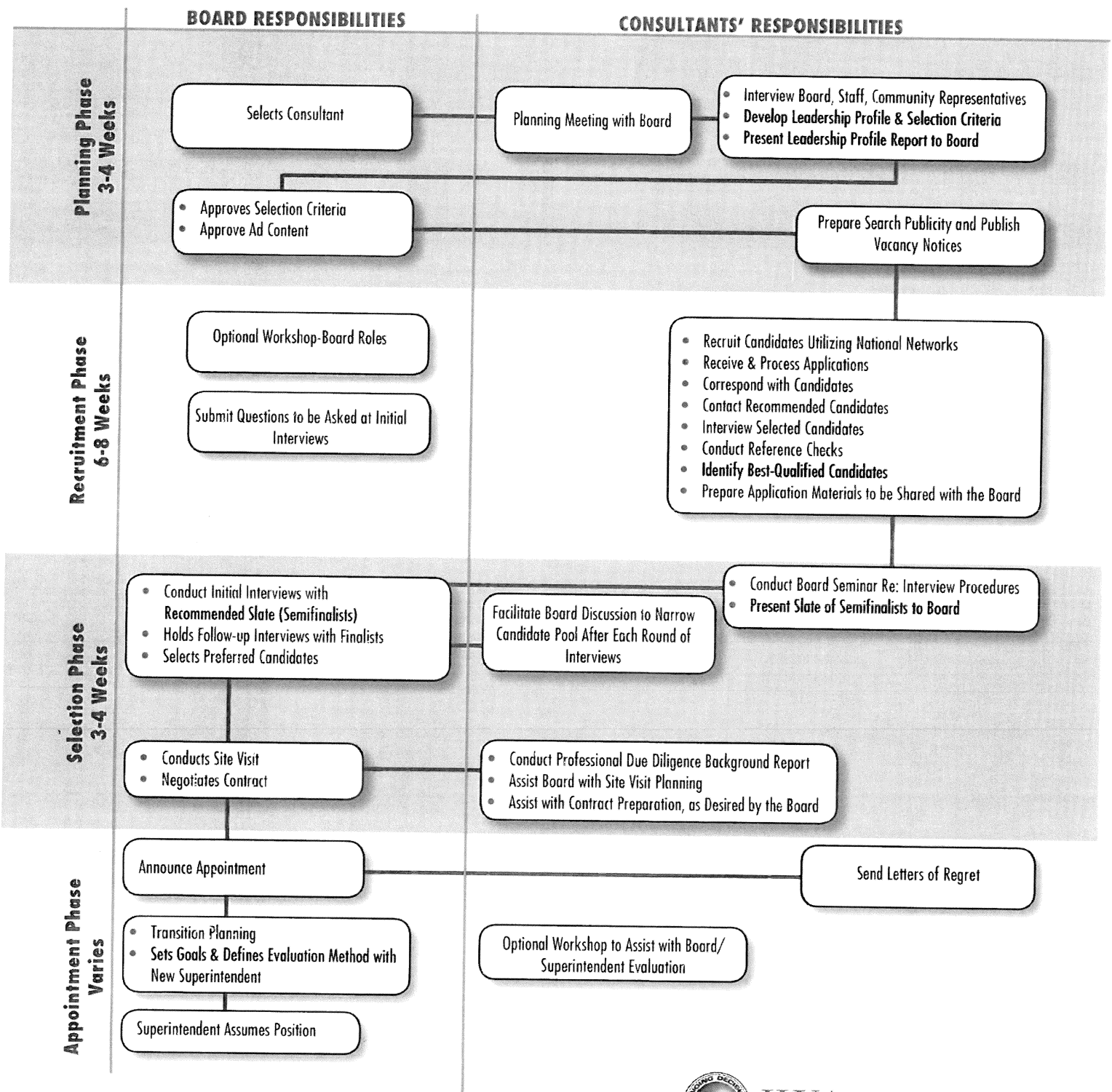
Anaheim Union High School District

Proposal for Superintendent Search



HYA Executive Search
Hazard, Young, Attea & Associates

Superintendent Search Flow Chart



HYA Executive Search
 Hazard, Young, Attea & Associates

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HYA Executive Search
Hazard, Young, Attea & Associates

December 11, 2013

Mr. Brian O'Neal, President
Board of Trustees
Anaheim Union High School District
501 N Crescent Way
Anaheim, CA 92801

Dear Members of the Anaheim Union High School District Board of Trustees,

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Board of the Anaheim Union High School District in your search for a new Superintendent. HYA is uniquely qualified and highly successful in assisting Boards with their search for new leaders due to three critical factors:

Our People - We are the nation's largest and most experienced network of associates who love their work and who know how to recruit talent by thoroughly and confidentially vetting candidates.

Our Process - Our approach is research-based and customized to meet your needs by employing the extensive use of unique community engagement tools and facilitating your work throughout the search.

Our Commitment - Building on the success of over 1000 searches, we work for you and with you, on behalf of your students, until you are completely satisfied.

We hope this information will provide you with the necessary data you need to select a search firm. We would also be delighted to talk with you further regarding the services we offer and our approach to working with districts and school boards in their search for new leaders.

Sincerely,

Hank Gmitro, President
Hazard, Young, Attea & Associates
HYA Executive Search Division of ECRA Group, Inc.

HYA Executive Search Division, ECRA Group, Inc.
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HYA Executive Search
Hazard, Young, Attea & Associates

Proposal and Description of Services for Anaheim Union High School District

HAZARD, YOUNG, ATTEA & ASSOCIATES (HYA) proposes to conduct a comprehensive national search for highly qualified candidates for the position of Superintendent of Schools for the Anaheim Union High School District (hereinafter referred to as the District).

Hazard, Young, Attea & Associates began working with Boards more than twenty years ago in an effort to assist them in making the best leadership decisions possible. Presently, HYA is represented by 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendentcies and other administrative positions. HYA's associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is now part of ECRA Group, Inc, a national consulting firm specializing in assisting leadership in obtaining the information and analytics they need to effectively lead their organizations.

The firm's home office is located in Rosemont, Illinois, in proximity to O'Hare Airport, and regional offices are located in Palo Alto, California and Jersey City, New Jersey. The president of HYA is Dr. Hank Gmitro, former Superintendent of Community Consolidated School District 93 in Carol Stream/Bloomington, Illinois. Dr. William Attea, former Superintendent in Glenview School District 34, Illinois, is co-founder of HYA and actively involved with the firm.

HYA's associates are located in 27 states across the country to conveniently serve our clients. Residing in Arizona, California, Colorado, Connecticut, Florida, Illinois, Kansas, Maine, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, New Jersey, New York, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia and Wisconsin, HYA Associates are uniquely qualified to bring local – as well as national – perspectives, knowledge, experience and connections to each search.

Since its founding, HYA has assisted over 1,000 school boards with executive searches. The student enrollment in these districts ranged from less than 100 students to upwards of 200,000. Based on HYA's experience in assisting the school boards in urban, suburban and rural districts, and our reputation as being the preeminent school search firm in the nation; we are most confident that we have both the personnel and support resources to assist your Board in a highly successful search process.

Management Team Approach

HYA assigns an individual management team to each executive search that it conducts. In most district searches, typically 1-2 Senior Associates are responsible for managing the search. They assume direct responsibility for the search and coordinate the activities of the other associates engaged in the project. Additional associates are generally engaged as needed, with all 100+ associates in the firm tasked with identifying prospective candidates for the search. An assigned team also ensures that individuals closely associated with the search are available to respond to any request the client board may have on the board's time schedule.

The specific role of each search team includes helping schools create an initial structure for their search by:

- assisting with profile development;
- providing valuable feedback about the school district based on HYA research and professional understanding of the district's standing in the broader marketplace;
- aggressive and insightful recruiting of candidates;
- screening potential candidates by means of preliminary interviews and background checks;
- reviewing candidates' references and tapping HYA's own confidential network to gain reliable information and;
- assisting the board and new superintendent to assure a successful transition.

In brief, HYA consultants work with the board – meeting as often as needed - maintaining direct and frequent communication – until a new superintendent is employed.

The Proposed Management Team and Firm References

Upon the concurrence of the Board, HYA proposes the search team will be Dr. Rudy Castruita, Senior Associate and Dr. Pedro Garcia, Associate. The consultants' résumés are attached. Contact information for each Board President is provided so that you can speak with board members who have worked with the HYA consultants being proposed or with board members in districts with similar demographics to your district.

District	Reference Name	Contact Information
Downey USD, CA	Nancy Swenson	nswenso@dusd.net
Riverside USD, CA	Dr. Charel Beaty	951.787.8984
Santa Ana USD, CA	Jose Alfredo Hernandez	714.397.1023
Stockton USD, CA	Dan Castillo	209.564.0253

In addition to the references listed above, an extensive list of the national searches HYA has completed since 2007 is attached. Upon request, we would be pleased to provide a complete list of the over 1,000 searches we have conducted.

Tenure of Placements

HYA has had a long history of success in working with Boards to find the right candidates who will provide long-term leadership to the school district. Of the 296 superintendents hired with HYA's assistance since 2000, 90% of those individuals are still in their positions or have committed four years or more to the districts they served. The following data describes the tenure of those placements:

- 80% (234) are still in their position or retired from it
- 10% (32) stayed between 4 and 8 years - on average 5.1 years

The Search Process

We propose a multi-phased national search for candidates for the position of Superintendent. Recommended search procedures and cost estimates follow. The process outlined is defined in four phases and represents a prototypical search. However, HYA customizes each search to meet the needs of each school district or organization. Upon selection, the consultants will meet with the Board to discuss these procedures and modify them to meet the Board's unique needs.

The Planning Phase

The first step of every HYA search is to hold a formal Planning Session. At this meeting, HYA consultants convene with the Board and proceed to customize the search and its process to the specific needs and requirements of the District, as articulated by those present. More specifically, HYA and the Board will cover and sort out central matters and considerations regarding the search, including:

- Review Board and consultant responsibilities for each phase of the search.
- Tailor the search to meet the needs of the District.
- Determine the role of staff members and constituents in the search.
- Determine the timeline and specific dates for search activities. The following is a tentative timeline for the search.
 - Planning session – within one week of selection of HYA
 - Board/community input sessions – three weeks after Planning Session
 - Presentation of a slate of candidates to the Board, 6 – 10 weeks after identification of criteria desired in the new superintendent.
 - Interview of candidates – within 1 - 2 weeks of presentation.
 - Selection of new superintendent within 1 - 2 weeks of interviews.
(The exact dates and times for these activities will be developed in cooperation with the Board to ensure the availability of all Board members.)
- Consider Board options and preferences with regard to advertisements.
- Discuss the compensation package to be offered to the new Superintendent of Schools.

- Agree upon a communication plan to keep the Board abreast of the search progress and the consultants alerted to issues that may arise from the Board.

Criteria Development

A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Board in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the Board and others the Board designates. HYA recommends extensive community involvement in providing input to the Board prior to establishing the criteria desired in the new Superintendent. Up to four consultant days are allocated for the purpose of soliciting input through individual interviews, focus groups and general forums (open to all stakeholders). It is recommended that the consultants facilitate the interviews, focus groups and general forums so as to maintain objectivity in determining what respective stakeholder groups value in the District, the issues they foresee, and the characteristics they would like the new Superintendent to possess.

In addition to the personal interviews, HYA has developed an online survey that can be completed by any stakeholder. The data collected from the online survey and interviews with Board members, staff and the various stakeholders will be compiled in a Leadership Profile Report, which will be presented to the Board in both oral and written formats. Working with the Board, specific profile characteristics emerge from the results of the Leadership Profile Report and are subsequently incorporated into recruitment material. From experience, HYA has learned that one of the most crucial aspects of a successful search is the careful and explicit formation and enumeration of the criteria used in the selection process. Overall, this leadership assessment process has been highly successful in determining critical attributes, while invariably building positive public relations.

