ALBANY UNIFIED SCHOOL DISTRICT
BOARD OF EDUCATION

The mission of Albany Unified School District is to provide excellent public education that empowers all to achieve their fullest potential as productive citizens. AUSD is committed to creating comprehensive learning opportunities in a safe, supportive, and collaborative environment, addressing the individual needs of each student.

SPECIAL MEETING

ALBANY CITY HALL
1000 San Pablo
Albany, CA 94706

TUESDAY
October 22, 2013
5:00 p.m. – 6:30 p.m.

Meeting Norms

1. Maintain a focus on what is best for our students.
2. Show respect (never dismiss/devalue others).
3. Be willing to compromise.
4. Disagree (if necessary) agreeably.
5. Make a commitment to effective deliberation, each one listening with an open mind while others are allowed to express their points of view.
6. Participate by building on the thoughts of a fellow Board member.
7. Make a commitment to open communication and honesty; no surprises.
8. Commit the time necessary to govern effectively.
9. Be collaborative.
10. Maintain confidentiality (which leads to the building of trust).
11. Look upon history as lessons learned; focus on the present and the future.

I. OPEN SESSION ***5:00 p.m.***
(5 mins.)
A) Call to Order
B) Roll Call
C) Pledge of Allegiance
D) Approval of Agenda

II. REVIEW & DISCUSSION ***5:05 p.m.***
A) Superintendent Search Professional Services Search Firm Interviews
(75 mins.)

1. *Dave Long & Associates – Proposal----------(pg.22)*
2. *Education Leadership Services - Proposal ----------(pg.27)*
3. *Leadership & Associates - Proposal----------(pg.53)*
4. *Ray & Associates, Inc. – Proposal----------(pg.75)*
5. *TCG Leadership Development Corporation – Proposal-----(pg.110)*
6. *Hazard Young & Attea & Associates – Proposal----------(pg.133)*

III. PERSONS TO ADDRESS THE BOARD ON MATTERS NOT ON THE AGENDA ***6:20 p.m.***
(10 mins.)
Board practice limits each speaker to no more than three (3) minutes. The Brown Act limits Board ability to discuss or act on items which are not on the agenda; therefore, such items may be referred to staff for comment or for consideration on a future agenda.

IV. FUTURE BOARD MEETINGS

Date	Time	Location
October 22, 2013	7:00 p.m.	Albany City Hall

V. ADJOURNMENT ***6:30 p.m.***

The Board of Education meeting packet is available for public inspection at: 1) Albany City Hall, 1000 San Pablo Avenue; 2) Albany Public Library, 1247 Marin Avenue; 3) Albany Unified School District, 1051 Monroe Street: and is available on the Albany Unified School District web site: www.ausdk12.org. If you provide your name and/or address when speaking before the Board of Education, it may become a part of the official public record and the official minutes will be published on the Internet. In compliance with the Americans with Disabilities Act (ADA), if you need special assistance to participate in this meeting, please contact the Superintendent's Office at 510-558-3766. Notification must be give forty-eight (48) hours prior to the meeting to make reasonable arrangements for accessibility (28 CFR 35.102.104 ADA Title II).

LEADERSHIP SEARCH PROPOSAL

ALBANY UNIFIED SCHOOL DISTRICT

October 2013

Dave Long & Associates
Executive Search Services

Laguna Beach, California

Dave Long & Associates

Executive Search Services

is pleased to provide a proposal to the

ALBANY UNIFIED SCHOOL DISTRICT

Board of Education

Paul Black, President

Jonathan Knight, Vice-President

Dr. Patricia Low, Member

Allan Maris, Member

Ronald Rosembaum, Member

Dave Long & Associates

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DL&A
Dave Long & Associates

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(916) 616-6027 (916) 212-9905
www.DLAssoc.com

October, 2013

Board of Education
ALBANY UNIFIED School District
Paul Black, President of the Board
1051 Monroe St.
Albany, CA 94706

Dear Mr. Black and Members of the Board:

Thank you for expressing an interest in Dave Long & Associates possibly assisting the ALBANY UNIFIED SCHOOL DISTRICT Board of Education in conducting a search for its next superintendent. We are extremely interested in working with you in this important endeavor.

We believe it is important to share a description of our firm's educational philosophy, specifically our beliefs about the nature of education in the 21st Century. Also important are our beliefs regarding the type of leaders needed to meet the challenges in a K-12 District. We believe that the nature of education in the 21st Century will continue to be a need to sustain ever increasing achievement levels for children from widely varied socio-economic and racial backgrounds. The focus now more than ever will be on insuring a student-by-student educated workforce able to fully function in a dynamic global society and economy. This will require widely varied programs, both curricular and extra-curricular, designed to meet the unique needs of all learners. The old paradigm of teaching to groups of students will be replaced by much more individualized instruction in settings including, but not limited to, the school house. The use of technology in this individualized approach will be paramount, but expensive. Shrinking resources will continue to be a reality. Resources will need to be deployed in very different and creative ways. For example, the full use of all community resources will be required now more than at any other time in our nation's history. Finally, the ability to maintain strategic planning and effective measurements of achievement of district goals in an era of Common Core Student Standards will be fundamental to maximizing the thoughtful use of district and community resources.

We believe that the best leaders of K-12 Districts in the 21st Century are those who can meet the challenges above in increasingly diverse communities. They will have a firm grasp of curriculum and instruction, particularly the student achievement benchmarks at each grade level. Their understanding of evaluation systems, accountability for meeting standards in fiscal services, instruction. personnel management, and strategic thinking and planning will be essential. Further, they must be leaders with exceptional communication and interpersonal skills who can work with diverse groups to help marshal the full resources of not only the school system, but those of the community as well.

In the individualized achievement focus of the 21st Century, it is fundamental that they be technologically proficient. Further, they must be politically astute and able to function in a highly competitive environment with various groups and individuals vying for limited resources to meet goals that may not be the same as the school district's. Finally, the successful leader in this new century will be highly creative and able to "think out of the box."

My firm has also been fortunate to acquire the services of top consultants, all of whom have enjoyed distinguished careers in education. They bring a rich background of success in having served as lead search advisers for many school districts throughout the state. For several years prior, they each assisted in executive searches by acting as professional screeners. We have also added the talents of other retired superintendents who have served long, successful careers in California public school districts.

I am also a search consultant, having performed those duties as a county superintendent of schools and after as a Dave Long & Associates Executive Search team member. I believe our unique backgrounds, experiences, and relationships developed over decades working as superintendents and search advisers bring a high level of expertise to the executive search process. Our team of consultants and associates appreciate the uniqueness of each district and will design our search processes to be flexible in order to meet your needs.

We are particularly proud of our ability to recruit a diverse candidate pool that not only meets the leadership profile set by the board, but is reflective of the composition of the communities served by the district. Through their extensive professional activities, our consultants and associates maintain contacts with individuals who are representative of our state's diverse population. This sophisticated network of contacts is enhanced by a strong recruitment campaign. We are committed to recruiting a field of candidates that is reflective of the qualities, traits, experiences, background and training sought by the board in its next superintendent. The dedication of our advisers to finding the best match of candidates and the Board adopted leadership profile accounts for our high rate of success. Of all the searches conducted by our advisers over the last five years, 93% of the superintendents selected for these positions are still serving in those roles.

I am certain your Board recognizes that selecting a superintendent is one of the most important decisions it will ever make. We are committed to ensuring your complete satisfaction with our processes and procedures. If Dave Long & Associates is selected to assist you in the search, subject to Board approval, Dr. Joe Condon will be the lead consultant advising the district with the assistance of our full consultant and associate staff. Their biographies are on pages 22 to 25 of the attached proposal. As requested, here are a few of our references:

District	ADA	Contact	Telephone
San Juan U.S.D.	42,500	Glynn Thompson	(916) 971-7104
Redding U.S.D.	3200	Denise Yergenson	(530) 225-0011
Grossmont U.H.S.D.	22,000	Priscilla Schreiber	(619) 644-8083
Rincon Valley S.D.	3000	Nancy Doherty	(707) 452-7375
South Whittier	3,800	Jan Baird	(562) 944-9308
Claremont U.S.D.	7,000	Jeff Stark	(909) 624-3949
Carlsbad U.S.D.	10,000	Kelli Moors	(760) 672-7820
El Rancho U.S.D.	9,500	Jacki Cisneros	(562) 942-1500

Our all-inclusive fee to conduct the search as described later in this proposal will be $19,587. This includes all consultant expenses; distribution through the Internet of a basic prospectus; advertising on websites and in publications of the Association of California School Administrators (ACSA) *EdCal*, the American Association of School Administrators (AASA) *Job Bulletin,* School Services of California and Dave Long & Associates; through our extensive networks aggressively recruiting candidates who meet the Board's leadership profile; correspondence with candidates; assistance with development of inter- view questions; scheduling of appointments; and other activities associated with the search. It also includes **at no additional cost** a Leadership Transition Workshop with the Board and the new superintendent at the conclusion of the search. Our guarantee is that if the board is not satisfied with its pool of candidates following interviews, we will continue the search for expenses only. Our fundamental goal is to assist the Board in making the right match of a superintendent for your district and community.

We hope this proposal will provide an excellent overview of our services – services that can be modified in accordance with the highest standards of professionalism and your wishes

We look forward to a positive response to our proposal and the opportunity to meet with you in person. In the meantime, if you have any questions about Dave Long & Associates Executive Search Services or our proposal, please feel free to contact either Dr. Joe Condon at 310-901-3749, or me at 916-616-6027.

Sincerely,

David Long, President
Dave Long & Associates Executive Search Services

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ALBANY Proposal Requirements

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DAVE LONG & ASSOCIATES EXECUTIVE SEARCH SERVICES

Reasons why you should choose Dave Long & Associates Executive Search Services (ESS) to assist you in the most important decision you will make as a Board . . . the selection of a new superintendent.

We're accountable to you . . . and you are in control . . .

As your advisor, DLA ESS works for you. The Board is the decision-maker, and the advisers provide logistics and vital information to the Board with which to make the best decisions. From the initial planning meeting and throughout the entire process, DLA advisers will work with you and will be available to guide you and provide direction as needed.

We develop a leadership profile . . .

Gathering information from all stakeholders in the district is one of the first and most important steps in our process. All individuals in the community – including Board members, faculty, parents, and staff members – are encouraged to set up an interview with the DLA adviser to discuss the characteristics they would like to see in a new superintendent. Because of the District's prior search history, a full analysis of this past work, relevant issues related to it, and the critical need to ensure that all voices are both heard and equally weighted, DLA will suggest additional avenues for communication that are accessible, open, innovative and trust-building. These will range from technology-based options to neighborhood cafes, and will address any shortcomings identified in prior efforts to secure an outstanding leader.

We use our network to aggressively recruit top candidates . . .

Our DLA advisers, all former distinguished superintendents of schools, have had long, successful careers in education. We maintain contacts and a sound network across California and the nation. Participation at conferences and workshops helps us to maintain contacts and develop new relationships with highly talented individuals. We aggressively recruit candidates, many who might not be seeking a new position, who meet the leadership profile adopted by the Board.

Fundamental to our recruitment of potential candidates for the superintendency is our strong belief that today's leaders must have a firm grasp of the educational needs of children in the present as well as the vision and ability to meet tomorrow's challenges. This calls for a deep understanding of the teaching learning process, how technology can enhance and facilitate learning, an understanding of the nature of learners from diverse backgrounds, and the ability to work with all facets of the educational enterprise. Inherent is these values and understandings is the need for educational leaders to have a thorough knowledge of accountability at all levels, the fiscal expertise to oversee the finances of the district and a strong ability for strategic thinking and planning.

Further, we seek out individuals who are exemplary communicators and able to work effectively in a highly charged political environment with the goal of what is best for the community and children foremost in their minds. These elements are critical for successful leadership of school districts in the 21st Century.

We do thorough reference checks . . .

It is past performance, more than anything else that will predict future success. A candidate's track record is the best indicator of how he or she will perform as superintendent in your district.

A national organization will conduct a federal criminal search, SSN trace, credit report, state and federal sex offender registry, and motor vehicle background checks on the finalist to be offered the position. That individual will be asked to provide certified transcripts that verify his/her academic degrees and proof of administrative credential(s) in order that the district can complete its final employment process. Because of the independence and objectivity of this outside agency, we believe that DLA is providing the same level of scrutiny that an additional consultant would offer the District.

We actively involve stakeholders . . .

Community/Staff Engagement is included in our standard contract. It requires time in the district for the advisers to gather information about the district and its needs. There are variations of community engagement in the search process that may be selected by a Board. These would include, but are not limited to:

Community/Staff Engagement Activities

- Developing new advertising, and following demographic analysis, establishing processes for more representative data-gathering
- Individual meetings with Board members, with key district office and site leadership and with union/association leaders
- Individual meetings with key stakeholders: parent/community/business leadership, with a focus on inclusive representation and collaboration.
- An open forum for general public and internal staff, and for specific groups as identified, to ensure the engagement of all communities and neighborhoods. An independent comment-gathering website could be a component.
- Additional open survey process, building upon prior data from recent searches if it is determined that more useful and inclusive information is needed
- Telephone interviews with key stakeholders unable to be present for individual face-to-face interviews or group meetings
- Compilation of input received through questionnaires distributed at various school district offices or e-mails sent to the adviser

Our application process is rigorous . . .

Applicants are asked to respond to challenging questions and demonstrate their experience in educational leadership. Applicants provide copies of their degrees and credentials for verification as part of the process.

We use professional paper screeners . . .

DLA ESS uses professional screeners to paper screen applicants against the criteria and leadership profile established by the Board. This process is designed to optimize the objective assessment of professional qualifications and experience.

The screening process begins with the identification of candidates from the applicant pool who meet the criteria of the district's leadership profile. Those individuals who seem to meet the criteria established by the Board are singled out for further study. A thorough internet background investigation is conducted to identify any past or current issues that limit potential. Viable candidates are contacted for in-depth interviews with a DLA representative. Among the issues discussed is their knowledge of the district and why they believe they are a good match for the position. This information is further refined when each is asked to describe in detail how well they believe they meet the major criteria spelled out in the leadership profile.

Following the interview with the candidates, the professional screener will continue the deep background check of each by talking with individuals who are intimately aware of how well the candidate meets the leadership profile. Since our professional screeners are all former superintendents or executive level personnel leaders, they have the trust of contacts who will then speak confidentially and candidly about the candidates.

These individuals will be not only people listed as references by the candidate, but others not used as references who are familiar with the candidate's work. Screeners will speak with Board members, employee group leaders, community leaders, key stakeholders from parent groups, etc. The intent of our professional screening is to confirm that the individual will be a good match for the district.

Upon completion of the background checks, the DLA team will discuss findings and identify those candidates to be recommended to the Board for consideration of an interview. The team will then meet with the Board, present their findings and address any questions Board members might have about any applicant.

We share all application materials from candidates with the Board . . .

DLA ESS maintains an open, transparent search process with the Board while ensuring maximum confidentiality for candidates. A critical part of that process is to make available to the Board all application materials received from candidates prior to determining which individuals will be invited for interviews. Our credo is "no surprises," because the Board is in charge of the selection process and must be privy to all information that will help make the important decision of who will be its next superintendent. At the same time, we will reinforce confidentiality with on- going monitoring beyond our normal procedures per the request in the proposal.

We communicate with the Board throughout the entire process . . .

DLA advisers pride themselves on maintaining ongoing and timely communications with the Board throughout the entire search process. Board members will be provided with the adviser's e-mail address, cell phone number, and home contacts. In most cases an inquiry will be responded to within 24 hours, most often in a matter of hours. The adviser will also share questions from individual Board members and the answers with the entire Board in or- der that each member is fully apprised of the progress of the search. Our adviser will provide periodic written updates to the Board throughout the search.

We facilitate the community visit of the prospective Superintendent . .

To affirm your choice, the entire Board, or a Board subcommittee, is encouraged to visit the community of the finalist. The search adviser will facilitate the visit but does not normally join the Board in the actual visitation.

We value and maintain confidentiality and communication . . .

Our search process is confidential. All applicant files are maintained in a secure area. Because of the priority nature of this issue, we will review requirements with all individuals privy to confidential information to ensure understanding and compliance, and will closely monitor the information and paper flow.

We assist the Board and its legal counsel in contract discussions with the successful candidate.

If the Board wishes, the adviser will provide assistance to the parties as the contract of employment is drafted and negotiated with the successful candidate. Our advisers, although not attorneys, know typical superintendent con- tract provisions desired by both candidates and boards. Even though DLA and its advisers stand ready to assist the Board, we urge all boards to follow the advice of their district's attorney.

We provide a Board/Superintendent workshop at the conclusion of the search at no additional cost .

A DLA adviser will provide your Board and the new superintendent with a three-hour workshop to help the new governance team forge an effective working relationship. This helps the governance team immediately create a climate for open communication, develop preliminary protocols, and establish a customized orientation/transition plan. **This important workshop is included at no additional cost to the district.**

We maintain contact with the new superintendent and Board after the search has been completed.

Once the search has been completed, Dave Long & Associates Executive Search Services advisers maintain contact with the new superintendent and Board for up to two years. One reason our advisers have such an outstanding record of successful searches where the new superintendents have withstood the test of time is due to our follow-up contacts. For the most part these are of an informal nature at no extra cost to the district. Our main goal is to ensure that the working relationship among the parties continues to be positive.

Boards who have been assisted by our advisers hire superintendents who enjoy lengthy, successful careers with the district . . .

When one examines the total number of searches performed by our advisers over the last five years, they find that 93% of the superintendents selected are still successfully serving in those positions. This lengthy tenure is virtually unheard of in the search field. We attribute this high rate of success to extensive work done by our advisers in the search process to obtain a good match of the candidate with the Board and follow-up contacts to ensure that the parties perform well as a governance team.

We offer additional services beyond the executive search services . . .

In addition to conducting executive searches, Dave Long & Associates provides a number of additional services to school districts. Our firm has three components. These are The Achievement Group, The Leadership Group, and the Executive Search Group. Each division conducts workshops, provides consulting and coaching services, and assists school districts in maximizing their governance responsibilities. Listed below are a few of the services provided by each division:

The Achievement Group

- Curriculum and Instruction Workshops
- Instructional Coaching
- Research and Evaluation
- Assessment Support
- Measurement & Accountability Support
- Technical Assistance
- Troubleshooting

The Leadership Group

- Speaking (keynotes, presentations, etc.)
- Board/Superintendent Relationships Coaching
- Assist the District's Governance Team in Building and Maintaining Positive Board/ Superintendent Relations
- Team Building
- Strategic Planning
- Coaching New Superintendents
- Assist Boards and Superintendents in Creating and Maintaining a Superintendent Evaluation System Linked to District Strategic Goals

The Executive Search Services Group

- Conduct Executive Searches
- Assist in Finding Interim Superintendents
- Consult with Boards on Resolving Conflicts Prior to the Superintendent Search
- Meet with Boards to Discuss the Executive Search Process and Review Options Available to Governing Bodies in Selecting a New CEO
- Conduct Transition Workshop when New Superintendent is Selected

At your convenience we would be happy to discuss in greater detail these additional services and price structures.

We guarantee our work . . .

We guarantee our service to your satisfaction or we will conduct the search again (within the first year of the superintendent's contract if the Board members remain unchanged and providing the Board selected one of the candidates the DLA ESS advisers found to be professionally qualified and recommended to the Board) for expenses only. Also, if the initial candidate pool is unsatisfactory to the Board, we will continue the search for expenses only.

POSSIBLE TIMELINE OF ACTIVITIES ASSOCIATED WITH THE ALBANY UNIFIED SCHOOL DISTRICT SEARCH

Dave Long & Associates Executive Search Services will modify the typical activities and corresponding timeline below to meet the specifics related to the ALBANY proposal requirements, the Board's desires and District needs.

1. **January*** Planning Meeting to determine process, scope and timeline. Board receives information binders used throughout the search. Previous search data shared. Announcement of position vacancy on DLA website—recruitment begins.

2. **January/February** Community/staff input. Allow enough time to advertise that advisers will be in the district for community input. DLA will provide a list of potential contacts, sample press releases, staff bulletins and letters to employee organization leaders. District contact person will distribute announcements, letters, etc. Strategies to reach diverse audiences will be critical, and input on comfortable venues to further engage minorities will be discussed with the Board following input from community leaders, clergy, and the site leadership. The use of unique venues, from cafes to churches, will be discussed for potential to ensure inclusiveness and establish trust.

3. **February** Adviser drafts criteria, leadership profile and recruitment prospectus, including application procedures and sends to Board for review.

4. **February*** Board members review draft of prospectus and communicates suggestions and /or corrections to District Contact person. District Contact person forwards information to advisers. Advisers complete draft of prospectus and arrange for publishing on internet. Once the brochure is approved, active, aggressive recruiting of individuals who meet the approved criteria and leadership profile begins on a state and national basis. DLA arranges for advertising in ACSA's EdCal publication. Advertising of the position will also occur on web sites of the American Association of School Administrators (AASA), School Services of Califo nia and Dave Long & Associates Executive Search Services. District Contact person will be requested to place the vacancy notice and recruitment information on Ed Join and the district's web site. All application materials will be submitted electronically to DLA ESS and maintained as working notes for the duration of the search.