Some of the critical decisions to be made during the planning phase of the search involve confidentiality versus the release of the names of candidates under consideration. In some states, state laws and requirements guide these issues, but in many states this is a local board decision. The desire for confidentiality on the part of candidates versus the desire of the community to know as much as possible about the candidates under consideration is an important issue for the Board to consider in order to weigh the impact of the approach to be followed.

HYA prides itself on the extensive time and energy that our associates commit to working with local community and staff members to determine what they seek in their next superintendent. This information is essential to the Board in making their decisions about the “Desired Characteristics” of their next Superintendent. While these steps in the process will satisfy the need for involvement in some communities, other Boards and communities have determined they wish to have more involvement and in some cases complete transparency in vetting and determining the preferred candidate.

HYA has developed a range of approaches to meet these varying needs of different communities as the Board determines which is the best approach for their community. The chart on the next page describes the range of approaches along with the positive and possible negative impact of each approach.

Community Engagement & Confidentiality Options

	Full Disclosure of Candidates Interviewed	Finalists Names with Community Forums	Confidential Stakeholder Committee Involved	Completely Confidential
Description of Option	The names of all candidates being interviewed by the Board are released to the public.	The name of the three finalists being interviewed would be released and community forums would be held to meet the candidates.	No names of candidates would be released publicly, but the Board would have a staff/community committee interview the finalists to provide feedback.	Board conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
Questions Related to Option	What benefit does it provide to release the name of all applicants interviewed?	What input would be sought from community members after meeting candidates? How will stakeholders gather information?	What feedback and input does the Board want from the committee? How to structure committee membership?	Do the community and staff accept that this is the Board's decision? Will there be push back?
Benefits of Option	Staff and community members will see the process as totally open and feel the Board is being as transparent as possible.	Stakeholders will have an option to meet the finalists and express an opinion on their preference.	Some stakeholders will be involved and will provide input to the Board in making their decision, which may provide information that would be helpful with their decision.	The Board will have the broadest field from which to select their next superintendent.
Drawbacks of Option	Very few if any active superintendents will consider the position. Stakeholders will make judgments about the Board's decision based on whatever information they gather on their own.	Stakeholders will form an opinion on their preference and may feel the Board did not listen to them if a different candidate is chosen. Successful superintendents will be unlikely to put their name into consideration.	Some stakeholders may feel the process is not open enough as they will want to know who is being considered. Some members of the committee may violate the confidentiality agreement. Some candidates may not apply.	Stakeholders may feel the Board is not interested in their views. Community reaction may impact the acceptance of the preferred candidate. If confidentiality is violated, it may be viewed that a board member did so.

The Recruitment Phase

A key factor of a successful search is effective marketing and aggressive recruitment of successful individuals who may not be seeking a new position. To this end, HYA will aggressively identify individuals who meet the criteria identified by the Board and actively recruit them to consider this position. Identification and recruitment is done in a variety of ways including the following:

- Announcements of the vacancy will be placed on a number of websites including HYA's (www.ecragroup.com), which will be linked to the District's website. It also will be posted on Education Week, AASA and other educational websites. The strengths of easy-to-use technology will be maximized when the District creates a superintendent search page and posts the link for the Leadership Profile Survey.

- Advertisements will be placed in national and regional publications as agreed upon with the Board. Ad content will be shared with the Board members prior to publication to ensure they reflect the intent of the Board. All material will indicate that the District is an equal opportunity employer.
- Subject to the Board's approval, all members of the groups with whom HYA consultants meet in the Leadership Profile Development process will be invited to nominate individuals they feel are highly qualified for the position. On occasion, the preferred candidate is identified through such a nomination. Regardless, it reinforces the Board's intent to have an open, unbiased search embracing candidates from within, as well as beyond, the local area.
- To initiate the search for candidates, contacts throughout the nation will be advised of the vacancy and asked to help identify individuals who match the criteria the Board has identified as desirable in its next Superintendent. Included in this communication will be superintendents reaching every region of the country and leaders of state and national educational organizations, university officials, foundation executives, state education department personnel, and individuals in business, government, industry and the military who have an interest in school ventures. Members of the firm are active professionally in state and national organizations affording ongoing identification of emerging educational leaders with unusual talent and promise.
- Members of the firm will contact prospective candidates who meet the criteria established by the Board. Additional candidates will be sought through personal contact with a number of individuals who work with and/or are aware of a broad spectrum of superintendents.
- Complementing nominations received and utilizing candidate information generated from over 1,000 successful executive searches, HYA will aggressively recruit candidates for the position. In addition, HYA staff will send frequent announcements regarding the search to all associates.

HYA has learned that technology facilitates and enhances the application process, and thus requires all candidates to apply online. The applications will be reviewed and acknowledged by the consultants. During this phase of the search, HYA usually initiates communication with and conducts preliminary reference checks on the most promising applicants in anticipation of an interview. All materials received for this search will be considered confidential and provided to no one except on a need-to-know basis, in a manner consistent with both federal and state law.

Toward the close of the search, HYA will review all application materials carefully – with the guidance of the Board-established criteria – and typically identify 10 to 15 candidates for particular consideration. These individuals will undergo additional reference checks, internet searches, and, as appropriate, initial interviews with representatives from HYA. It is the practice of HYA to personally interview any candidate prior to making recommendations to the Board. As in all phases of the search, HYA adheres to strict guidelines of confidentiality.

Of note, HYA's examination of a candidate's background reaches beyond the handpicked personal and professional references provided by the candidate. Our ability to gain important background

information regarding our candidates – beyond that which merely appears in an individual’s official file – is a unique and distinguishing characteristic of our firm, and is attributable, in part, to the integrity of both the firm and our associates, and the vast network of professional relationships built through their years in the education field.

The Selection Phase

Upon completion of initial interviews, HYA will present a select slate to the Board. The number of candidates to be submitted will be determined by the Board during the initial Planning Session. Prior to presenting the slate (or in a separate advance session, if preferred), the consultants will conduct a seminar for the Board designed to prepare it for candidate interviews. This seminar will include written guidelines and protocols to ensure informative and comprehensive interviews. Approximately one-two hours in length, the seminar will also review the steps in the final stages of the search.

Prior to this workshop, HYA will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board’s initial interviews with the candidates. Such feedback will be developed into an Interview Script, which will be reviewed and revised during the aforementioned workshop and then used by the Board during the first round of interviews. The second interviews are generally unscripted and designed to follow-up on topics and questions identified during the first interviews. They also include an informal session such as a dinner with the candidate and his/her spouse or significant other, as well as the formal second interview.

The consultants generally do not sit in on the Board interviews but will be available for counsel or direct assistance to the Board throughout the interview process. The consultants will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board.

After the Board identifies a preferred candidate, usually after the second round of interviews, HYA can facilitate the completion of a comprehensive background check on the finalist by an independent, third party firm – Baker Eubanks. This background review will confirm degrees attained, any data regarding the candidate on file with the criminal and domestic courts, as well as a review of his/her driving record and credit history. The firm can also conduct both print and social media reviews of the candidate. If desired the Board can conduct the reviews on multiple candidates before second interviews are conducted if the search calendar provides sufficient time. The options for background checks will be reviewed and determined by the Board at the Planning Meeting.

HYA also will assist the Board in arranging a visit to the finalist’s community in order to ensure that the Board’s research will be as comprehensive as possible. These steps are important components of the selection process.

The Appointment Phase

Once the Board has determined their finalist and is satisfied with the successful completion of their due diligence review, the next step for the Board is to reach agreement on the contract terms to be offered. The HYA consultants will assist the Board in facilitating mutually agreeable terms with the preferred candidate. Once terms are determined, the consultants are available to work with the Board and/or its attorney in the preparation of a draft contract. It is highly recommended that the final contract be approved by the District's legal counsel prior to presentation to the candidate.

After the successful candidate accepts the offer, HYA will assist the Board in making the appropriate announcements and introducing the candidate to the community. HYA consultants will also contact all applicants, confirming the appointment and extending the Board's appreciation to all candidates. HYA advises the Board president to send a letter to the candidates interviewed by the Board.

Post Appointment

In addition, if desired, HYA can assist the Board and new superintendent in developing and implementing a successful transition plan. These services, which include a roles and/or goal setting workshops, facilitation of the first year superintendent's evaluation and mentoring support throughout the year can greatly enhance the success of the new superintendent as s/he assumes the leadership role in the organization. The costs associated with these additional services are described in the cost section of the proposal, and can be adjusted based on the level and frequency of the services desired.

HYA is also able to provide its clients a wide range of information management and accountability services to help support board governance and superintendent appraisal. Examples of such services include, but are not limited to 360-degree evaluations, strategic and long-range planning, community dashboards, and value-added impact analysis of programs and personnel.

Communication with the Board

HYA believes that communication and organization are critical to successful searches. These elements start even before the Planning Session. Prior to this meeting with the entire Board, each Board member will receive a detailed Planning Session agenda. A successful search relies on two-way communication throughout the search. In addition to the preparation of the agenda and meeting for the Planning Session, following are the formal and informal communication expectations for this search:

- A search manual will be provided to assist school board members in preparing for search activities and organizing all related material.

- A dedicated search portal can be established so that the Board can have confidential access to all information associated with the search through electronic communication.
- A clearly defined Planning Session will be held, during which all aspects of the search process will be discussed and decided.
- A comprehensive summary of the Planning Session will be sent to each Board member within three days of the meeting.
- A Leadership Profile Report will be sent to each Board member. The Report will summarize the input received from interviews with each Board member, individuals and groups with whom the Board requests the consultants to meet.
- The consultants will provide an oral report on the Leadership Profile findings and respond to questions at a public meeting to be determined by the Board.
- A workshop will be held with the entire Board to develop specific criteria to be sought in the new Superintendent. The criteria will be developed utilizing the findings of the Leadership Profile Report and Board members' knowledge relative to the District's future needs and challenges.
- Each Board member will be asked to identify questions, hypothetical situations or topics of interest that are important to consider in selecting the new Superintendent. These will be drafted into an Interview Script for the Board to review and revise, and eventually use in the interview of candidates.
- A workshop will be held to prepare Board members for successful candidate interviews.
- The slate will be presented to the Board in person. During this session, each Board member will be provided comprehensive written and verbal information relative to each candidate being recommended for an interview.
- The consultants will meet with the Board after each set of interviews to assist the Board in its debriefing and selection of semi-finalist candidates, and ultimately a preferred candidate.
- In addition to the above formal communications, HYA will provide progress reports via email or regular mail to all Board members, as agreed upon during the Planning Session. The consultants assigned to the search also will be available as needed via phone and email.

Board members will receive the business, home and cell phone numbers, as well as the email addresses, of the consultants. HYA's office staff, which is highly knowledgeable and pleased to

assist at any time, also will be available to the Board toll free from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

Extent of Services & Guarantees

HYA provides four guarantees to Boards when they contract with us for a search. They are:

- 1) Fixed Price** - The consultant fee is a fixed fee from the time of accepting our proposal until a Superintendent is employed. If there is a need to reopen a search because the chosen candidate decides not to come to the District or because the Board desires to see additional or different candidates, these search activities will be provided at no extra cost in the consulting fee.
- 2) Two-Year Window** - If the Superintendent departs from the position during the first year under any circumstances or within the (2) years if the same Board is still in place, HYA will conduct a new search for the Board at no additional cost barring expenses.
- 3) Non-Solicitation of Selected Candidate** - The Superintendent appointed with HYA's assistance will not be presented to another board as a candidate if it would result in his/her leaving the District in less than five (5) years unless the Board advises HYA that the Superintendent may seek another position or the Superintendent is no longer employed by the Board.
- 4) Price Match** - HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

Cost Proposal

The consulting fee for the Comprehensive Search, as described, is \$32,500. A mutually agreeable change in the fee will be established if the Board desires the consultants to have a greater or lesser involvement in any phase of the search or to provide services in addition to those delineated in this proposal.