5. **March** Board members begin development of interview questions. Each Board member individually selects 18 questions from the DLA bank of questions or may create their own questions. Sample interview questions will be provided. Initial round of interview questions due to District Contact person in March.

6. **March** Interview questions to be compiled by DLA and returned as part of the interview packets provided at the time of candidate interviews.

7. **March** Applications close. This allows ample time for advertising, aggressive recruiting and for candidates to apply for the position.

8. **March** Paper Screening by DLA Professional Screening Committee. Board is provided with copies of each candidate's application and other supporting materials. These records will be held at the district office under strict security and will be available ONLY to Board Members of the ALBANY UNIFIED School District.

9. **March** DLA Professional Screening Committee members perform reference checks and Board members may individually review application materials at the district office.

10. **March**** Board meets with the DLA Professional Screening Committee to receive its report and determine candidates to interview.

11. **April**** First Level Interviews by Board. Time for each interview is approximately one hour and fifteen minutes with breaks between candidate interviews and lunch. Advisers facilitate process.

12. **April**** Board determines candidates for second-level interviews.

13. **April**** Board conducts second-level interviews. Normally this involves no more than two candidates being interviewed for approximately one hour and fifteen minutes each with a break between interviews, time for lunch, etc. Advisers begin to notify unsuccessful candidates. Board makes tentative selection of top candidate. Advisers request federal, state criminal, financial, driving, academic and related background check on finalist to be offered the position.

14. **April/May** Board subcommittee visits community of top candidate. Working with the finalist, advisers will facilitate these meetings but will not attend unless specifically requested to do so by the Board. Unless a quorum of the Board participates in the visit, this does not constitute a meeting of the Board. The Board is advised to consult with legal counsel if a quorum of the Board participates in the community visit.

15. TBD** Following the return of the members who participated in the community visit, a report is made to the full Board on findings. If the findings are positive, the Board makes tentative selection of its top candidate for the position. The Board initiates contract talks with the finalist. DLA advisers will assist, but the Board is encouraged to also make use of its legal counsel in the drafting of a contract of employment for the superintendent-elect.

16. TBD* Following successful negotiation of a contract of employment, Board takes action to hire superintendent and introduce them to community.

17. TBD* Soon after the new superintendent assumes their duties, DLA consultants will conduct a Leadership Transition Workshop with the Board and New Superintendent. **(No additional charge.)**

18. TBD The advisers will maintain contact with the Board and Superintendent subsequent to the search and be available to lend assistance if needed.

**Board meeting—Open*

***Board meeting--Closed*

NOTE: The above timeline can be adjusted based upon the Board's schedule and appointment deadline.

RECOMMENDED ACTIVITIES FOR THE ALBANY UNIFIED SCHOOL DISTRICT SEARCH

The steps outlined above incorporate our recommendations to the ALBANY UNIFIED School District Board of Education as to how we believe the search should be conducted. We believe the search should be conducted throughout California and across the nation in order to secure the largest possible field of candidates that meet the Board's adopted leadership profile. We recognize that some components of our standard search process will be impacted by the work of prior consultants in the search processes and are ready to adjust specific components to meet the needs of the District.

We also recommend that the selection process be closed. Stakeholder involvement would be held to providing input on the qualities, traits, experience, and training of the ideal candidate. Under this approach there would be no separate interview panels composed of stakeholders to meet with applicants. All activities after the community, staff, and other interest groups in the district have provided input as to a leadership profile, would be accomplished by the Governing Board and adviser in a closed setting as permitted by the Brown Act.

Over the years we have found that this approach affords the greatest confidentiality for candidates and ultimately yields the best field of applicants. Some candidates, particularly seated superintendents, will not make application to a district using interview panels composed in part or entirely of stake- holders. It is also well-established that the hiring of the superintendent is the sole responsibility of the Governing Board composed of trustees elected by the public. As such their responsibilities cannot be delegated to other individuals or groups. Open panels also have the potential to cause significant issues in the area of confidentiality.

We also recognize that local conditions may require a more "hands on" degree of involvement by stakeholders. We would be pleased to discuss these variations and their possible ramifications with you. Depending on the type of stakeholder involvement required above and beyond that suggested in this proposal, the amount of consultant and clerical time involved to assist additional participants in the search process could be increased. In that case there might be a modest increase in the fees quoted in this proposal.

Dave Long & Associates Executive Search Services
Sampling of Searches Completed DLA Advisers

District ADA	Name of District	District ADA	Name of District
12,500	New Haven USD	*24,000*	*Grossmont Union HSD*
35,000	*Montebello USD*	1,380	Mother Lode Union SD
310	*Hughes-Elizabeth Lakes Union ESD*	17,915	Murrieta Valley USD
19,000	*Val Verde USD*	1,500	Mountain Empire USD
6,000	*Lawndale ESD*	*30,000*	*Modesto City Schools**
3,600	Gateway USD	2,900	Coronado USD
2,072	*Old Adobe Union ESD*	7,400	San Jacinto USD
126	Alexander Valley SD	23,000	Palm Springs USD
3,712	*Santa Paula ESD*	*3,000*	*Rincon Valley USD*
640	Curtis Creek ESD	4,410	Placerville Union ESD
9,045	Pittsburg USD	5,144	Benicia USD
18,082	Pajaro Valley USD	6,000	Ukiah USD
1,730	John Swett USD	*1,150*	*Fall River Joint USD*
16,700	Paramount USD	900	Esparto USD
7,137	Perris Union HSD	2,500	Healdsburg USD
3,300	*Redding USD*	*42,000*	*San Juan USD*
1,390	*Colusa USD*	*7000*	*Claremont USD*

AGREEMENT FOR ASSISTANCE IN SELECTING A SUPERINTENDENT

This agreement is entered into by the ALBANY UNIFIED School District (hereafter District) and Dave Long & Associates Executive Search Services (hereafter DLA).

DLA AGREES

1. To meet with the governing board of the ALBANY UNIFIED School District (hereafter Board) as required to assist and advise it throughout the search.
2. To meet with individuals and groups, including board members, employees, community members, and others who express an interest in the selection process. In the interest of an orderly and timely process, DLA may, in its discretion and after consulting with the Board, limit the number and time of such meetings.
3. To develop for Board approval and electronically distribute a recruiting brochure announcing the position.
4. To recruit candidates that DLA believes are qualified for the position.
5. To answer inquiries from interested persons concerning the position.
6. To collect and process applications and communicate with persons applying for the position.
7. To recommend qualified people to aid in the recruitment and selection process as necessary.
8. To conduct employment and reference checks on candidates recommended to the Board for interviews.
9. To assist the Board in preparing for candidate interviews.
10. To notify all unsuccessful candidates and thank them for applying.
11. To request a criminal and related background check on the finalist selected by the Board as its prospective superintendent.
12. To facilitate a Board visit to the community of the Board's selected individual.
13. To hold the district harmless, indemnify and defend the district from any and all liability arising from the search and recruitment activity referred to herein, unless such liability resulted from negligence or malfeasance by the district or Board. The Board agrees to notify DLA within a reasonable time of receipt of any claim.

DISTRICT AGREES

1. To have all board members present at all meetings regarding the selection.
2. To have at least one or two members of the Board visit the community of the prospective superintendent to obtain satisfactory assurance of the individual's acceptability.
3. To pay any and all expenses incurred by the district board members in connection with the superintendent selection process.
4. To pay the travel expenses of second round candidates to be interviewed.
5. To make appropriate facilities available for conducting interviews and other business related to the search in progress.
6. To complete the final employment process.
7. To have legal counsel develop or review any agreement between the Board and the prospective superintendent.
8. To hold DLA and advisers/professional screeners it may use harmless, indemnify and defend DLA, its advisers/professional screeners from any and all liability arising from the search and recruitment activity referred to herein unless such liability resulted from negligence or malfeasance by DLA. DLA agrees to notify the district or Board within a reasonable time of the receipt of any claim.

MISCELLANEOUS

1. This agreement may be terminated at any time by either party by giving written notice to the other. At such time, the district shall be invoiced by DLA for services and expenses incurred for work accomplished to date.

CONSIDERATION

1. In consideration for the above services, the district agrees to pay DLA an all-inclusive fee of $19,587, for the search described in this proposal.
2. One-half of the fee, $9,793.50, for the described search is due and payable upon execution of this agreement by both parties. The remainder of the fee is due and payable upon receipt of an invoice at the conclusion of the search.
3. DLA guarantees its services to District's satisfaction or DLA will conduct the search again (*within the first year of the superintendent's contract if the board members remain unchanged and providing the board selected one of the candidates the DLA professional screeners found to be professionally qualified and recommended to the board)* for expenses only. In the event the initial field of candidates is not satisfactory to the Board, DLA will continue the search process for expenses only.

For purposes of communication between the parties, the following shall be deemed to be representative of the parties:

ALBANY UNIFIED SCHOOL DISTRICT	DAVE LONG & ASSOCIATES
Paul Black President of the Board	Dave Long President, Dave Long & Associates
ALBANY UNIFIED	Executive Search Service
1051 Monroe St.	636 Loretta Drive
ALBANY, CA 94706	Laguna Beach, CA 92651
Phone: (510) 558-3750	Phone: (916) 616-6027
_____	_____
Signature	Signature
_____	_____
Date	Date

DAVID LONG

Dr. David Long was appointed by Governor Arnold Schwarzenegger as the Secretary of Education in March 2007. In that role, he served as policy advisor to the Governor on education issues. Dr. Long has more than 40 years of experience in the field of education, ranging from 21 years of classroom teaching to the superintendency. He obtained his Ph.D. from Iowa State University. Prior to his appointment by the Governor, Dr.
Long was the Riverside County Superintendent of Schools.

Dr. Long is a former President of the California County Superintendents Educational Services Association (CCSESA). He is the Chairperson of the Federal Education Safe and Drug Free Schools and Community Advisory Committee.

He has been honored as California Administrator of the Year by the National Organization of Partners in Education, Superintendent of the Year, and received the Governor's Award for school leadership. He was also honored as the Inland Empire Entrepreneur of the Year for his innovative approach to raising student achievement through the River- side County Achievement Teams.

He has been awarded the prestigious Marcus Foster Memorial Award from the Association of California School Administrators for outstanding leadership and significant contributions to public education by a school administrator.

Dr. Long is deeply involved with communities. He served as a First 5 Riverside Commissioner, earned the Lifelong Learning Award from the Boy Scouts of America, and was awarded both the Honorary Service Award and the Golden Oak Service Award from the California State PTA.

Dave and his wife, Joanne, a principal in the Corona-Norco Unified School District, have two daughters, Angelica and Vika. In addition, Dr. Long has four adult children and 13 grandchildren.

LAURA ALVARENGA, Ed.D

Dr. Alvarenga brings a rich background of experience to the executive search scene. Prior to joining Dave Long & Associates Executive Search Services she worked over a decade with the California School Boards Association (CSBA) assisting in superintendent searches. During the course of her 34 year career in public education she served children attending public schools in San Francisco, Emeryville, and San Rafael California. She retired as superintendent of the San Rafael City Schools in 2007. In the San Francisco Unified School District, she taught at the elementary, middle and high school levels. She held the position of middle school principal, assistant superintendent, and associate superintendent during her 25-year tenure in the same district. She also served as superintendent in Emeryville Unified School District, and in the San Rafael City Schools.

Dr. Alvarenga reflects fondly on the school districts with which she was involved. While all are located in the San Francisco Bay area, they are different in many ways. In size, for instance, Emeryville had an enrollment of just over 1,000, San Rafael approximately 5500, and San Francisco about 65,000. On the other hand, there are similarities in these districts which reflect the population of the State of California. She participated and led programs in which assertive steps were taken to meet the needs of all students in pre-school programs, grades K-12, and adult school. The diversity of the children and their families is evident in the racial and linguistic tapestry in the schools. The educational programs instituted were designed to bridge the cultural and linguistic differences and to promote high achievement of all students. During challenging financial periods the districts also managed their funds prudently to provide for the educational needs of the students. Further, bonds measures were passed to upgrade facilities. Under Dr. Alvarenga's direction parents and members of the community were involved in every step of the process. In San Rafael, for example all schools were fully renovated, two were demolished and rebuilt with a community investment of nearly 175 million.

She has been an active member of the Association of California Schools Administrators, and served in numerous committees over the years. As superintendent, she served in the state-wide advisory committee for the Fiscal Crisis Management Team. This team is responsible for providing support to districts in the areas of public schools finance and construction management. This team also developed guidelines to ensure that all districts could manage their funds efficiently and intervened in situations where the school systems had failed to do so. Her involvement in these and various other educational leadership organizations throughout the state provides her with a wealth of networking avenues for identifying and recruiting strong school district chief executive officers.

She continues her work in public schools as a mentor for new teachers for Loyola Marymount University/Teach for America with assignments in the San Francisco Bay Area.

Dr. Alvarenga obtained a Bachelors of Arts in Spanish, a Masters Degree in Education with emphasis in Bilingual Education, and a Masters in Educational Administration from San Francisco State University. She received a doctoral degree from Teachers College, Columbia University in New York City.

JOSEPH D. CONDON, Ed.D.

Dr. Joseph Condon is well-known in the field of educational administration. Bringing a large number of professional experiences and contacts to the executive search process, he has an impressive set of credentials. In 2007 he was recognized as Superintendent of the Year by Pepperdine University and in 2002 was nominated for appointment to the prestigious Broad Center for Superintendents. Among his other honors was the Regional Merit Award given by the California School Leadership Academy, holding membership on the Association of California School Administrators (ACSA) State Superintendent's Committee, earning the ACSA Diversity Award for Region XIV in 1999 and a serving on the ACSA Technology Advisory Committee.

Continuing a passion for teaching and learning, Dr. Condon has served as an Adjunct Professor at Pepperdine University and California State University, Dominguez Hills. He has also been a member of the Loyola –Marymount University School of Education Advisory Board.

Dr. Condon retired after serving for 17 years as Superintendent of the Lawndale Elementary School District located in Los Angeles County. Prior to his service in Lawndale, he was the Assistant Superintendent, Human Resources and Staff Development for the Ocean View School District in Huntington Beach. During the course of his career, Dr. Condon was also a principal, assistant principal, a learning coordinator and classroom teacher.

Active in his professional and community organizations, Dr. Condon has been a member of the Association of California School Administrators, the United States Association of Urban Superintendents, Association for Supervision and Curriculum Development, Phi Delta Kappa Professional Organization and Rotary International. Dr. Condon has been an instructor in the ACSA Personnel Academy for more than 20 years and most recently was the Director of the Personnel Academy held in Redondo Beach.

Dr. Condon earned a Bachelor of Arts degree from California State University, Northridge; a Master's degree from the University of Southern California; and a doctorate from the University of La Verne.

ALBANY UNIFIED

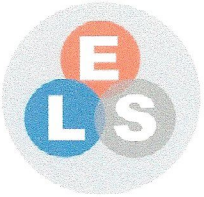
SCHOOL DISTRICT

PROPOSAL FOR

SUPERINTENDENT SEARCH SERVICES

Dr. Wendell Chun, Director
Education Leadership Services
10408 St. Andrews Drive
Oakdale, CA 95361

Email: wlchun@comcast.net Cell: (209) 613-2409



Education Leadership Services

Dr. Wendell Chun, Director
wlchun@comcast.net

Ph: 209-613-2409
www.edleadershipservices.net

10408 St. Andrews Drive
Oakdale, CA 95361

October 10, 2013

Board of Trustees
Albany Unified School District

Dear Board Members:

Thank you for expressing an interest in Education Leadership Services possibly assisting Albany Unified School District in the selection of your next Superintendent.

Education Leadership Services is one of the leading superintendent search firms in California. We specialize in superintendent searches and have been the superintendent search consultants for school districts from 170 ADA to 37,000 ADA.

Hiring a superintendent is one of the most important decisions your Board will make. That is why ELS has developed a comprehensive and professional superintendent search process with flexibility to meet each Board's and district's specific requirements. Our search process is customized for each district we work with.

Education Leadership Services would very much want to work with Albany Unified School District in the selection of your next superintendent.

Our all inclusive fee for the search for your superintendent position will be $18.850.

This includes all consultant expenses; working with the Board in developing a Leadership Profile with widespread community and staff input; advertising the position in ACSA's EdCal and other notable education websites and programs; correspondence with candidates; assistance with development of interview questions; scheduling of appointments; facilitating interviews; negotiating a contract; and all other activities associated with the search

In addition, ELS advisors are available to the Board and Superintendent by phone or email for one entire year after the search is completed.

If ELS is selected as your superintendent search firm, Kay Schultz and I would be the ELS team to work with your Board. ELS has advised over 50 school boards ranging from 170 ADA to 37,000 ADA. Our brief bio's are attached.

Please call me at (209) 613-2409 if you have any questions. For more information, go to **www.edleadershipservices.net.**

Sincerely,

Wendell Chun, Ed.D.
Executive Director
Education Leadership Services

Cell: (209) 613-2409

EDUCATION LEADERSHIP SERVICES

EXECUTIVE SUMMARY

Education Leadership Services

Education Leadership Services is one of the leading superintendent search firms in California. Education Leadership Services specializes in superintendent search. Our superintendent search process is customized for each district we work with.

Education Leadership Services has worked very successfully with the Board of Trustees alone and with a Community Advisory Committee if the Board wishes.

We maintain the highest level of confidentiality and require all Board members and Community Advisory Committee members, if one is used, to sign a Confidentiality Agreement.

We will recruit and recommend only highly qualified candidates to the Board for interview. We also share all applications and applicant files with the Board for Board review. We make it clear to candidates that we represent the Board.

ELS consultants have conducted over 50 highly successful superintendent searches in the past 8 years, with districts ranging from 170 ADA to 37,000 ADA.

Education Leadership Services offer competitive and professional services and fees with the highest standards of professionalism. Our fundamental goal is to assist the Board in making the right match of a superintendent for your district and community.

Education Leadership provides ongoing support for the superintendent and the board for one full year after placement at no additional cost to the district. ELS consultants are available by phone or email to respond to any questions throughout the school year.

ELS has a $1,000,000 Professional Liability (Omissions and Errors) Insurance Policy and a $1,000,000 General Liability Insurance Policy and can list Salinas City Elementary School District on an Insurance Coverage Certificate as our client district.

ELS guarantees its services to the District's satisfaction or ELS will conduct the search again (*within the first year of the superintendent's contract if the board members remain unchanged and providing the board selected one of the candidates the ELS professional screeners found to be professionally qualified and recommended to the board)* for expenses only. In the event the initial field of candidates is not satisfactory to the Board, ELS will continue the search process for expenses only.

EDUCATION LEADERSHIPS SERVICES

EXPERIENCE AND QUALIFICATIONS

Overview of Company

Education Leadership Services is one of the leading superintendent search firms in California. Education Leadership Services specializes in superintendent search. ELS consultants have conducted over 50 superintendent searches over the past 8 years with districts ranging from 170 ADA to 37,000 ADA. Education Leadership Services is based in Oakdale, CA. ELS's contact person is:

Dr. Wendell Chun, Executive Director
10408 St. Andrews Drive
Oakdale, CA 96361
Email: wlchun@comcast.net
Cell: (209) 613-2409

Project Team

Our project team for Albany Unified School District would be Dr. Chun and Executive Search Consultant Kay Shultz

Dr. Chun and Mrs. Shultz will both work on the project as a team and will commit to all requirements of the superintendent search. There are no known conflicts at this time in scheduling and meeting with the board.

Experience and Education

Dr. Chun has been the lead consultant on over 50 searches over the past 8 years. Kay Shultz has extensive experience in the superintendency, having served as superintendent of the Healdsburg Unified School District and Mark West School District in Santa Rosa, CA.

Education Leadership Services is a highly successful superintendent search firm. Our knowledge of what makes a candidate truly outstanding, along with our ability to assess the candidate's administrative skills, management style, leadership ability, communications skills, and experience working with diverse and competing interests will ensure that your district has an outstanding group of finalists from which to select your new superintendent.

Noticeable Accomplishments

ELS has performed outstanding superintendent search services. Our references (letters attached) are exemplary as school boards highly praise our professional services and highly recommend us.

We recognize the difficult financial times school districts are facing and base our fees on district ADA, so smaller school districts get a discounted rate but receive the exact same search services as districts two, three, or four times their size.

Over 90% of superintendents ELS has placed are either still with their districts or retired from their district.

ELS has never had a superintendent bought out of his/her contract.

We have an excellent record of placing superintendent candidates of diverse ethnicity and gender.

We provide ongoing success to the superintendent and board and are available by phone or email throughout the entire next school year at no cost to the district.

We provide additional optional services in working with the Board and Superintendent, including Board Governance Workshops, a "New Beginnings" Workshop, and one-on-one mentoring services for new Superintendents.

Education Leadership Services

Introduction of Dr. Wendell Chun:

Dr. Wendell Chun is the Executive Director of Education Leadership Services. He has been an advisor to over 50 school boards throughout California in the selection of their next superintendent. Dr. Chun has advised school boards with districts from 170 ADA to 35,000 ADA.

Dr. Chun is also an adjunct professor at the University of Southern California in USC's doctorate of education program. USC is ranked among the best in the nation in education schools and is renowned for preparing candidates for the superintendency. Dr. Chun teaches the doctoral level course, "Seminar in the Superintendency."