Estimated Expenses

Expenses relating to search advertisement, interview expenses, and travel expenses of the candidates and Board will be borne by the Board.

- **Advertisements.** The costs for the advertisements are dependent upon variables such as type, size, layout and frequency of postings in national publications. Based on past experience HYA has created three advertisement packages that range between \$1,750 and \$4,000. These options will be explained and discussed at the Planning Meeting. HYA will also create a customized plan for the Board, if so desired.
- **Candidate Expenses.** Reliable estimates for interview costs and travel expenses for candidates are difficult to determine because interview accommodations, mode and

distance of travel, and – perhaps the most significant variable – the number of persons involved are unknown at this time. However, again based on our prototypical search, HYA estimates – for budgeting purposes – that candidate-related expenses will range anywhere between \$2,000 and \$6,000.

- **Consultant Expenses.** HYA estimates that travel costs for the proposed management team to be in the District and meet with the Board according to the plan for a typical search will be \$2,500. If the Board wishes to have the consultants provide additional time for activities such as the community engagement committee or sitting in on candidate interviews with the Board, the cost for consultant time is \$750 per day.
- **Independent Background Checks and Media Reviews.** The costs for conducting independent, third party background checks by Baker-Eubanks depend upon the type and number of reviews the Board wishes to have completed. These decisions can be made at the Planning Meeting or at a later date. The costs range between \$800 and \$2,000 per candidate.

Payment Schedule

Our consultant fee is due in installments: (1) 50% upon contract signing, (2) 25% presentation of the Leadership Profile Report, (3) 25% upon presentation of slate of recommended candidates. Expenses, generally, are billed approximately two weeks after the search is concluded.

Workshops and Other Optional Services

HYA offers a variety of Board workshops, training and support services that could be of benefit to Boards and new superintendents during the transition period and the superintendent's first year in the school district. The most commonly requested workshops are:

- The “Roles Workshop” requires 3-4 hours and provides the Board with an opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement and systemic change. Developing and maintaining effective Board - Superintendent relations, the need for long and short range planning, consensus decision-making and other components of successful boardmanship also are discussed at this workshop. Typical cost is \$3,000.
- The “Post-Employment Workshop/Retreat” requires 6-8 hours and generally is conducted on a Friday evening and Saturday. At this workshop, the roles developed by the Board at the prior workshop are reviewed with the Superintendent. This workshop/retreat also provides the Board with an opportunity to determine what it desires to have the Superintendent achieve during his/her first two years in the position. These goals are clarified and reduced to writing. The workshop/retreat also provides an opportunity to establish mechanisms to initiate or reinforce the

concept of continuous improvement and to monitor the achievement of the Board's expectations. Processes and instruments for performance evaluation of the Superintendent and the Board will be developed. As part of this workshop, the Board and Superintendent will be provided an opportunity to consider the use of HYA's recently developed research-based, 360-degree evaluation process. Typical cost is \$5,000.

- Comprehensive First-Year Support – In addition to the two workshops described above, HYA would also provide ongoing mentoring for the new Superintendent to provide periodic check points (at least six times during the year) on progress towards the goals and work in the District. The mentoring relationships will be designed between the HYA consultant and the new Superintendent with input from the Board. Comprehensive support also includes facilitation of the Board's first year evaluation of the new Superintendent using the evaluation process agreed upon during the aforementioned workshop-retreat and/or HYA's recently developed research-based 360-degree superintendent evaluation process. The specific plans and approach for these services will be determined by the Board and new Superintendent, with facilitation by the HYA consultant. Typical cost is \$12,500.

HYA also creates customized workshops to meet the specific needs of the Board. These can be designed to meet the specific needs, timelines, and price points desired by the Board.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader for the Anaheim Union High School District. Please contact us at 847-318-0072 or at hya@ecragroup.com if you have any questions or need for additional information.

RUDY M. CASTRUITA

EDUCATION

Ed.D.	University of Southern California	1983
M.S.	Utah State University	1967
B.S.	Utah State University	1966

PROFESSIONAL EXPERIENCE

2006-Present	Senior Associate, Hazard, Young, Attea & Associates (IL)
2006-Present	Endowed Chair, USC, Rossier School of Education Administration (CA)
1994-2006	Superintendent, San Diego County (CA)
1988-1994	Superintendent, Santa Ana Unified School District (CA)
1987-1988	Associate Superintendent, Santa Ana Unified School District (CA)
1985-1987	Assistant Superintendent, Santa Ana Unified School District (CA)
1980-1985	Principal, Los Alamitos Unified School District (CA)
1975-1980	Assistant Principal, El Monte Union High School District (CA)
1967-1975	Secondary Teacher, El Monte Union High School District (CA)
1967-1975	Counselor, Coordinator of Driver Education, El Monte Union High School District (CA)

CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Adjunct Professor, California State University
Adjunct Professor, University of San Francisco
U.S. Department of Defense Advisory Council on Dependent Education
State Superintendent's Task Force on "Reading First Initiative"
Language Arts Task Force, State of California, Chair
Academic Performance Index Task Force, State of California
Governance Task Force and State Committee to Develop a Master Plan for Education
State Superintendent's Advisory Commission for the Public Schools Accountability Act of 1999
State Superintendent of Public Instruction Eastin's Transition Team
USC Alumni Association Board of Governors and Superintendents Advisory Council
California County Superintendents Education Services Association (CCSESA), Past President
University of California Latino Eligibility Study
Harvard Urban Superintendent's Program, Mentor Superintendent
Scholarship America
Education Research and Development Institute
Greater San Diego Chamber of Commerce
Hispanic Chamber of Commerce
San Diego United Way/CHAD
San Diego YMCA
Natural History Museum
Laurels for Leaders
California Center for the Arts

AWARDS AND RECOGNITIONS

California's Superintendent of the Year, 1992
Marcus Foster Award from ACSA, 1991

Dr. Pedro E. Garcia

Education

University of Southern California	Ed.D.	1983
San Diego State University	M.S.	1975
University of Kansas	B.A.	1969 (English and Spanish majors)

Professor of Clinical Education, USC Rossier School of Education

Associate, Hazard, Young, Attea & Associates

Interim Superintendent, West Covina Unified School, District June, 2011- September, 2011

Superintendent, Metropolitan Nashville Public Schools, 2001 to 2008

Superintendent Corona-Norco Unified School District, 1994 - 2001

Superintendent, Carpinteria Unified School District 1991 - 1994

Assistant Superintendent, Instruction, Santa Barbara High School District, 1987 - 1991

Professional Organizations and Committees:

Phi Delta Kappa, USC Chapter, 1990 - present

American Association of School Administrators, 1997-present

Educational Leadership Academy South China Normal University 2005-present

Association of Latino Superintendents 2005-present

Association for Supervision and Curriculum Development, 1997-present

Tennessee Association of School Supervision and Administration, 2002- 2008

Vanderbilt University, Peabody College Ed.D. Advisory Board, 2005-2008

Vanderbilt and South China Normal University leadership program 2005-2008

Principals Leadership Academy, a partnership with Vanderbilt University, 2001-2008

Recent Community Organizations and Committees:

Ventura County Leadership Academy Board of Directors 2009- present

Camarillo Health Care District Advisory Board 2009 - present

National Postsecondary Education Cooperative: Improving College Readiness, 2005-2010

Frist Center for the Visual Arts, Board of Trustees, 2002- 2008

Rotary Clubs, Nashville 2002-2008; Corona 1994-2001; Carpinteria 1991-1994

Nashville Symphony Board of Trustees and Founder, 2005-2008

Advisory Board, League for the Deaf and Hard of Hearing, 2002-2008

Executive Board Member, Tennessee Council of Boy Scouts of America, 2002-2008

Peer Learning Network, Belmont University, 2001-2008

Steering Committee, Action on Nashville's Agenda, 2001-2008

Board of Directors, PENCIL Foundation, 2001-2008

Alliance for Public Education, 2002-2008(co-founder) (Worked to raise over \$16 million)

Board of Directors Alignment Nashville, 2004-2008 (co-founder)

D'Toqueville member United Way 2001-present

Board of Directors, YMCA of Middle Tennessee, 2003-2008

Board of Directors, Junior Achievement, 2001-2007

Board of Directors, Adventure Science Center, 2001-2007

Board of Directors, Country Music Hall of Fame, 2003-2006

Chair, Hands on Nashville, 2002-2005

Founder of Alliance for the Arts Thousand Oaks, CA

Select HYA Superintendent Search History

WITH REFERENCES

2013

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Belmont-Redwood Shores SD (CA) 3,600 students Robert Tashjian tashjian@brssd.org	Livingston Schools (NJ) 5,400 students Ronnie Spring 201.424.0058	Alvord Unified SD (CA) 19,812 students Art Kaspereen artjr@gmail.com	Fairfax County Schools (VA) 186,000 students Ilryong Moon 703.409.0270
Fox Point – Bayside Schools (WI) 500 students Deb Friberg deb_friberg@hotmail.com	Oconomowoc Area Schools (WI) 5,100 students Don Wiemer 262.490.0804		Fort Bend ISD (TX) 69,000 students Jim Rice 832.563.2942
Monona Grove School District (WI) 3,121 students Susan Fox 608.222.5015	Piscataway Twp SD (NJ) 7,200 students Tom Mosier tmosier@pway.org		Indianapolis Public Schools (IN) 30,000 students Diane Arnold 317.679.8844
Nicolet High School (WI) 1,300 students Marilyn Franklin 413.352.1180	Passaic City SD (NJ) 7,000 students Salim Patel 973.470.8984		Jersey City Public Schools (NJ) 26,000 students Suzanne Mack 201.344.7599
Portola Valley School District (CA) 700 students Jocelyn Swisher 650.851.1777	Portage Public Schools (MI) 8,700 students Robert Snyder 269.381.3585		Round Rock ISD (TX) 41,000 students Catherine Hanna 512.464.5000
Public Schools of the Tarrytowns (NY) 2,100 students Mimi Godwin 914.564.9621	San Leandro Unified SD (CA) 8,800 students Diane J. Prola 510.483.0744		
Sausalito Marin City SD (CA) 500 students William Ziegler 415.331.0505	Shaker Heights City Schools (OH) 5,500 students Annette Sutherland 216.991.8573		
Secaucus School District (NJ) 2,190 students Jack McStowe jmcstowe@sboe.us	St John the Baptist Parish SD (LA) 6,253 students Gerald Keller 504.628.5277		
Sunnybrook SD 171 (IL) 1,015 students Lance Lape 708.895.7790			
Tuckahoe Union Free SD (NY) 1,100 students Julio Urbina 212.239.3030			
Tukwila Schools (WA) 2,920 students Mark Wahlstrom wahlsea@yahoo.com			
Watchung Hills Regional HS (NJ) 2,068 students Robert Horowitz 732.563.1122			