Dr. Chun has been a highly successful and experienced superintendent. He served as Superintendent of the Oakdale Joint Unified School District (5,300 ADA) for 8 years, retiring in June 2008 He has served as a Mentor Superintendent to numerous superintendents in central California.

As founder and Director of the "Good to Great" Superintendents Leadership Roundtables, he has been the lead consultant, advisor, and mentor to 25 superintendents in the Merced, Stanislaus, and South Valley Leadership Roundtables.

He also has served as an associate superintendent, director of secondary education, continuation high school principal, elementary school principal, school counselor, and high school teacher in a district of 32,000 ADA.

Dr. Chun has been recognized for excellence at every administrative level he has served. In 2002, Dr. Chun received a California State Outstanding Administrator Award for Science Education from the California State Science Advisory Committee. In 2003 he was ACSA Region VII Superintendent of the Year. In previous years he was also selected ACSA Region VII Central Office Administrator of the Year and Stanislaus County Administrator of the Year.

Dr. Chun is currently President of the Board of Directors of Oak Valley Hospital in Oakdale, CA. In addition, he currently serves on the Board of Directors of the California League of High Schools and has been on the Board of since 1995.

Education Leadership Services

Introduction of Kay Schultz

Kay Schultz is an Executive Search Consultant with Education Leadership Services. She has advised school boards in northern California in the selection of their next superintendent. In addition she has facilitated New Beginnings workshops with Board/Superintendent and mentor/coaches new superintendents.

Kay served as Superintendent for Mark West Union School District in Sonoma County until July 2011 when she retired from public education. She also served as Superintendent of the Healdsburg Unified School District in Sonoma County for eight years, all part of her 14 years serving as a superintendent.

Kay has held positions as Assistant Superintendent, Project Director, Principal and Teacher. She taught ten years at the K-8 level in Arcata Elementary School District in Humboldt County. Kay received her Bachelor's and Master's degrees from Humboldt State University.

Kay facilitated Sonoma County's Superintendent Committee, served as chairperson for Sonoma County SELPA Superintendent's Council, board member of Beginning New Teacher Program and Aspiring Administrator Leadership Network, co-facilitated recruitment and hiring of Sonoma County SELPA Director and chaired the regional consortium for It's Elementary.

Kay was active in community groups during her 36-year career, including serving as a Board Member for the Healdsburg Chamber of Commerce, Rotarian, Advisory Board Member for Rohnert Park's YMCA and she currently serves on the Sonoma County Community Development Committee.

Kay received several honors and awards throughout her career including Sonoma County Superintendent of the Year, School Master of the Year for Sonoma County, California School Leadership Regional Merit Award, Cotati-Rohnert Park Unified School District Administrator of the Year and Sonoma County Administrator of the Year.

Kay is married and lives with her husband in Healdsburg, California.

Education Leadership Services

SUPERINTENDENT SEARCHES COMPLETED BY ELS CONSULTANTS

2012-2013 School Year

Gustine Unified School District	1,850 ADA	Merced County
John Swett Unified School District	1,850 ADA	Contra Costa County
Placer Union High School District	4,257 ADA	Placer County
Monrovia Unified School District	5,980 ADA	Los Angeles County
Stanislaus Union School District	3,100 ADA	Stanislaus County
Clay Joint Union School District	252 ADA	Fresno County

2011-2012 School Year

Plumas Unified School District	1,800 ADA	Plumas County
East Nicolaus High School District	385 ADA	Sutter County
Culver City Unified	6,747 ADA	Los Angeles County
Woodlake Unified School District	2,300 ADA	Tulare County
Santa Rosa City Schools	15,360 ADA	Sonoma County
Pixley Union School District	1,010 ADA	Tulare County
Stockton Unified School District	37,000 ADA	San Joaquin County
North Monterey Unified School District	4,300 ADA	Monterey County
Chawanakee Unified School District	1,010 ADA	Madera County
Pierce Unified School District	1,300 ADA	Colusa County
Big Oak Flat-Groveland Unified School District	385 ADA	Tuolumne County
Valley Home Jt. School District	170 ADA	Stanislaus County

2010-2011 School Year

Oakdale Jt. Unified School District	5400 ADA	Stanislaus County
Madera Unified School District	19,000 ADA	Madera County
Delhi Unified School District	2,400 ADA	Stanislaus County
Mark West School District	1,300 ADA	Sonoma County
Tulare Jt. Union High School District	4,500 ADA	Tulare County
Berryessa Union School District	8,100 ADA	Santa Clara County
Mountain Valley Unified School District	325 ADA	Trinity County

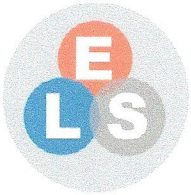
2009-2010 School Year

Hope Elementary School District	980 ADA	Santa Barbara County
Natomas Unified School District	10,550 ADA	Sacramento County
Reef-Sunset Unified School District	2,500 ADA	Kings County
Pixley Union School District	850 ADA	Tulare County
Big Oak Flat-Groveland Unified School District	450 ADA	Tuolumne County
Planada Elementary School District	760 ADA	Merced County

Previous School Years

Alameda Unified School District	10,000 ADA	Contra Costa County
Keyes Union School District	1,120 ADA	Stanislaus County
Lakeside Union Elementary District	397 ADA	Tulare County
Waterford Unified School District	1,800 ADA	Stanislaus County
Newman-Crows Landing Unified SD	2,600 ADA	Stanislaus County
Hanford Elementary School District	5,500 ADA	Tulare, County
Hilmar Unified School District	2,273 ADA	Merced County
Sierra Unified School District	2,500 ADA	Fresno County
Merced Union High School District	14,500 ADA	Merced County
Turlock Unified School District	13,900 ADA	Stanislaus County
River Delta Unified School District	2,100 ADA	Sacramento County
Hickman Charter School District	1,200 ADA	Stanislaus County
Lodi Unified School District	29,000 ADA	San Joaquin County

Kerman Unified	4,300 ADA	Madera County
Pleasant Ridge Elementary School District	1,675 ADA	Nevada County
Ackerman Elementary School District	550 ADA	Placer County
Live Oak School District	2,500 ADA	Santa Cruz County
Valley Home Jt. Union School District	170 ADA	Stanislaus County



Education Leadership Services

KEY COMPONENTS OF THE SUPERINTENDENT SEARCH

1. We customize every search to meet individual district needs.

Every search is different. As your advisor, ELS will work with the Board to develop search activities that fit each district. The ELS advisor provides professional experience and key information to the Board with which to make the best decisions. From the initial planning meeting and throughout the entire process, the ELS adviser will work with you and will be available to guide you and provide direction as needed. We will conduct a national search or a statewide California search depending on the Board's and district's requirements.

2. We involve the staff and community in a variety of ways.

The ELS advisor will hold individual interviews with the Board and community and staff members to develop a Leadership Profile. The advisor will work with the Board to identify key groups and individuals in the district and invite them to a confidential interview with the advisor. Telephone interviews will be available for those who cannot meet directly with the advisor. In addition, written and on-line input surveys, both in English and Spanish, will be available for all district constituents. Based on the information collected, the advisor will develop a Leadership Profile for Board approval of the expectations for the new superintendent. The Leadership Profile will describe the personal characteristics, professional skills and abilities, and education and experience expectations of the next superintendent.

3. We advertise for and recruit successful candidates who match the criteria in the Leadership Profile.

The best candidates, who are currently in highly successful administrative positions, may not be actively seeking a new job. We use our network of professional and experienced administrators in the field to help us identify top candidates to recruit for your superintendency. The Leadership Profile will be

the basis for developing an advertising brochure to be distributed to candidates and available on-line. A comprehensive advertising and recruitment plan will be developed specifically for your district.

4. We provide the Board with all application materials and confidential papers and assist the Board in making the final decision on which candidates to interview.

The Board will receive copies of each candidate's application, resume, and confidential reference file for review. A professional screening committee of the advisor and other experienced superintendents in the field will also review the files and make recommendations to the Board for interviews. The advisor and the professional screening committee will meet with the Board to review the recommendations and answer Board questions about any of the candidates who applied. The Board will make the final decision on which candidates to interview. All materials and personnel information will be held strictly confidential. Each Board member will be asked to sign a confidentiality statement.

5. We complete a comprehensive background check on all candidates recommended for interview.

Our professional screeners will complete a comprehensive background check on each candidate recommended for interview. We will call references both on and off the resume. We will often go back 2 or more districts than the current one to get a more detailed check. We want to verify a track record of success and be confident that each candidate recommended meets the criteria in the Leadership Profile. ELS will also conduct with a national review firm a comprehensive federal and state criminal search, credit report, DMV report, Sex Registry report, and credentials and degree verification on the final candidate.

6. We keep the Board informed throughout the entire process.

ELS will maintain ongoing and timely communications with the Board throughout the entire search process. Board members will be provided with the adviser's e-mail address, cell phone number, and home contacts. The adviser will also share questions from individual Board members and the answers with the entire Board in order that each member is fully apprised of the progress of the search. Our adviser will provide periodic written updates to the Board throughout the search.

7. We facilitate the entire interview process.

The ELS advisor will work with the Board to develop interview questions aligned with the Leadership Profile and district priorities. ELS will provide the Board with a bank of interview questions from which to select, including questions on superintendent and board roles, relationship with the Board, human resources, diversity, student relations, community relations, curriculum, alternative approaches, business and finance, management and leadership, and personal qualities. Board members may add additional questions of their own.

ELS will also contact all of the candidates and keep them regularly informed of the process and schedule all of the interviews for the Board.

8. We assist the Board in negotiating the superintendent contract.

ELS will provide the Board with a superintendent salary comparison analysis of similar size districts in similar geographic areas to assist the Board in developing the contract offer. We will also assist the Board throughout the entire negotiations process to ensure a successful completion of the search.

9. We facilitate the community visit of the top candidate.

To validate the Board's perceptions of the top candidate, the Board, or a subcommittee of the Board, is encouraged to visit the community of the finalist. The ELS adviser will facilitate the visit and work with the candidate to develop an interview schedule and district and school site visit of the Board team.

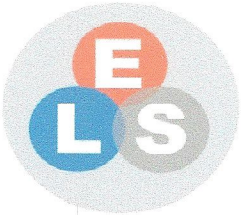
10. We guarantee the search.

We guarantee that the Board will hire their choice of the top candidate. If none of the candidates meet the Board's requirements, we will conduct the search at no additional consultant fee other than expenses. Your ELS advisor has a 92 percent success rate over the last 7 years, with superintendents continuing with their district or retiring from the district placed. We have never had an unsuccessful search where the Board has not been able to select a top candidate.

We will continue to serve as a resource to the Superintendent and be available by phone or email for one year after the Superintendent is hired.

We offer the superintendent and board and additional services if needed.

Education Leadership Services has worked with superintendents and boards in a variety of ways, including:
Superintendent Mentoring for First Year Superintendents
Board Governance Workshops and Developing Governance Handbooks
"Good to Great" Superintendents and Principals Leadership Roundtables
Facilitating/Writing Superintendents Annual Evaluations for the Board



Education Leadership Services

Dr. Wendell Chun, Director
wlchun@comcast.net

Ph: 209-613-2409

10408 St. Andrews Drive
Oakdale, CA 95361

ELS SUPERINTENDENT SEARCH SAMPLE TIMELINE

These activities will generally be performed during the search. This generally takes about two-three months. **This represents an ideal timeline. Education Leadership Services will modify these activities and corresponding timeline to meet Board desires and needs.**

Jan. Planning Meeting to determine scope and timeline.
Board is given binders with information to be used throughout the search.

Announcement of position vacancy—recruitment begins.

Ads are placed in ACSA's EdCAL and other notable related websites.

Jan. Board, community, and staff input to develop Leadership Profile. Advisor will hold group and individual interviews with key stakeholders and have written and on-line input surveys available for district constituents.

Jan. Advisor drafts Leadership Profile and Board approves. Advisor begins to assist board in developing interview questions.

Mar. Applications close.

Mar. Education Leadership Services completes initial paper screening by professional screening committee. Screening committee evaluates applicant materials against the position profile.

Mar. All applications and confidential files are sent to Board for review.

Mar. Screening committee performs employment and reference checks on best-qualified applicants and recommends individuals for Board interview.

Apr. Board receives screening committee report and determines candidates for first round interviews. Board is given copies of each candidate's application, and the complete files are available for the board to review. Advisor assists the Board in completing the development of questions for first round interviews.

Apr. Candidates are notified and interviews scheduled. Interview questions and copies of candidates' materials are copied for interview packets.

Apr. Interviews by Board.

Apr. Board selects finalists for second round interviews

Apr. Board conducts second round interviews. Advisor begins to notify unsuccessful candidates.

Apr. Board makes tentative selection of its top candidate. Advisor requests federal criminal and related background check on finalist to be offered the position.

Apr. *Optional.* Board visits community of Board's selected finalist. Community visit facilitated by advisor. Adviser does not accompany board on visitation.

Apr. Board selects new superintendent. ELS advisor assists Board in negotiating a contract.

Apr. Board takes action to hire new superintendent and introduce to the community.

2013 Advisor is available to assist the superintendent throughout the entire next year. Superintendent can contact advisor by phone or email throughout the year.

STANISLAUS
UNION
SCHOOL
DISTRICT

"Light the Flame for the Future"

2410 Janna Avenue • Modesto, California 95350 • (209) 529-9546 • FAX (209) 529-0243

April 29, 2013

To Whom It May Concern:

Educational Leadership Services did a phenomenal job in helping the Stanislaus Union School District find and select an outstanding superintendent for the 2013-2014. Headed by Dr. Wendell Chun, ELS presented to the Stanislaus Union School Board of Trustees a well thought out, organized, and cost-efficient plan to search for a new superintendent to replace the current superintendent who is retiring. As a matter of fact, Dr. Chun and ELS were used in the selection of the current retiring superintendent as well.

ELS and Dr. Chun began immediately to set up a well-defined timeline and were very accommodating when some dates needed to be changed so that all the Board members could be present for each step in the process. He interviewed all stakeholders to find out what characteristics were desired and needed in a new superintendent, including administrators, teachers, clerical and custodial personnel, and parents. From this, he was able to put together a consensus of characteristics and understood the culture of the district. He quickly posted the job opening with the agreed upon characteristics and there was a remarkably large contingent of responses. Dr. Chun and his associates thoroughly investigated each of the applicants, helping the Board select the very best of the candidates to interview. Dr. Chun collaborated with the Board to choose just the right questions for the interviews, even allowing Board members to submit questions of their own as well. Everything was done in the most professional, academic, and confidential atmosphere.

Because of their many connections, ELS and Dr. Chun were able to offer the Stanislaus Union School District a wide selection of candidates, all of whom were highly qualified to lead the district as superintendent. I was extremely impressed with the caliber of candidates and the manner in which Dr. Chun conducted the Board through the process. I feel we have chosen the best candidate for our district to be the new superintendent, and it was primarily due to the affability, guidance, and professionalism of Dr. Chun and Educational Leadership Services. I would give my highest recommendation to Educational Leadership Services and the expertise of Dr. Chun to assist any district seeking a new superintendent. Please feel free to contact me through the district if you have further questions.

Yours truly,

Susan Elliott

Susan Elliott
Clerk, SUSD Board of Trustees

Mr. Douglas Marquand
Assistant Superintendent
Administrative Services

Mr. Jeffrey Tooker
Assistant Superintendent
Educational Services

Ms. Lila McAllister
Director of Child Nutrition Services

Mr. Gregg Ramseth
Director of Technology & Assessment

Mr. Gregg Roberts
Director of Construction Management
& Facility Planning

Ms. Sandra Russo
Director of Budget & Accounting

Dr. Lorena Spitzer
Director of Pupil Services

Mr. Eric Vereyken
Director of Human Resources

PLACER UNION
HIGH SCHOOL DISTRICT
13000 New Airport Road, Auburn, Ca 95603
530-886-4400 FAX: 530-886-4439
www.puhsd.k12.ca.us
Mr. Dave Horsey
Superintendent

Chana High School

Colfax High School

Del Oro High School

Foresthill High School

Maidu High School

Placer High School

Placer School For Adults

May 2, 2013

LETTER OF REFERENCE: Dr. Wendell Chun, Education Leadership Services

As President of the Placer Union High School District Board of Trustees, I am writing this letter of recommendation for Dr. Wendell Chun of Educational Leadership Services. I have been on the Board for 30 years and have been involved in three previous Superintendent searches. Dr. Chun is by far the most outstanding Board Advisor I have worked with. He is professional, caring and his integrity is unquestionable.

We were immediately impressed by the process and calendar outlined by Dr. Chun as we began the daunting task of hiring a new Superintendent for our high school district. Sensitive to the diversity of the communities in our district and anxious to meet the needs of all stakeholders, we were extremely pleased by the process of data gathering led by Dr. Chun. All stakeholders were able to participate in a survey to develop the qualifications and expectations of the new Superintendent. Board members and key stakeholders met with Dr. Chun individually.

Under his excellent, caring leadership, he created an atmosphere where we were able to work together as a board throughout the process. Our individual input was also honored in the process of the selection and formulation of interview questions. Dr. Chun was always available to answer questions and provide clarifications.

Educational Leadership Services provided us with excellent candidates to interview and we are extremely pleased with our selection of a new Superintendent. We agonized over the decision to hire a search firm in these stressful economic times. Our decision to hire ELS is one of the best decisions our Board has ever made. Dr. Chun will continue to assist us and our new superintendent in the following months. This service is invaluable to us and we are looking forward to it.

Without reservation, I highly recommend Dr. Wendell Chun of Educational Leadership Services. For further information please do not hesitate to contact me at lmacdona@puhsd.k12.ca.us.

Sincerely,

Lynn MacDonald

Lynn MacDonald
President, PUHSD Board of Trustees

Board of Education
Larry Haenel, President
Bill Carle, Vice President
Laura Gonzalez, Clerk
Donna Jeye, Director
Ron Kristof, Director
Frank C. Pugh, Director
Tad Wakefield, Director
(707) 528-5181
Fax: (707) 528-5440

July 11, 2012

To Whom It May Concern:

It is a pleasure to write this letter of recommendation for Dr. Wendell Chun. Wendell Chun performed outstandingly as Santa Rosa City Schools' Superintendent Search Advisor. I have served seven years on the board of education, was an English teacher in the district for 32 years and served five years as past President of Santa Rosa Teachers Association.

I am extremely pleased with the superintendent search process because Wendell found us an excellent candidate for our district. As President of Santa Rosa Board of Education, I worked closely with Wendell in the search process. During the search process, I made about 15 phone contacts to Wendell. He never missed a call and gave me excellent advice as to informing the board as to their part in the process. He worked with the board in establishing the interview questions which were aligned with the Leadership Profile. He was extremely helpful in establish the Community Advisory Committee Board. He gave us clear and precise advice as to the process. He also provided professional assistance in negotiating the final contract. He made sure the process worked successfully. He never missed a beat. I enjoyed working with him.

I had reservations as to the wisdom of spending general fund dollars for a Superintendent Search Advisor during these dire economic times. I now think we spent our money wisely. I recommend Wendell Chun without reservation.

Sincerely,

LARRY HAENEL
President
Board of Education

211 RIDGWAY AVENUE ♦ SANTA ROSA ♦ CALIFORNIA 95401-4386

Will H. Ector, Jr.
Superintendent

1376 Piedmont Road
San Jose, CA 95132-2427

Phone: (408) 923-1800
Fax: (408) 923-0623

January 31, 2012

To Whom It May Concern:

My name is Khoa Nguyen, and as Board President of the Berryessa Union School District (BUSD), I have had the pleasure of working closely with Education Leadership Services (ELS) and Dr. Wendell Chun in 2011 to assist the BUSD Board of Trustees in selecting our current BUSD Superintendent.

ELS was selected as the BUSD's Superintendent search firm among a field of highly qualified Superintendent search firms across the State of California. When our BUSD Board of Trustees began the process of selecting a Superintendent search firm to assist us in finding our next BUSD Superintendent, we personally met with several Superintendent search firms, and ELS easily stood out from the rest as the premier Superintendent search firm that our BUSD Board of Trustees would select. ELS lead by Dr. Chun, was selected as our Superintendent search firm because it had shown proven results, candor, preparation, professionalism, and affordability among many other highly sought after characteristics.

In working, with ELS and Dr. Chun, Dr. Chun has proven to be a valued asset for the BUSD Board of Trustees, as he is experienced, personable, receptive, and knowledgeable of the entire Superintendent search process from recruitment and interviewing to salary and contract negotiations. With the assistance of ELS and Dr. Chun, our entire Superintendent search process was seamless, efficient, on-schedule, and most importantly, it yielded us with an excellent Superintendent candidate.

Our current superintendent that our BUSD Board of Trustees hired with the assistance of ELS, has proven to be a gem. He was selected and hired through a highly qualified field of candidates spanning across the State of California, in which ELS assembled together for review by the BUSD Board of Trustees. With the assistance of ELS, the BUSD Board of Trustees was able to discover an excellent Superintendent in a field of highly qualified candidates. With the assistance of ELS, the BUSD is currently lead by a Superintendent that continues to amaze and add value to our District and community at large.