Select HYA Superintendent Search History

WITH REFERENCES

2012

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Byron CUSD 226 (IL) 1,600 students Doug Floski doug@oglelaw.com	Greenwich PS (CT) 8,960 students Nancy Kail 203.912.1683	Cupertino Schools (CA) 14,000 students Anjali Kausar aakausar@att.net	Baltimore County Schools (MD) 106,000 students Lawrence Schmidt lschmidt@sgs-law.com
Deerfield Public Schools (IL) 3,100 students Ellen London 847.405.9607	Lynchburg City SD (VA) 10,000 students Charles White 434.528.4510	Downey Unified Schools (CA) 22,500 K-12 students Nancy Swenson nswenson@dusd.net	Jefferson Parish SD (Harvey, LA) 46,000 students Mike Delesdernier 504.812.2150
Eureka School District (Granite Bay, CA) 3,800 students Jerri Davis 916.780.0383	Mentor Public Schools (OH) 8,900 students Alan Mihok 440.205.8432	Hamilton Township Schools (NJ) 12,000 students Ron Tola 610.637.6617	Maryland State Superintendent James DeGraffenreid 410.336.3991
Greenburgh CSD #7 (NY) 1,800 students Terry Williams 914.686.5224	Muskego-Norway Public Schools (WI) 5,000 students Jim Schaefer 414.303.9755	Highline School District (Burien, WA) 18,000 students Angelica Alvarez 206.660.7695	Seattle Public Schools (WA) 45,300 students Michael DeBell 206.252.0040
Greendale Schools (WI) 2,600 students Joseph Crappitto 414.906.6213	Park Hill School District (MO) 9,000 students Denise Schnell 816.587.7620	Lansing School District (MI) 13,000 students Myra Ford myra.ford@lansingschools.net	Spokane Public Schools (WA) 30,300 students Bob Douthitt 509.220.3440
Indian Hill Exempted School (OH) 2,000 students Elizabeth Johnston Elizabeth.johnston@ih.k12.oh.us	Normandy Schools (MO) 4,400 students Sheila Williams sgw3@charter.net		Stamford Public Schools (CT) 28,000 students Polly Rauh 203.325.9379
Irvington Union Free SD (NY) 1,800 students Robyne Kamp 914.591.6118	Roaring Fork SD RE-1 (CO) 5,300 students Matthew Hamilton 970.400.7153		
Lake Bluff SD 65 (IL) 500 students Mary Jane Brady 847.615.7168	Upper Arlington Schools (OH) 5,300 students Robin Comfort rcomfort@uaschools.org		
Marlborough Schools (MA) 4,800 students Arthur Vigenat 508.460.3552			
Pelham Union Free SD (NY) 2,800 students Lisa Kiernan 914.629.5414			
Plainedge Union Free SD (NY) 3,400 students Catherine Flanagan cathy510@yahoo.com			
Riverside SD 96, (IL) 1,500 students Mary Ellen Meindl 708.528.5898			
Ross School District (CA) 500 students Todd Blake 415.456.6444			



Select HYA Superintendent Search History

WITH REFERENCES

2011

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Amherst –Pelham SD (MA) 2,000 students Rick Hood 413.320.3611	Bay Shore Schools (NY) 5,800 students Greg Nardone 516.523.7205	Davenport CSD (IA) 16,000 students Ralph Johanson 563.381.4598	Beaverton Schools (OR) 38,000 students Tim Quillen 503.880.4274
Beverly Hills Schools (CA) 4,702 students Lisa Korbатов 310.413.3223	Clarence School District (NY) 5,600 students Michael Lex mblex@verizon.net	Frederick County Schools (VA) 13,000 students Stuart Wolk 540.533.6715	Boulder Valley Schools (CO) 25,000 students Ken Roberge 303.443.2509
Burlingame Schools (CA) 2,400 students Michael Intrieri 510.864.3600	Dothan City Schools (AL) 9,907 students Dr. Harry Wayne Parrish parrishwp@yahoo.com	Santa Barbara School District (CA) 15,500 students Annette Cordero corderoa@sbcc.edu	Colorado State Commissioner of Education Elaine Berman 720.207.8703
Chappaqua Schools (NY) 4,000 students Janet Benton 914.273.5342	Grosse Pointe Public Schools (MI) 5,000 students John Steininger GPMS@aol.com	Saugus School District (CA) 11,000 k-6 students Doug Bryce dbryce@saugus.k12.ca.us	Frederick County Schools (MD) 39,000 students Brad Young 301.845.0263
Dobbs Ferry Schools (NY) 1,300 students Lynn Black 914.674.9110	Southeast Polk CUSD (IA) 5,988 students Lori Slings Islings@valleyb.com	Vallejo City Schools (CA) 17,700 students Ward Stewart 707.853.6160	Lewisville ISD (TX) 50,000 students Carol Kyer 469.576.0871
Lincolnshire-Prairie View SD (IL) 1,650 students David Panitch david@rtg-inc.com	Zeeland Schools (MI) 5,723 students Carol Slagh b_cslagh@juno.com		Montgomery County Schools (Rockville, MD) 136,000 students Christopher Barclay 301.302.5623
Loomis Union School District (CA) 2,500 students Jim Foster jimmy-foster@sbcglobal.net			Santa Ana Schools (CA) 58,000 students Jose Hernandez 714.397.1023
Marblehead Schools (MA) 3,200 students Kathleen Leonardson 781.307.2019			
Mill Valley Schools (CA) 2,813 students Robin Moses 415.381.5795			
North Chicago CUSD (IL) 4,000 students Ken Robinson (224)374.7299			
Summit School District (CO) 3,062 students Jon Kraemelmeyer 970.668.5384			
Telluride Schools (CO) 800 students Banks Brown 970.729.1100			
Woodside Elementary (CA) 850 students Betinna Pike 650.851.7121			



Select HYA Superintendent Search History

WITH REFERENCES

2010

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Clayton County SD (MO) 2,500 students Omri Praiss omri.praiss@huschblackwell.com</p> <p>Fremont SD 79 (IL) 1,875 students Sandy Bickley 847.302.2699</p> <p>Kohler SD (WI) 500 students Jane Bishop 920.207.6278</p> <p>Lindop SD (IL) 500 students Terri Sharpp 312.261.3154</p> <p>Newburyport Public Schools (MA) 2,300 students Gordan Bechtel 978.465.5681</p> <p>Park Ridge SD 64 (IL) 4,300 students John Heyde jheyde@sidley.com</p> <p>Reed SD (CA) 1,035 students Lisa Matthews 415.505.5472</p> <p>Ross Valley SD (CA) 2,000 students Sharon Sager 415.847.0035</p> <p>Warren Twp SD, (NJ) 2,189 K-8 Roberta Monahan 908-753-5300 #7</p> <p>Whitefish Bay Schools (WI) 3,000 students James Phillips 414.961.7723</p>	<p>Bellingham SD (WA) 10,000 students Dr. Ken Gass 360.671-1003</p> <p>Fairfield Public Schools (CT) 7,900 students Catherine Albin 203.256.1422</p> <p>Mamaroneck Union Free SD (NY) 5,000 students Linnet Tse 914.833.2871</p> <p>Millburn Township Schools (NJ) 5,200 students Noreen Brunini 973.912.0424</p> <p>Oak Park SD 97 (IL) 5,200 students Peter Traczyk ptraczyk@op97.org</p> <p>Orangeburg SD (SC) 7,300 students Mary Ulmer 803.747.8031</p> <p>Wausau SD (WI) 8,300 students Michelle Schaeffer 715.551.0722</p>	<p>Carpentersville CUSD 300 (IL) 19,000 students Joe Stevens jstevens@dls.net</p> <p>Fremont USD (CA) 32,000 students Byron Gebhart 501.543.4566</p> <p>Iowa City Schools (IA) 11,237 students Patti Fields 319.338.9688</p> <p>Newton Public Schools (MA) 11,237 students Claire Sokoloff 617.816.4469</p> <p>Oshkosh Area SD (WI) 10,500 students Ben Schneider, II 920.235.9262</p> <p>Peoria SD 150 (IL) 14,000 students David Gorenz 309.688.2824</p> <p>Pleasanton USD (CA) 14,787 students Valerie Arkin 925.417.1969</p>	<p>Birmingham City Schools (AL) 29,000 students April Williams 205.960.6257</p> <p>Capistrano USD (CA) 51,000 students Anna Bryson 949.290.7196</p> <p>Carroll County Schools (MD) 28,000 students Barbara Shreeve 410.740.3150</p> <p>Douglas County Schools (CO) 56,000 students Dan Gerken 720.219.3366</p> <p>Polk County Schools (FL) 92,000 students Kay Fields 863.559.6829</p>



Select HYA Superintendent Search History

WITH REFERENCES

2009

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
CCSD 181 (Hinsdale, IL) 4,700 students Marc Monyek 630.794.0517	Castro Valley USD (CA) 8,684 students George Granger 510.326.8903	Arlington Public Schools (VA) 18,736 students Sally Baird 703.486.0655	East Baton Rouge Parish (LA) 45,000 students Jerry Arbor 225.387.5557
Croton-Harmon Schools (NY) 1,600 students Kathy Brechner 914.271.8590	Fond du Lac Schools (WI) 7,200 students Eric Everson 920.517.2316	Bellevue SD (WA) 16,218 students Chris Marks 425.941.9573	Metro. SD (Nashville, TN) 74,000 students David Fox 615.298.2848
Hudson SD (MA) 2,500 students Tom Green tgreen_inhudson@hotmail.com	Greenwich PS (CT) 8,960 students Steve Anderson andersonsb@optonline.com	Clarke County Schools (Athens, GA) – 11,000 students Denise Mewborn 706.338.2189	Rockford SD (IL) 29,000 students Nancy Kalchbrenner 815.262.3216
Lyons Township HSD (IL) 3,897 students Mark Pera 708.579.6455	White Plains Schools (NY) 6,000 students Donna McLaughlin 914.761.3778	Coachella Valley USD (CA) 17,900 students Gloria Maldonado 760.775.9738	Scottsdale USD (AZ) 26,567 students Karen Beckvar 602.686.3803
Moffatt County SD (Craig, CO) 2,395 students Andria Camp 970.824.0257		Lawrence Public Schools (KS) 10,254 students Craig Grant 785.842.8298	St. Paul Public Schools (MN) 39,000 students Kazoua Kong-Thao 651.238.1869
Mountain Brook City Schools (AL) 4,000 students Gary London 205.244.5672		Oswego CUSD 308 (IL) 15,000 students Lynn Cullick 630.551.4811	Wichita Public Schools (KS) 48,000 students Lynn Rogers 316.262.4716
Robbinsville SD (NJ) 1,100 students Michael Rea 609.259.8441		Oxnard USD (CA) 15,441 students Dennis O'Leary 805.815.4442	
West Chicago HSD (IL) 2,160 students Tony Reyes 630.669.0501		Richmond Public Schools (VA) 25,000 students Tom Farrell 804.819.2112	