To Boards of Trustees whom are currently looking for a Superintendent search firm, I highly recommend using the services provided by ELS and Dr. Chun. For further information, please do not hesitate to contact me at khoa.nguyen@berryessa.k12.ca.us.

Khoa Nguyen

Khoa Nguyen
Board President
Berryessa Union School District

BOARD OF TRUSTEES

Linda Chen Richard Claspill David Cohen David Neighbors Khoa Nguyen

"Lifelong learning...
filling the future with options"

Culver City Unified School District

Administration Building 4034 Irving Place Culver City, CA 90232-2810
(310) 842-4220

To Whom It May Concern,

This is a letter of recommendation for Dr. Wendell Chun and Dr. John Cruz, Superintendent Search Advisors for Education Leadership Services. The Culver City Board of Education hired Education Leadership Services to conduct our Superintendent Search in 2012. With their assistance and guidance, the board was able to hire an exemplary candidate and have them in place before the beginning of the school year.

Among the many qualities exemplified by Dr. Chun and Dr. Cruz, I was most impressed with their understanding that this was our search and their ability to follow the direction of the board. They had a great understading of all the inherent options in conducting a search. They explained each to us in great detail and then allowed the board to make decisions that were in the best interests of the very specific needs of our district. This was not a cookie cutter search, but instead one tailor made for us.

Both Dr. Chun and Dr. Cruz were accessible throughout the process, they did all of the needed research in a timely manner, and they helped us to negotiate with our candidate quickly and painlessly. I highly recommend them to any district considering a search firm and would use them again in the future.

Sincerely,

Karlo Silbiger
President
Culver City Unified School District Board of Education

BOARD OF EDUCATION
Ms. Laura Chardiet Ms. Nancy Goldberg Ms. Katherine Paspalis Ms. Patricia Siever Mr. Karlo Silbiger Ms. Eileen Carroll, Interim Superintendent

February 10, 2011

LETTER OF REFERENCE

For: Dr. Wendell Chun, Education Leadership Services

The Planada Elementary School District Board of Trustees is pleased to highly recommend Dr. Wendell Chun and Education Leadership Services as an outstanding superintendent search firm.

Dr. Chun served as our Board advisor in selecting our new superintendent in December, 2010 after our current superintendent was elected Merced County Superintendent of Schools.

Dr. Chun has excellent knowledge of and experience in the superintendency. He did an outstanding job of advising the Board throughout the entire process. He has excellent communications skills. He provided an opportunity for the entire board, all district staff, parents, and community members to provide input in a variety of ways in developing a Leadership Profile detailing the personal characteristics, professional skills and abilities, and education and experience expected of the new superintendent.

Dr. Chun recruited and presented 17 qualified candidates for the Board to review. Dr. Chun and his professional screening committee completed comprehensive background checks and reviewed with the Board 6 excellent candidates recommended for interview. The Board was very pleased with the excellent quality of candidates.

Dr. Chun was highly professional in guiding us through the entire interview process as we identified the top candidate for Planada ESD. He provided the Board with a comparative salary analysis for superintendents in similar sized districts and geographic location and assisted the Board in negotiating the final contract terms. Dr. Chun also worked with our attorney to review the contract before the Board made a final offer of employment.

The Board was very pleased with the entire search process. Board members who participated in previous searches commented that the superintendent search process with Dr. Chun was "the smoothest and best process we have ever completed."

Mark Mendez, President

Yolanda Pino, Clerk

Ignacio Yanez, Member

Daniel Chavez, Member

David Rodriguiz, Member

AGREEMENT FOR ASSISTANCE IN SELECTING A SUPERINTENDENT

This agreement is entered into by Albany Unified School District (hereafter District) and Education Leadership Services (hereafter ELS).

ELS AGREES

1. To meet with the governing board of Albany Unified School District (hereafter Board) as required to assist and advise it throughout the search.

2. To meet with individuals and groups, including board members, employees, community members, and others who express an interest in the selection process. In the interest of an orderly and timely process, ELS may, in its discretion and after consulting with the Board, limit the number and time of such meetings.

3. To develop for Board approval and electronically distribute a recruiting flyer announcing the position. To advertise the position in ACSA's EdCal and in other notable education websites, and to electronically distribute to a wide network of administrators and education associations.

4. To recruit candidates that ELS believes are qualified for the position.

5. To answer inquiries from interested persons concerning the position.

6. To collect and process applications and communicate with persons applying for the position.

7. To make available for Board review all applications, resumes, and confidential reference letters received while respecting the confidential nature of the applications.

8. To review all applications received and make recommendations to the Board regarding interviews and the selection process.

9. To recommend qualified people to aid in the recruitment and selection process as necessary.

10. To conduct employment and reference checks on candidates recommended to the Board for interviews.

11. To assist the Board in preparing for candidate interviews.

12. To notify all unsuccessful candidates and thank them for applying.

13. To request a criminal and related background check on the finalist selected by the Board as its prospective superintendent.

14. To facilitate an optional Board visit to the community of the board's selected individual.

15. To serve as a resource to the Superintendent and be available by phone or email for mentoring services for one year after the Superintendent is hired.

DISTRICT AGREES

1. To encourage all board members to be present at all meetings regarding the selection.

2. To have at least one or two members of the Board visit the community of the prospective superintendent to obtain satisfactory assurance of the individual's acceptability (Optional).

3. To pay any and all expenses incurred by the district board members in connection with the superintendent selection process.

4. To make appropriate facilities available for conducting interviews and other business related to the search in progress.

5. To complete the final employment process, including any legal review or development of the agreement between the Board and the prospective superintendent.

6. To have legal counsel develop or review any agreement between the Board and the prospective superintendent.

7. To hold ELS and advisers/professional screeners it may use harmless, indemnify and defend ELS, its advisers/professional screeners from any and all liability arising from the search and recruitment activity referred to herein unless such liability resulted from negligence or malfeasance by ELS. ELS agrees to notify the district or Board within a reasonable time of the receipt of any claim.

MISCELLANEOUS

1. This agreement may be terminated at any time by either party by giving written notice to the other. At such time, the district shall be invoiced by ELS for services and expenses incurred for work accomplished to date.

CONSIDERATION

1. In consideration for the above services, the district agrees to pay ELS an all inclusive fee of **$ 18,850.**

2. One-half of the fee, **$ 9,425** is due and payable upon execution of this agreement by both parties. The remainder of the fee is due and payable upon receipt of an invoice at the conclusion of the search.

3. ELS guarantees its services to District's satisfaction or ELS will conduct the search again (*within the first year of the superintendent's contract if the board members remain unchanged and providing the board selected one of the candidates the ELS professional screeners found to be professionally qualified and recommended to the board)* for expenses only. In the event the initial field of candidates is not satisfactory to the Board, ELS will continue the search process for expenses only.

For purposes of communication between the parties, the following shall be deemed to be representative of the parties:

ALBANY UNIFIED SCHOOL DISTRICT

Board President
Albany Unified School District
1051 Monroe Street
Albany, CA 94706

EDUCATION LEADERSHIP SERVICES

Wendell Chun, Ed.D, Executive Director
Education Leadership Services
10408 St. Andrews Drive
Oakdale, CA 95361
Phone: (209) 613-2409

_____
Signature

_____
Date

_____
Signature

_____
Date

PROPOSAL TO CONDUCT A SUPERINTENDENT SEARCH

For

ALBANY UNIFIED SCHOOL DISTRICT

October 2013

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LEADERSHIP ASSOCIATES
California's Premiere Executive Search Firm

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

October 10, 2013

Board of Trustees
Albany Unified School District
Marla Stephenson, Superintendent
1051 Monroe Street
Albany, CA 94706

Dear Board Members:

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

Leadership Associates has conducted over 290 superintendent searches in California since 1996. If our firm is selected, James R. Brown, former Superintendent of Cambria/Coast, Lompoc, Palo Alto and Glendale Unified School Districts, and Sally Frazier, former Madera County Superintendent of Schools, will be actively involved in the identification and recruitment of superintendent candidates throughout the entire search. Biographical information is included in the backup material. In addition, all 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, such as the following:

- Recognition as a high performing district with dedicated and committed employees
- Rich tradition of excellence in education with a commitment to provide a world-class education for all students
- Effective community relations and continued commitment to the building of partnerships with your District's families and community stakeholders
- Diversity, with a supportive community and involved parents
- Access to higher education opportunities for students
- Excellent Board of Trustees that is recognized for its stability and commitment to student needs

50-855 Washington Street #C-205
La Quinta, California 92253
Phone/Fax (760) 771-4277
www.leadershipassociates.org

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 Albany Unified 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 Albany Unified School District search. We look forward to an opportunity to meet with the Board Members.

Included in the backup materials are the following:

- An Overview of the Superintendent Search Process/Scope of Services
- A cost analysis to conduct the search. Please note Leadership Associates includes all expenses in its cost.
- A suggested timeline that includes the tasks to be performed
- Leadership Associates' Profile and contact information
- Consultants' biographical information
- A list of districts where we have conducted searches
- Board Member Recommendations

We have recently concluded successful searches in San Ramon Valley Unified, Mt. Diablo Unified, Corcoran Jt. Unified, Vacaville Unified, Kentfield Elementary, and Sylvan Union school districts. In addition, we also facilitated the search for the Association of California School Administrators (ACSA) Executive Director. Please do not hesitate to contact either one of us at the following: Sally Frazier, (559) 232-5476 or James Brown, (707) 464-6253, if you have questions or require additional information. We look forward to hearing from you.