Select HYA Superintendent Search History

WITH REFERENCES

2008

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Alamo Heights ISD (TX) 4,400 students Bill Kingman 210.829.1199</p> <p>Ardley UFSD (NY) 2,200 students Mark Cohen mcohen23@aol.com</p> <p>Burlingame ESD (CA) 2,400 students Michael Barber 650.483.5087</p> <p>Homer CCSD 33C (IL) 2,700 students Tom Buckley 708.301.6691</p> <p>Islip UFSD (NY) 3,600 students Catherine Romano 631.793.7671</p> <p>Kohler SD (WI) 500 students Jim O'Donnell 920.458.6115</p> <p>Locust Valley CSD (NY) 2,300 students Dr. Yao Chu 516.759.3012</p> <p>Roxbury Township SD (NJ) 4,500 students Robert Badini 973.584.8525</p> <p>Tamalpais UHSD (CA) 3,900 students Susan Schmidt susanschmidt1117@yahoo.com</p>	<p>Durango SD 9-R (CO) 5,000 students Jeff Shell 970.375.7721</p> <p>Lake Central Schools (IN) 9,860 students Howard Marshall 219.864.7273</p> <p>Normandy SD (MO) 5,500 students Cozy W. Marks, III 314.389.4576</p> <p>Plainfield SD (NJ) 7,000 students Patricia Barksdale 908.754-3380</p> <p>St. Cloud Area SD (MN) 10,000 students Deb Lalley deb.lalley@isd742.org</p> <p>White Bear Lake Area SD (MN) 7,700 students Gregg Larson 651.426.1288</p>	<p>Alexandria City Schools (VA) 10,557 students Yvonne Folkerts 703.823.6269</p> <p>Bend – La Pine SD (OR) 16,000 students Nathan Hovekamp 541.318.8362</p> <p>Burnsville-Eagan-Savage ISD (MN) 10,600 students Vicki Roy 952.894.4032</p> <p>Clifton Public Schools (NJ) 10,500 students Mike Urcioli 973.881.0252</p> <p>Lancaster, SD of (PA) 11,744 students Patrick Snyder pns1@comcast.net</p> <p>Waukesha, SD of (WI) 13,923 students Dan Warren dwarren@pabstfarms.com</p>	<p>Compton USD (CA) 32,000 students Fred Easter 310.603.9424</p> <p>Riverside USD (CA) 45,000 students Dr. Charles Beaty 951.787.8984</p> <p>San Diego Unified SD (CA) 131,000 students Luis Acle 619.232.6658</p> <p>Shawnee Mission Schools (KS) 28,000 students Craig Denny 913.888.7703</p> <p>Spokane Public Schools (WA) 30,300 students Christie Querna 509.455.9886</p> <p>Stockton USD (CA) 36,700 students Dan Castillo 209.564.0253</p>



Select HYA Superintendent Search History

WITH REFERENCES

2007

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Eastchester UFSD (NY) 3,000 students Michelle Kissel 914.629.0142	Barrington CUSD (IL) 9,000 students Cara Richardson 630.285.4077	Academy School District 20 (CO) 21,000 students Vicki Taylor 719.337.7744	Boulder Valley Schools (CO) 25,500 students Helayne Jones 303.545.6376
Forest Park SD (IL) 1,400 students Lois Bugajsky 708.366.5610	Gilroy USD (CA) 9,200 students Tom Bundros 408.717.5481	Hoover City Schools (AL) 11,600 students Donna Frazier 205.991.8104	Indian Prairie SD 204 (IL) 28,000 students Jeanette Clark 630.983.9349
Las Lomas SD (CA) 1,000 students Lee Anderson 650.361.8980	Round Lake Area Schools (IL) 6,500 students Ann Welk 847.546.9247	Mt. Vernon City Schools (NY) 10,100 students Lynn McBride 914.918.8524	Jefferson County SD (Louisville, KY) – 89,600 students Joe Hardesty 502.367.1529
Lafayette SD (CA) 3,200 students Shayne Silva 925.283.4159	South Orange Maplewood SD (NJ) 6,300 students Rowland Bennett 973.762.5670 Lynn Crawford 973.378.9230	Southwestern Comm. College (CA) 19,000 students Terri Valladoliid 619.778.9991	San Francisco USD (CA) 53,000 students Eric Mar 415.730.4188 Mark Sanchez 415.828.0029
Muskego – Norway SD (WI) 5,000 students Jim Schaefer 414.303.9755		Tempe Union HSD (AZ) 13,000 students Zita Johnson 480.967.4185	Sweetwater Union HSD (CA) 41,000 students Greg Sandoval 619.917.7773
Nicolet SD (WI) 1,300 students Marilyn Franklin 414.352.1180		Wheaton-Warrenville CUSD 200 (IL) – 14,200 students Andy Johnson 630.240.7092	
North Salem SD (NY) 1,400 students Marie Martell 914.277.7613			
Walnut Creek SD (CA) 3,200 students Barbara Pennington 925.997.2155			



Hazard, Young, Attea Associates takes pride in having served the following school districts:

ALABAMA	Manhattan Beach	Durango	ILLINOIS	Glen Ellyn 89	Mt. Morris	Troy
Dothan	Mill Valley	Frisco (Summit)	Addison Trail	Glenbard 87	Mt Prospect 57	Villa Park 45
Hoover	Mountain View	Littleton	Aptakisic-Tripp 102	Glencoe 35	Naperville 203	Waukegan
Huntsville	Oxnard	Pueblo	Arlington Heights 25	Glenview 34	New Trier HSD	West Chicago 94
Mountain Brook	Pajaro Valley	State of Colorado	Avoca 37	Golf	Niles	West Northfield 31
	Palo Alto	Telluride	Ball Charter School	Grayslake 128	Norridge 80	Wheaton-
ARIZONA	Pleasanton		Barrington HSD	Hamilton 328	North Cook ISC	Warrenville 200
Deer Valley	Portola Valley	CONNECTICUT	Beach Park 3	Hazel Crest	Northbrook 27	Wilmette 39
Peoria	Ravenswood	Bloomfield	Belleville CC	Highland Park 108	Northbrook-	Winfield 34
Phoenix	Redwood City	Bridgeport	Bellwood	Homer 33C	Glenview 30	Winnetka 36
Scottsdale	Reed	Brookfield	Belvidere	IASA	Northfield 225	Woodridge 68
Tempe	Riverside	Clinton	Bensenville 2	IL School for the	North Chicago	Woodstock 200
Washington	Ross	Danbury	Berwyn North 98	Visually Impaired	NSSED	Yorkville 115
	Ross Valley	Darien	Bloom Twp 206	IL Valley CC	NSSEO	Zion 6
ARKANSAS	Saddleback Valley	East Granby	Bloomington 87	Illini Valley	Oak Park 97	Zion-Benton 126
Little Rock	San Carlos	Fairfield	Blue Ridge 18	IL State Bd. of Ed.	Oak Park-River	
	San Diego	Greenwich	Bremen Comm. 228	Indian Prairie 204	Forest 200	INDIANA
CALIFORNIA	San Diego County	Ledyard	Burr Ridge 180	Itasca 10	Olympia	Carmel Clay
Acalanes	San Francisco	New London	Byron	Jewish Children's	Oswego 308	East Allan
Antioch	San Leandro	Newton	Carlinville 1	Bureau	Park Forest 163	East Chicago
Alvord	San Mateo	Norwalk Free	Carpentersville 300	Joliet 86	Park Ridge 64	Indianapolis
AVID Center	Santa Ana	Academy	Cary	Joseph Academy	Peoria 150	Lake Central
Belmont-Redwood	Santa Barbara	Norwich	Champaign 4	Kankakee	Pontiac 429	Lawrence Twp
Shores	Santa Monica-Malibu	Ridgefield	Chicago-Gates	Keshet Day School	Prairie Crossing	Penn-Harris
Beverly Hills	Saugus	Stamford	Project	LaGrange 102	Charter	
Burlingame	Sausalito-Marin City	Waterbury	Decatur 61	LaGrange 105	Proviso 209	IOWA
Castro Valley	Sequoia		Deerfield 109	Lake Bluff 65	Quincy 172	Cedar Rapids
Capistrano	Sonoma Valley	DELAWARE	Dekalb 428	Lake Forest 67	River Forest 90	Davenport
Coachella Valley	Southwestern CC	Brandywine	Des Plaines 62	Lake Forest 115	River Trails	Des Moines
Compton	Stockton		Diamond Lake 76	Lake Park 108	Riverside 96	Dubuque
Cupertino	Sweetwater	FLORIDA	District 181	Lake Villa 41	Riverside-	Iowa City
Downey	Tamalpais	Brevard County	Downers Grove 58	LaSalle 122	Brookfield 208	Southeast Polk
East Side Union	Tustin	Broward County	Dunlap	LaSalle Peru 120	Rockford 205	Waterloo
Eureka	Vallejo	Collier County	DuPage 88	LEARN Charter School	Roselle	West Des Moines
Granite Bay	Vista	Duval County	East Saint Louis	Lemont-Bromberek	Round Lake	
Fremont	Walnut Creek	Indian River County	Elk Grove 59	Libertyville 70	Sandridge 172	KANSAS
Fresno	West Contra Costa	Orange County	Evanston 65	Lincolnshire-	Sheldon	Blue Valley
Gilroy	Woodside	Pinellas County	Evergreen Park	Prairieview	Skokie 68	Lawrence
Glendora		Polk County	Flossmoor 161	Lincoln Way 210	Sparta 140	Olathe
Hillsborough	COLORADO	Sarasota County	Forest Park 91	Lisle 202	Springfield	Shawnee Mission
Lafayette	Academy 20		Fox Lake 114	Lombard 44	Sterling	University Academy
La Mesa-Spring Valley	Adams 12 Five Star	GEORGIA	FRAC	Lyons 204	Streator 40	Wichita
Las Lomitas	Aspen	Athens	Freeport 145	Macomb 185	Sunnybrook	
Leadership	Boulder	Cobb County	Fremont 79	Maine 207	Sunset Ridge	KENTUCKY
Loomis	Craig (Moffat)	DeKalb County	Gavin	Maywood 89	Tazwell Mason SED	Louisville
Los Altos	Denver	Liberty County	Geneva 304	McLean 5	Tinley Park 146	
Los Angeles	Douglas County		Glen Ellyn 41	Morton CC	Township HS 214	

Hazard, Young, Attea Associates takes pride in having served the following school districts:

LOUISIANA	Troy	NEW HAMPSHIRE	BOCES	N. CAROLINA	S. CAROLINA	WASHINGTON
East Baton Rouge	Wayne-Westland	Concord	Chappaqua	Chapel Hill-Carrboro	Beaufort	Bellevue
Jefferson Parish	West Bloomfield	Nashua	Clarence	Greensboro	Greenville	Bellingham
St. John the Baptist Parish	Zeeland		Croton-Harmon		Orangeburg	Everett
MARYLAND		NEW JERSEY	Dobbs Ferry	OHIO		Highline
Anne Arundel	MINNESOTA	Clifton	East Williston	Bexley	TENNESSEE	Kent
Baltimore Cty	Burnsville-Eagan-	Ewing	Eastern Suffolk	Cleveland	Hamilton County	Lake Washington
Carroll County	Savage	Hamilton	Fayetteville-Manlius	Dayton	Knox County	Mercer Island
Frederick Cty	Columbia Hts	Holmdel	Floral Park	Dublin	Memphis	Seattle
Howard County	Edina	Jersey City	Greece	Mayfield	Murfreesboro	Spokane
Montgomery Cty	Hopkins	Lawrence Twp	Greenburgh 7	Orange	Nashville	Tukwila
Prince George's	Minnetonka	Livingston	Hauppauge	Perry		
State of Maryland	North St. Paul	Marlboro	Irvington	Princeton City	TEXAS	WISCONSIN
	Osseo	Millburn	Islip	Shaker Heights	Alamo Heights	Beloit
MASSACHUSETTS	St. Cloud	Montgomery Twp	Lawrence	Upper Arlington	Austin	Cedarburg
Amherst-Pelham	St. Louis Park	Moorestown	Locust Valley	Wooster	Carroll	Elmbrook
Berkshire Hills	S. Washington	Passaic	Mamaroneck	Youngstown	Dallas	Fond du Lac
Cambridge	Wayzata	Paterson	Manhasset		Eanes	Green Bay
Framingham	White Bear Lake	Piscataway	Mt. Vernon	OREGON	Ft. Bend	Greendale
Hudson		Plainfield	Nassau County	Bend-La Pine	Grapevine-Colleyville	Fox Point-Bayside
Mt. Greylock	MISSISSIPPI	Princeton	BOCES	Beaverton	Highland Park	Howard-Suamico
Marblehead	Tupelo	Rancocas	Niagara-Wheatfield	Corvallis	Lake Travis	Hudson
Marlborough		Randolph	North Salem	NWREL	Leander	Indian Comm. School
Newburyport	MISSOURI	Ridgewood	Pelham	Portland	Lewisville	Kenosha
Newton	Clayton	Robbinsville	Plainedge	Salem Keizer	Northside	Kohler
Somerville	Columbia	Roxbury	Riverhead		Plano	Madison
Worcester	Ferguson-Florrisant	Secaucus	Rochester	PENNSYLVANIA	Round Rock	Milwaukee
	Francis-Howell	Somerset Hills	Rocky Point	Abington	San Antonio	Manitowoc
MICHIGAN	Kansas City	South Orange-	Rush Henrietta	Allegheny Int.	Spring	Monona Grove
Birmingham	Kirkwood	Maplewood	Rye City	Baldwin-Whitehall	Tyler	Musekgo-Norway
Bloomfield Hills	Ladue	Tenafly	Sag Harbor	Lancaster	Wichita Falls	New London
Clarkston	Lindbergh	Trenton	Scarsdale	Lower Merion		Nicolet
East Lansing	Normandy	Warren Twp.	Shoreham Wading	Loyalsock	VIRGINIA	Oconomowoc
Flint	Parkway	Watchung-Hills	River	Marple-Newtown	Alexandria	Oregon
Grosse Pointe	River Gardens	Westfield	South Orangetown	Methacton	Arlington	Oshkosh
Gull Lake	Rockwood		S. Westchester	Mt. Lebanon	Charlottesville	Port Washington
Holland	St. Louis	NEW MEXICO	BOCES	North Allegheny	Danville	Racine
Jackson	Springfield	Roswell	Syracuse	Philadelphia	Fairfax County	South Milwaukee
Kalamazoo	Webster Groves		Tarrytowns	Pittsburgh	Frederick Co	Stevens Point
Lansing		NEW YORK	Three Village	Radnor	Hampton	Waukesha
Ludington	NEBRASKA	Albany	Tuckahoe	Rose Tree Media	Richmond	Wausau
Midland	Westside	Ardsley	Valhalla	Spring Ford	Spotsylvania	Wauwatosa
Mona Shores		Babylon	White Plains	Upper Dublin	Virginia Beach	West Bend
Novi	NEVADA	Bay Shore	Wyandanch	Wallingford-		Whitefish Bay
Plymouth-Canton	Clark County	Bedford	Xaverian	Swarthmore		
Pontiac	Washoe County	Brentwood	Yorktown	William Penn		WYOMING
Portage		Brewster				Jackson Hole
Southfield		Brighton				
		Bronxville				

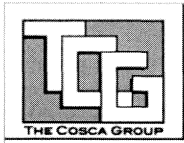
Notes



HYA Executive Search
Hazard, Young, Attea & Associates



5600 N. River Road, #180
Rosemont, Illinois 60018



TCG Leadership Development Corporation

EXHIBIT C

December 12, 2013

Anaheim Union High School District
Brian O'Neal, Governing Board President
501 Crescent Way
Anaheim, CA 92803

Dear Mr. O'Neal and Members of the Governing Board:

Thank you for the opportunity to be considered as the firm to assist in the selection of your new superintendent. As you are keenly aware, the selection of a superintendent to lead your District is one of the most significant actions that you will take as a Governing Board. The Cosca Group is ready and eager to work with you in this important endeavor.

The Cosca Group represents twenty-four principal members, one distinguished emeritus member, and eight associate members reflecting a diversity of major educational leaders with experience in a range of districts from 1,500 to 57,000 California students. We believe that we are the only firm whose members provide such an extensive statewide recruitment base, a vital element of any successful search process. Because of this extensive network of colleagues, our Superintendent searches attract a great number of qualified applicants. Collectively, our individual members have engaged in dozens of searches throughout California. We are proud of the fact that the Cosca Group has been successful in making lasting matching relationships between superintendents and districts in the superintendent searches that we have conducted.

Dr. Frank Cosca, Dr. Cynthia Grennan and Dr. Tom Halvorsen will be the search consultants, if the Cosca Group is selected by the Governing Board. As indicated in the attached information about them, you will notice that they have extensive experience with Boards as Superintendents, consultants working with Boards, and leaders of administrative organizations. Because of their experience, they are regarded as experts in the areas of Board/Superintendent relations and school district governance.

As the attached information indicates, a major aspect of our process includes the involvement of the various district stakeholders in determining the unique needs of the District. This outreach effort, in past searches, has been inclusive and truly representative of the unique nature of each community and is intended to build support for the Board, District, and new Superintendent. Based on that determination, The Cosca Group, because of its wide variety of expertise in all phases of school district leadership, will work with the Governing Board in the selection of a new Superintendent and in developing effective supportive working relationships designed to best meet the needs of students, employees and the community. . In recognition of the tremendous financial pressures faced by California school districts, our all-inclusive consultant fee has been reduced from \$37,200 to \$33,480. We want to emphasize that there are no extra charges.

The Cosca Group 4751 Mangels Boulevard, Fairfield, CA 94534 Phone: 707-646-2846 Fax: 707-422-6494
Email: tcgcorp@sbcglobal.net www.thecoscagroup.com

Board of Directors: Frank Cosca, Steve Goldstone, George Bloch, Thomas W. Garnella, Don Remley



TCG Leadership Development Corporation

Documentation in the attached proposal is responsive to your Request for Proposals and includes:

- Biographical Information About the Search Consultants
- An Overview of the Proposed Search and Selection Process
- A Timeline for the Search and Selection Process
- The Cosca Group's Process for Recruiting and Advertising Resources
- The Cosca Group's Process: Pre-interview to Selection
- Client List
- The Cosca Group Profile
- Professional Fees
- Letters of Recommendation

We look forward to the opportunity to present our proposal to you and your Board and then working with you in this most important endeavor. If you have any questions, please contact Dr. Cosca at (714) 313-2717 or Dr. Grennan at (714) 615-3210 or Dr. Halvorsen at (949) 246-8179. Thank you for your consideration.

Sincerely,

Handwritten signature of Frank A. Cosca, Jr.

Frank A. Cosca, Jr., Ed.D.
President
The Cosca Group

Handwritten signature of Steve Goldstone.

Steve Goldstone, Ed.D.
Chairman, Board of Directors
The Cosca Group

Search Consultants

Superintendent Search and Selection

Frank Cosca, Ed.D.

Dr. Cosca was an elementary teacher, and an assistant principal in Santa Ana. He was then an elementary and junior high principal in Fullerton. Dr. Cosca went on to become the Superintendent of the Eastside School District in Lancaster for three years, Central School District in Rancho Cucamonga for six years and finally the Superintendent of Ontario Montclair School District in Ontario for the remaining eleven years of his career.

Dr. Cosca has led or been part of searches for more than twenty years. However, since retirement in 2000, he has been the President of The Cosca Group (TCG) and involved himself in all searches TCG has conducted.

Dr. Cosca has served as an advisor to ACSA, CSBA, the State Secretary of Education and the State Superintendent of Schools.

Superintendent Search and Selection

Cynthia Grennan, Ed.D.

Dr. Cynthia Grennan has over forty years experience in K-12 education. She has served as teacher, counselor, psychologist, middle school, high school assistant principal, assistant superintendent, and superintendent. She served over thirty years in various administrative positions in the Anaheim Union High School District. Dr. Grennan has a reputation for honesty, hard work and a driving commitment to public education.

She has consulted with Syfr. Corp and conducted upward movement professional development workshops. This work has provided Dr. Grennan with a strong national network.

Superintendent Search and Selection

Tom Halvorsen, Ed.D.

Dr. Tom Halvorsen has served children for over thirty-nine years. He was a teacher in the Los Alamitos Unified School District for five years and assistant principal in the Lennox School District for one year. In the Savanna School District (Anaheim, CA), Dr. Halvorsen served as a principal for eight years, assistant superintendent for three years and superintendent for twenty-one years. He also has served as an adjunct professor with California State University, Fullerton.

Dr. Halvorsen received his Bachelors and Masters degrees from California State University, Long Beach in Education Leadership. He received his Doctorate degree in Education Administration from the University of Southern California. Dr. Halvorsen is currently serving on: the Board of Governors of the USC Alumni Association, the Trojan Club of Orange County Board and is a board member of the Pivot Charter School.

Overview of Proposed Search and Selection Process for Superintendent

The following "tentative" process will be modified as a result of discussion with and preferences of the Governing Board:

Preliminary Phase:

- ❖ Meet with the Board to adjust/modify/approve the Search and Selection Process and the accompanying proposed timeline.

Phase I:

- ❖ Meet with the Board and identify the District's strengths and needs/critical issues. Based on those strengths and needs/critical issues, identify the characteristics desired in the new Superintendent. The Board will also identify groups and individuals representing community members, students, parents, teachers, classified employees, administrators, etc. to provide input to TCG. Discuss strategies to engage communities of color, including non-English-proficient constituents in the process.
- ❖ Meet with the identified groups and individuals and receive input regarding the District's strengths and needs/critical issues. Based on that information, input will be received regarding the characteristics desired in the new Superintendent.
- ❖ Meet with the Board to examine the information obtained from group and individual meetings. The Board will reexamine and prioritize its own lists of strengths, needs/critical issues, and characteristics. Using the data, TCG will create a profile and criteria and submit an electronic brochure for editing and approval by the Board.
- ❖ Arrange for advertisements to be published, for example, in the EdCal newspaper, CASBO, national publications and other publications of the Board's preference. TCG will disseminate recruitment materials and vacancy announcements and correspond with experts in the field for nominations of potential candidates. All thirty-three TCG principal and associate members will actively recruit candidates who best characterize the ideal candidates for the District.
- ❖ Provide a status report to the Board.

Phase II:

- ❖ Maintain all applicant files and communicate with applicants regarding the status of their files.
- ❖ Continue to proactively identify and recruit outstanding candidates who have not applied.
- ❖ Screen all materials from all applicants. Extensive reference checks will be conducted through a process of telephone conversations, appraisal of materials, and preliminary references.
- ❖ Create a panel of experts in school district administration to identify the most qualified applicants. Material will be developed which will describe and assess the finalists.
- ❖ TCG will provide a status report to the Board which will include a summary of qualifications of each of the candidates and those recommended for interview. The Board will approve candidates selected for interviews.

Phase III:

- ❖ Schedule interviews, to be conducted in closed session, with the agreed upon finalists and the Governing Board.
- ❖ As desired by the Governing Board, schedule and assist with a second set of interviews of the top candidate(s).
- ❖ A closed session with the Governing Board will be scheduled and TCG will assist, if requested, in the identification and confirmation of the finalist.

Phase IV:

- ❖ A site visitation to the district of the top candidate will be arranged and conducted.
- ❖ In closed session, coordinate the actual selection of the successful candidate by the Governing Board.
- ❖ Assist the Board, as directed, to negotiate an employment contract based upon a current compensation study.
- ❖ If so desired, assist the Board in announcing the new Superintendent of Schools for the District.

Phase V:

During the following twelve months, TCG will:

- ❖ Provide ongoing, on-call, mentoring for twelve months from both retired and active superintendents to the newly selected superintendent.

Phase VI: (Optional)

- ❖ For an additional fee, The Cosca Group will be available to the Board and Superintendent for additional consultation service that could include goal setting, evaluations, Board-Superintendent relations, role and functions of the Superintendent and the Board, etc.

Timeline for Search and Selection Process of Superintendent

(Subject to Board Approval and to Correspond with Dates Included in the District's Request for Proposals)

Preliminary Phase:

- Selection of The Cosca Group (TCG) to assist the Board in the search and selection of a new Superintendent.
- Meeting with the Governing Board to adjust/modify/approve the process and timeline.

Phase I:

- Meeting with the Governing Board to:
 - Identify the strengths of the District.
 - Identify the needs/critical issues facing the District.
 - Based on the above, identify the characteristics desired of the new Superintendent.
 - Identify the groups and individuals representing community members, students, parents, teachers, classified employees, and administrators to provide input to TCG regarding strengths, needs/critical issues and characteristics desired of the new Superintendent.
- Meetings with groups and individuals identified by the Board as indicated above.
- Meeting with the Governing Board to:
 - Examine information obtained from the various group and individual meetings so as to compare with the strengths, needs/critical issues, with the desired characteristics identified by the Board.
 - If appropriate, as determined by the Board, modify the initial list.
 - Prioritize the greatest strengths and needs/critical issues.
- Based on the prioritization of strengths and needs, determine which of the characteristics of a new Superintendent will be necessary to meet those needs, address the critical issues and maintain and improve upon the strengths of the District. Based on this prioritization, TCG will create a profile and criteria and develop an electronic brochure.
- Meeting with the Governing Board to approve electronic brochure.
- Dissemination of recruitment material, active recruitment of candidates, and receipt of applications by deadline.
- Deadline for applications.

Phase II:

- Screening of applications and convening panel of experts to identify the most qualified applicants.
- Detailed reference checks.
- Provide Board with status report on qualifications of candidates. The Board determines candidates to be interviewed.

Phase III:

- Schedule Board's interviews with selected candidates.

- Schedule second set of Board interviews.

Phase IV

- Site visitation relative to final candidate.
- Negotiation of contract.
- Announcement of new Superintendent
- New Superintendent assumes duties.

Phase V:

- Mentoring

(This timeline may be modified to accommodate Board/District needs)

The Cosca Group's Process for Recruiting and Advertising Resources

- ❖ TCG will, based on widespread input, create a profile and submit a brochure for editing and approval by the Board.
- ❖ Arrange for advertisements to be published, for example, in the EdCal newspaper, CASBO, and other national publications of the Board's preference.
- ❖ TCG will create and disseminate electronic recruitment brochures to hundreds of districts, county offices, and universities.
- ❖ TCG will correspond with experts in the field for nominations of potential candidates.
- ❖ In addition, all twenty-six TCG principals and seven associate members will actively recruit candidates who best characterize the ideal candidates for the District.
- ❖ TCG does not have a favored group of superintendents – each search is unique, requiring a group of candidates specific to your criteria.
- ❖ TCG will not recruit your new superintendent in the future to relocate to another district.
- ❖ TCG continues to proactively identify and recruit outstanding candidates' right up to the application deadline.

The Cosca Group's Process -Pre-interview to Selection of Your New Superintendent

- ❖ TCG maintains all applicant files and communicates with applicants regarding the status of their files.
- ❖ TCG screens all materials from all applicants.
- ❖ TCG will create a panel of experts in school district administration to identify the most qualified applicants. Material will be developed which will describe and assess the finalists.
- ❖ Extensive reference checks will be conducted through a process of telephone conversations, appraisal of materials, and preliminary references.
- ❖ TCG will provide a status report to the Board with the qualifications of each of the candidates and those recommended for interview. The Board will approve candidates selected for interviews.
- ❖ TCG will schedule interviews, to be conducted in closed session, with the agreed upon finalists.
- ❖ As desired by the Governing Board, TCG will schedule and assist with a second set of interviews of the top candidate(s).
- ❖ A site visitation to the district of the top candidate will be arranged and conducted. TCG does extensive background checking on each of the recommended candidates, but believes in a community visit to the final candidate's district.
- ❖ A closed session with the Governing Board will be scheduled and TCG will assist, if requested, in the identification and confirmation of the finalist.
- ❖ TCG will assist, if desired, in the preparation and presentation of a comprehensive compensation study of your competitive districts.
- ❖ TCG will assist, if desired, in the development of the contract for the District's new Superintendent.

Partial Client List

Baldy View Regional Occupational Program
Bonita Unified School District
Chino Valley Unified School District
Culver City Unified School District
Desert Sands Unified School District
El Rancho Unified School District
El Segundo Chamber of Commerce
El Segundo City Police Department
Hayward Unified School District
Hermosa Beach City School District
Huntington Beach City School District
King City Unified School District
Laguna Beach Unified School District
Livermore Valley Joint Unified School District
Lytle Creek Development Partners
Madera Unified School District
Monrovia Unified School District
Moreno Valley Unified School District
Morgan Hill Unified School District
Mountain View-Whisman School District
Novato Unified School District
Ocean View School District
Orange Unified School District
Paradise Unified School District
Redondo Beach Unified School District
Rialto Unified School District
Rocklin Unified School District
Saint Helena Unified School District
San Bernardino Unified School District
San Gabriel Unified School District (2)
San Lorenzo Unified School District (2)
Santee School District
Silver Valley Unified School District

South Pasadena Unified School District
Tahoe Truckee Unified School District
University of Southern California
Vista Unified School District
Washington Unified School District
Waugh School District
Windsor Unified School District
Wiseburn School District
Woodland Joint Unified School District
Yosemite Unified School District

The Cosca Group

The Cosca Group - A Profile

The Cosca Group is a partnership of experienced and respected educational administrators who have joined together to provide services, strategies, consultation and support to school boards, superintendents, and other administrative leaders. The Cosca Group links its successful resources and customizes those resources to meet individual district and organization needs.

As an alliance of experienced educational leader, The Cosca Group provides custom tailored consultancy services in the following subject areas:

- Searches for Superintendent and Cabinet Level staff, including CBO's and Facility Planners
- Board/Board, Board/Superintendent Working Relationships
- Management Reclassification Studies
- Compensation Studies
- Performance Based Compensation Studies
- Leadership Development
- Trust Building
- Management Awareness
- Communication and Time Control
- School Surveys
- Assessment of District Performance
- Training and/or Mentoring
- Contracts
- Personnel Evaluation

The Cosca Group is a Leadership Development Corporation that was formed in 2000 and today consists of twenty-six partners, seven associates, and one emeritus member. The Cosca Group has performed over forty Superintendent searches and related total compensation studies based on both statewide and national criteria.

The Cosca Group Board of Directors

Frank Cosca, President
Steve Goldstone, Chairman
George Bloch, Vice President

Donald Remley, Secretary
Thomas Garnella, CFO

The Cosca Group Partners

Robert Barbot
George Bloch
Terry Bradley
William Bragg
David Brown
Frank Cosca
General Davie Jr.
Jeanne Davis
Nick Ferguson

Carlos Garcia
Thomas Garnella
Steve Goldstone
Cynthia Grennan
Tom Halvorsen
Lynn Kennedy
Dottie Leveque
Joy Mahedesian
Dennis Murray

Kenneth Noonan
Ronald Pregmon
Donald Remley
Patrick Sayne
Charles Terrell, Jr.
Frank Tyrrell
Doris Wilson
Mara Winick

The Cosca Group Associates

Myrna Rivera Cote'
Carmella Franco
Thomas Giugni

Jack McLaughlin
Irene Newton
Phil Pendley

Donald Trigg

The Cosca Group Distinguished Emeritus Member

Barry Pulliam

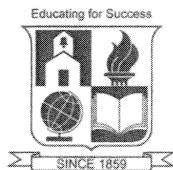
Professional Fees

TCG's fee for consultation services in the search for the District's new superintendent is \$33,480, *including all expenses and a basic brochure*, for all services listed in Phase I through V. The consultation fee will be billed in three equal installments as follows:

- Development and presentation of the profile and criteria and electronic brochure
- Presentation of a slate of final candidates
- The appointment of the new superintendent

Optional Phase VI (Additional consultation services selected by the Board are available at a negotiable fee.)

Letters of Recommendation



San Lorenzo Unified School District

BOARD OF EDUCATION
Norman D. Fobert, President
Dr. Helen K. Foster, Vice President/Clerk
Penny Peck
Isabel Polvorosa
Helen T. Randall

SUPERINTENDENT
Dr. Fred Brill

ASSISTANT SUPERINTENDENT
Lowell Shira, Ph.D., Business Services
Michael Martinez, Human Resources

October 8, 2013

Steve Goldstone, Ed.D.
The Cosca Group
6404751 Mangels Boulevard
Fairfield, CA 94534

Dear Steve,

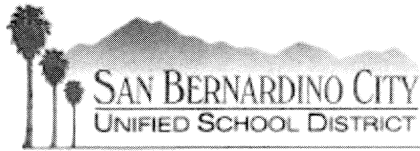
On behalf of the Board of Education and the San Lorenzo Unified School District, I am taking this opportunity to thank you and David Brown for the efforts and services you provided in our recruiting and hiring a new Superintendent. The time-line was condensed due to the timing of our previous superintendent's announcement of his retirement. The assurances of Dr. Cosca and his assignment of the two of you to our search assured the board that it could be successfully accomplished.

The Cosca Group provided the last search for this district five years ago and this is my fourth experience being involved in a search for a new superintendent. At least three board current members experienced working with Cosca Group, and used your service to us as a benchmark by which to measure the proposals we reviewed in determining which consultant might provide these services this time. You provided the most flexible, cost effective and comprehensive approach to guiding the Board of Education through this process of due diligence. We, and our community, were again pleased with the flexibility and professional manner in which you conducted the stakeholder input sessions. Employees, community members, the various organizations and the board all felt they were given an opportunity to provide input. You were particularly adept at explaining and focusing attention on the positive selection criteria and process. While you provided recommendations, we feel as though you honored our process and decision-making model.

We thank you for your attentions to detail, your open and useful advice, your patience in answering questions and offering recommendations, and finally for your ability to work with us and our chosen candidate in negotiating a fair and equitable employment agreement. We are very pleased with the level of comfort we felt working with you and David Brown, and with the professional services you provided us in this important, difficult and timely undertaking.

Sincerely,

Norman D. Fobert
Board, President



Dr. Barbara Flores
Mr. Michael J. Gallo
Mrs. Margaret Hill
Mrs. Judi Penman
Mrs. Bobbie Perong
Mrs. Lynda K. Savage
Mr. Danny Tillman

July 2, 2013

Dr. Frank Cosca, President
The Cosca Group
18751 Villa Woods Circle
Villa Park, CA 92861

Subject: Letter of Support for The Cosca Group

Dear Dr. Cosca:

We are writing to convey our deepest thanks and support for the work performed by The Cosca Group in our District Superintendent search. The San Bernardino City Unified School District Board of Education engaged The Cosca Group on the heels of an unsatisfactory result from a larger and certainly well-qualified firm. From the onset and throughout the entire process, The Cosca Group provided exceptional service, guidance and dedicated support. Feedback obtained from District staff members interfacing with The Cosca Group stated that their professional, kind and extraordinarily respectful attitude and approach to building relationships made it a truly enjoyable experience to work with them.

The Cosca Group's community engagement, solicitation and selection process is well-defined, deliberate, strategic and based upon years of success in obtaining the most qualified leaders to fit within an organizational culture, expressed outcomes and established Board priorities. Their process and team leaders have a unique ability to balance driving the process and providing valuable input with listening and engaging the Board in developing its prioritized selection criterion to reflect organizational and community strategic objectives. They were able to effectively engage each Board member along with District staff and representatives of our broad-based community to coalesce our collective interests, including members of our business, labor, higher education, civic, faith-based, parents and our large sophisticated Spanish speaking community.

The Cosca Group are excellent team players and were the key factor in guiding our successful Superintendent search and contract negotiation activities. The recruitment yielded varied, competitive and exceptionally qualified candidates. The selection process was well-organized,

BOARD OF EDUCATION

777 North F Street • San Bernardino, CA 92410 • (909) 381-1245 • Fax (909) 885-6392

The Cosca Group
Page 2

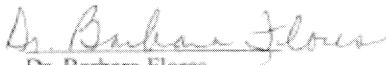
yet flexible to ensure that the Board had a clear understanding of experience, capabilities and leadership qualities for each candidate. The Cosca Group guided the Board in a manner that valued the input of each Board member and amicably resolved any differences. Following selection of a successful candidate, The Cosca Group was able to effectively bring an understanding of competitive and comparable compensation issues and successfully negotiate, at the Board's direction, mutually satisfactory terms with the selected candidate.

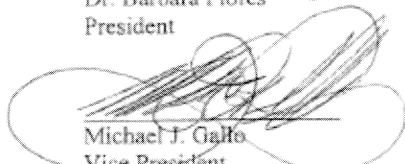
We are extremely pleased with our selection and were able to immediately begin the implementation of our collective interests and shared vision in revitalizing our organizational culture, strengthening our foundation of trust, respect and excellence and maximizing student achievement and success.


It is with confidence, and through a truly enjoyable experience, that we offer our enthusiastic endorsement of The Cosca Group in supporting your organizational leadership search efforts. Should you have any questions please feel free to contact Dr. Barbara Flores, Board President, or Michael Gallo, Board Vice President anytime at (909) 381-1245.

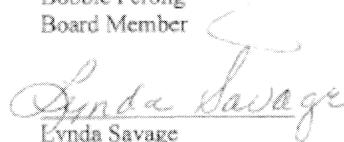
Best Regards,


**San Bernardino City Unified School District
Board of Education**


Dr. Barbara Flores
President


Michael J. Gallo
Vice President


Bobbie Perong
Board Member


Lynda Savage
Board Member


Dr. Margaret Hill
Board Member


Danny Tillman
Board Member


Judi Penman
Board Member

Denise Menchaca
925 Domingo Drive • San Gabriel, CA 91775
626-590-8740
denise@denisemenchaca.com

August 8, 2013

To Whom It May Concern:

This letter of reference is to applaud The Cosca Group for the tremendous work performed twice in our District Superintendent search during my tenure as Governing Board Member for San Gabriel Unified School District.

In 2006, the Board retained The Cosca Group to conduct an extensive search after the unplanned departure of our Superintendent (*due to a debilitating ailment*) who had served our District for 20 years. They developed a trusting relationship with the Board, District staff members and stakeholders, resulting in a successful selection process. Their follow-up and responsiveness was excellent. We all agreed that hiring The Cosca Group provided the guidance and collaboration the District needed in selecting our new educational leader.

In 2010, our Superintendent retired and we unanimously voted to engage The Cosca Group again. They listened to our needs and demonstrated a genuine desire to help us reach our goals by supporting the formation of a 20 member Stakeholder Superintendent Search Committee. The complete selection process was innovative, extensive and controversial. However, with their seasoned professionals at the helm, we navigated through the course in interviewing several qualified candidates and ultimately, choosing a Superintendent to provide the vision we needed to stay ahead in an increasingly challenging academic environment.

The Cosca Group service and support was exceptional. The Governing Board, District Staff and Stakeholders developed a strong relationship with them and believe engaging them twice was one of the best decisions this District could have made.

Respectfully,



Denise Menchaca, Governing Board Member
San Gabriel Unified School District (SGUSD)
Served two 4 year terms – 2005 to Present
Past President - 2008 and 2009
Parent of 4 children – All attended SGUSD



Superintendents Office

1234 Arcadia Avenue, Vista CA 92084-3404
(760) 726-2170 x2219
Serving the Communities of Vista, Oceanside,
San Marcos, Carlsbad and San Diego County
www.vusd.k12.ca.us

Board Members

Angela D. Chunka
Jim Gibson
Carol Weise Herrera
R. Elizabeth Jaka
Steve Lilly

Superintendent

Dr. Devin Vodicka

April 19, 2013

To Whom It May Concern:

It is my pleasure to recommend the services of The Cosca Group, specifically George Bloch and Ken Noonan, for your superintendent search.

In the spring of 2012, Vista Unified School District Board of Trustees engaged the services of The Cosca Group to conduct a search for a new superintendent. Ken Noonan and George Bloch served as consultants to the board during this process.

During the search process, George and Ken conducted a thorough survey of the district and community stakeholders to establish a profile of desirable characteristics for candidates. They met with a great variety of groups, including staff, employee groups, parents and members of the greater community. Because of the short timeline, they accelerated the process, holding meetings over just a few days. Meetings started early in the morning and continued into the evening to accommodate those who were not available during the work day. Participants found them engaging and helpful.

Ken and George's assistance in helping the board distill the recommendations into a concise list of skills and characteristics needed for our superintendent kept the process running smoothly. They helped extract the most critical characteristics and build a consensus between the board members.

In the end, they brought us a broad selection of candidates, including several truly qualified applicants. They made the candidates' applications available for review before working with the board to help us reduce the options to a workable number. They continued to keep the process moving smoothly through the interviews and negotiations.

George Bloch and Ken Noonan successfully guided the board through the challenging process of selecting and hiring a new superintendent. Their continued assistance has also been very valuable to the district.

Since selecting our new superintendent, Dr. Vodicka, our consultants have continued to be available for him, and for the board. They've met with Dr. Vodicka to help him through the problems that he's been confronted with as a new superintendent. They've also met with the board to help iron out any discovered problems and assist in the development of a new evaluation process.

In conclusion, we found our association with the The Cosca Group to be a very successful experience. The Vista Unified School District is pleased to be able to recommend their superintendent search services.

If you have any questions, please feel free to contact me through the district, by e-mail at elizabethjaka@vistausd.org, or by phone at 760-732-3727.

A handwritten signature in black ink that reads "R. Elizabeth Jaka".

R. Elizabeth Jaka
Board of Trustee, President

The purpose of the Vista Unified School District is to educate all students to become responsible citizens who make positive, intelligent and productive contributions to their community, state and nation.



NOVATO UNIFIED SCHOOL DISTRICT

1015 SEVENTH ST. • NOVATO, CALIFORNIA 94945 • TEL: (415) 897-4201 • FAX: (415) 898-5790

Thomas Cooper
Board President
(415) 897-4211
FAX: (415) 897-4221

June 24, 2011

To Whom It May Concern:

It is an honor to write a letter of recommendation on behalf of Dr.'s David Brown and Steve Goldstone of The Cosca Group. We recently completed a successful search for a new superintendent of The Novato Unified School District. Our Board of Trustees contracted with the Cosca Group after a series of interviews of various firms. Not only do Dave and Steve have extensive experience as Superintendents, but they possess many of the skills we believed important to conduct our search; they are professional, organized and focused.

They began the process by holding several meetings with the Board to determine what our needs and goals were, followed by a series of meetings with various interest groups, including: administrative staff, teachers, classified staff and community groups. Various members of these groups have since noted how impressed they were with the professionalism exhibited by our search firm.

As a result of their diligent and conscientious work, our Board was presented with a pool of very qualified candidates. They very effectively facilitated the interview process, as well as guided us through contract negotiations. Ultimately, we have gained an outstanding superintendent.

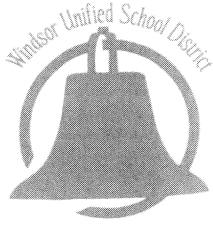
It is without any hesitation that I recommend The Cosca Group.

Regards,

A handwritten signature in cursive script that reads "Thomas M. Cooper".

Thomas Cooper
President, Novato School Board of Trustees

BOARD OF TRUSTEES: Maria Aguila, Debbie Butler, Cindi Clinton, Derek Knell, Ross Millerick and Shelly Scott and Thomas Cooper
<http://www.nusd.org>



Over 150 Years of Excellence

June 16, 2011

William McDermott, Ph.D.
Interim Superintendent

Dr. Steven Goldstone
Dr. Donald Remley
The Cosca Group
4751 Mangels Boulevard
Fairfield, California 94534

BOARD OF TRUSTEES
George R. Valenzuela
Sandra L. Dobbins
Katy Dillwood
Ted Seche
Billy Forrest

Dear Drs. Goldstone and Remley:

On behalf of the Windsor Unified School District Board of Trustees, I simply want to thank you for the services of the Cosca Group in our recent Superintendent Search.

Mary Downey
Chief Business Officer

The Cosca Group was very professional in its Board presentation during the summer of 2010. The Board of Trustees were impressed with the knowledge and skill you both exhibited during the Board presentation and throughout the Superintendent Search.

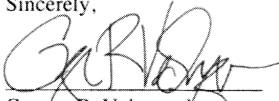
Alan Enomoto, Ed.D.
Director of Educational Services

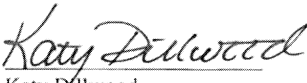
The Board is excited to have worked with the Cosca Group that allowed us to find the right candidate for WUSD. As you know, our new superintendent recently signed a three-year contract to serve the Windsor Unified School District, effective July 1, 2011.


Karen Ricketts
Director of Human Resources


It is without hesitation that this Board recommends the Cosca Group to any school district seeking a competent and highly professional superintendent search firm.

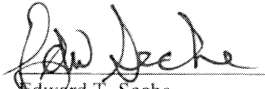
Sincerely,


George R. Valenzuela
School Board President


Katy Dillwood
Board Vice President


Billy Forrest
School Trustee


Sandra L. Dobbins
School Trustee


Edward T. Seche
School Trustee

Windsor Unified School District
9291 Old Redwood Highway
Building 500
Windsor, CA 95492-9217

707.837.7700 Phone
707.838-4031 Fax
www.wusd.org

Mattie Washburn Elementary School · Brooks Elementary School · Windsor Creek Elementary School
Windsor Middle School · Cali Calmécac Language Academy · Windsor Oaks Academy · Windsor High School



MORGAN HILL UNIFIED SCHOOL DISTRICT

15600 CONCORD CIRCLE • MORGAN HILL, CA 95037 • (408) 201-8023

November 19, 2009

To Whom It May Concern:

With the professional guidance of Steve Goldstone and Frank Cosca, of the Cosca Group, our district has just completed a successful search for a new superintendent, and we could not be any happier with the outcome. Our new superintendent is a perfect match for our community and we are grateful to the Cosca Group for their personal attention to our community's unique needs and characteristics.

The Cosca Group was one of three consulting groups that we interviewed to conduct the search. We chose them because of their commitment to our short timeline and their extensive network of search consultants across the state. They interviewed 112 members of our school district community (employees, parents, community leaders) with two evening forums and two full days of individual and small group meetings. They used the information that they gathered from the school community and the input from the Board to develop a profile of our district and the characteristics that our community desired in a superintendent. They adjusted their typical and recommended search protocol to fit our abbreviated timeline and helped us successfully fulfill an important request from our employee groups to have representation in the interview process.

The entire search from selection of a search consultant to start date for our superintendent was exactly five months. The Cosca Group was attentive to the many details of the entire process, keeping us informed along the way and working closely with our designated administrative assistant to make sure that all bases were covered, meetings scheduled and qualified candidates presented. They worked closely with us until the superintendent's contract was signed and all parties involved were satisfied. We are receiving incredibly positive feedback from our employees and our community about our new superintendent and it is safe to say that the Cosca Group helped us find "the best of the best" for our unique needs and characteristics. I highly recommend this search firm to any school district that is looking for a perfect fit in a superintendent.

Sincerely,

A handwritten signature in dark ink, appearing to read "Donald C. Moody", written over a light-colored background.

Donald C. Moody
Board President

/jz