Sincerely,

Sally Frazier *Jim Brown*

Sally Frazier, Ed.D James R. Brown

50-855 Washington Street #C-205
La Quinta, California 92253
Phone/Fax (760) 771-4277
www.leadershipassociates.org

LEADERSHIP ASSOCIATES
California's Premiere Executive Search Firm

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

Leadership Associates strongly believes - based on its extensive search experiences - that the Board alone should select the finalists it wishes to interview and conduct the interviews by itself. The risk of losing top candidates due to potential issues of confidentiality is too great in our judgment if others also conduct the interviews, such as a community advisory committee. Consequently we recommend that the Board conduct 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. Once the Board selects a finalist an interview by another group could be conducted. This could be in a separate event or in conjunction with a site visit. The Board would not offer a contract until it hears back from the group and those participating in a site visit. Leadership Associates will 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

COST ANALYSIS

Albany Unified School District
Superintendent Search - 2013

TOTAL FEE FOR ENTIRE SEARCH $25,500

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 with Board and new Superintendent)**

ALBANY UNIFIED SCHOOL DISTRICT

Suggested Timeline for
Superintendent Search

DATE	EVENT
October 16, 2013	Board receives proposals by 4:00 p.m.
October 22, 2013	Board interviews consultants
November 12, 2013	Board approves consultant contract
January 11, 2014	Board announces timeline and procedures for selection of superintendent
January 2014	Consultants meet with Board to develop leadership profile and consultants meet with Board designated staff and community groups to receive input
February 2014	Consultants develops and distributes recruitment brochure and actively advertises and recruits. ACSA EdCAL—February 3 &10 or 10 & 24
March 3 or March 10, 2014 5:00 p.m.	Deadline for applications
March/early April 2014	Consultants complete comprehensive reference and background checks on applicants
April 2014	Board meets with consultants, reviews applications and selects finalists to be interviewed
April 2014 April 2014	Board interviews finalists Community Advisory Committee interviews the one Finalist
ASAP following interviews	Board visits community of leading candidate for validation visit. Board offers contract
July 1, 2014	New Superintendent begins
TBD	Optional transitional Board & Superintendent workshop

DRAFT FOR DISCUSSION PURPOSES

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
California's Premiere Executive Search Firm

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

(5) Point of Lead Consultants to be assigned if contract is awarded:

Name	Title	Phone Number
Sally Frazier, Ed.D	Partner	(559) 232-5476
James R. (Jim) Brown	Partner	(818) 515-4089

❖ SALLY FRAZIER

Biographical Information

- Sally was elected Madera County Superintendent of Schools for six consecutive 4-year terms.
- Sally received her Doctorate from University of Southern California, and her Master's and Bachelor's degrees from California State University, Stanislaus.
- Sally served the California County Superintendents' Educational Services Association as President, Legislative Chairperson and numerous terms on its Executive Board. She was CCSESA's representative to ACSA's Superintendency Committee and its liaison to the Springboard Schools Board of Directors. Sally chaired CCSESA's Commission on the Organization of Policy Groups, Organizing for Action.
- Sally received CCSESA's Outstanding County Superintendent Award, was named Woman of the Year for the 14th State Senate District (Senator Maddy) and Woman of the Year for the 29th State Assembly District (Assemblyman Villines). She received the Robert F. Alioto Award for California Instructional Leadership, the Dr. Martin Luther King, Jr. Humanitarian Award, and Marjaree Mason Top Ten Professional Women Award.
- Sally was appointed by former State Superintendent of Public Instruction, Delaine Eastin, to the Education Commission for Technology in Learning. Sally was also appointed by Governor Schwarzenegger to the Advisory Commission on Juvenile Justice and Delinquency.
- Sally is married to Stephen. They have two married sons.

❖ JAMES R. BROWN

Biographical Information

- James R. (Jim) Brown served as Superintendent of Schools for the Glendale, Palo Alto and Lompoc Unified School Districts. He was also superintendent of the Cambria Union Elementary and Coast Union High School Districts. He has been an Administrator of Instruction K-8, a middle school principal, high school assistant principal and teacher.

- Jim received his Masters Degree from the University of Kansas and his B.S.F.S. Degree from Georgetown University, Washington, D.C.

- Jim has chaired the ACSA Superintendency Committee and the ACSA Urban Superintendents' Committee. He has also served as co-chair of the California State Mathematics Task Force and the High School Exit Exam Panel. He was also a member of the It's Elementary Task Force.

- In 1999-2000, Jim was named California Superintendent of the Year by the Association of California School Administrators and in 1993 received the Robert Alioto Instructional Leadership Award from the California School Leadership Academy. He was also President of the national Suburban School Superintendents' Association and Schools for Sound Finance. He was given the Golden Oak Award in 2003 from the California PTA, the Tall Tree Award for Outstanding Professional in 1996 by the Palo Alto Chamber of Commerce, and received the Marcus Foster Award for Administrative Excellence from the Association of California School Administrators in 2004.

- Jim currently serves as senior advisor for Pivot Learning Partners. His areas of focus are: Teacher and Principal Effectiveness, Governance, the Strategic School Funding for Results Project, Executive Coaching, and documentation of education innovations.

- Jim has been a member of the Board of Directors of Glendale Memorial Hospital, the American Leadership Forum and the Southern California Leadership Network. He has served in leadership roles in numerous community and civic groups.

- Jim, and his wife, Kathy, who is a retired librarian, have three grown sons.

Leadership Associates

STAFF AND PARTNER INFORMATION

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

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. See attached biographical information

Name: Kent L. Bechler, Ph.d
Title: Partner
Background: Former superintendent, Duarte, Walnut Valley and Corona-Norco Unified School Districts. See attached biographical information

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. See attached biographical information

Name: Michael Escalante, Ed.D
Title: Partner
Background: Former superintendent, Glendale Unified and Fullerton Joint Union High School District. See attached biographical information

Name:	**Sally Frazier, Ed.D**
Title:	**Partner**
Background:	**Former Madera County Superintendent of Schools. See attached biographical information**

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. See attached biographical information**

Name:	**Don Iglesias**
Title:	**Partner**
Background:	**Former superintendent, San Jose Unified School District. See attached biographical information**

Name:	**Phil Quon**
Title:	**Partner**
Background:	**Former superintendent, Union and Cupertino Union School Districts. See attached biographical information**

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. See attached biographical information**

Name:	**Rich Thome**
Title:	**Partner**
Background:	**Former superintendent, South Bay Union and Cardiff Elementary School Districts. See attached biographical information**

Name:	**Rene Townsend, Ed.D**
Title:	**Partner**
Background:	**Former superintendent, Coronado and Vista Unified School Districts. See attached biographical information**

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 Lomitas 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
Burrel 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

A Proposal for the

Selection of a Superintendent

Presented To:

Albany Unified School District

Submitted By:

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Ray and Associates, Inc.

Leaders in Executive Searches

October 14, 2013

Albany Unified School District
ATTN: Mr. Paul Black, Board President
1051 Monroe Street
Albany, CA 94706

Dear Mr. Black and members of the Board of Education:

This letter is in response to a request regarding the need for our services to assist you in the search for a new superintendent. We are confident the board will be quite pleased with the services we can provide. We have been very successful in providing superintendent search services for districts that are similar in terms of size, cultural diversity, and geographic location.

Ray and Associates, Inc. will bring both a national and local perspective to assist you with a search for a quality superintendent who would serve your high performing district, community and board well. Our firm has a rich tradition working with districts, communities and boards who have demonstrated their support of all students through provision of rigorous academic challenges and the holding of high expectations for student achievement. In addition, the person selected to lead your district must have the communication, professional and people skills to work with the teachers, parents, students and other governing bodies.

As I'm sure you are aware, the selection of superintendent will be one of the most important tasks your board will perform. The board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the district. We are familiar with California as we recently conducted the superintendent searches for Berkeley Unified School District, East Side Union High School District and Pasadena Unified School District and the county superintendent search for Santa Clara County Office of Education and previously assisted Ontario-Montclair School District, Oakland Unified School District and Sacramento City Unified School District. In the Western region we have conducted searches for Hood River County School District, Eugene School District 4J, North Clackamas School District and Salem-Keizer Public Schools, Oregon; Tempe Union High School District and Paradise Valley Unified School District, Arizona; Seattle Public Schools, Kent School District and Tacoma Public Schools, Washington; Sublette County School District No. 1 and Natrona County School District (Casper), Wyoming; Nye County School District, Nevada; Colorado Springs School District #11 and Pueblo School District No. 60, Colorado and Santa Fe Public Schools and Albuquerque Public Schools, New Mexico. Nationally we have assisted Freeport School District 145, Illinois; Howard County Public School System, Maryland; Tuscaloosa City Schools, Alabama; Oak Ridge Schools, Tennessee; Beaufort County School District, South Carolina; Cambridge Public Schools, Massachusetts; Paterson Public Schools, New Jersey; Socorro ISD, Texas; Charlotte-Mecklenburg Schools, North Carolina; Broward County Public Schools and Brevard Public Schools,

Florida; West Bloomfield School District, Michigan and Fayetteville Public Schools, Arkansas in their educational leadership searches. We are currently assisting Baltimore City Public Schools, Maryland; Lake Oswego School District, Oregon; East Aurora School District #131, Illinois; Gilbert Public Schools, Arizona; Boston Public Schools, Massachusetts and many others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your board, including women and minorities. Most other consultants do not seek out candidates for a position as we do for our clients. With our extensive national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country as well as within the state. We have often found excellent in-state candidates, who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process, and screen the most successful candidates for a superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the board.

Our firm has exhibited at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for over thirty-eight years. This year the firm will exhibit and present at numerous state school board associations, including California. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient, and successful to assure your complete satisfaction with our services. It is quite common for a board to be concerned about the quality of candidates who might be available in today's chief executive officer market. Outstanding administrators will need to be recruited regardless of the time of year or the position needs to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the board, but the community and faculty as well.

Ray and Associates, Inc. strives to provide the district with the best match possible based on what we learn in our extensive interaction with the board and key players in the search. It is our desire to activate our network in your behalf to locate individuals that can effectively assume the top executive post in your district.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

Gary L. Ray
President

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INTRODUCTION

THE SEARCH

This proposal is an example of the quality of our work for a state, regional and national search. Our firm is committed to spending the time and energy on the details necessary to perform a proper search. *We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the board.*

Ray and Associates, Inc.

BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Albany Unified School District in a performance contract regarding our professional services for your superintendent search.

Our proposal consists of our consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.

PERFORMANCE

We have developed highly effective procedures to assist schools, step by step, in selecting a superintendent whose qualifications meet its criteria. This proposal outlines the detailed procedures and steps that make our searches successful. *We have been highly successful in delivering outstanding candidates in all of our searches.*

MISSION STATEMENT

Ray and Associates, Inc.

Leaders in Executive Searches

We will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.

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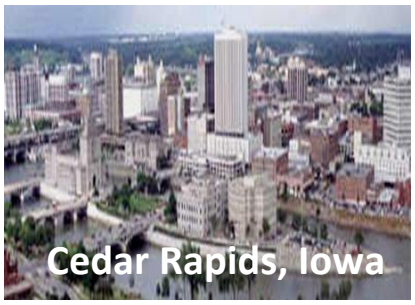
HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field with extensive backgrounds as school administrators, business executives, school board members, university professors, and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a national executive director, corporate director, six regional directors and over one hundred sixty (160) associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.



The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited and presented at the National School Boards Association (NSBA) and the American Association of School Administrators (AASA) for the past thirty-eight (38) years. In fact, past president of the American Association of School Administrators (AASA), Dr. Don Kussmaul, is an active associate with our firm. In addition, we have exhibited at various state school board conventions, including such states as California, Oregon, Washington, Arizona, Texas, Virginia, Illinois, Nebraska, Iowa and others. We are the only search firm that invests the time and money to exhibit at national conventions which ultimately benefits our clients. We have an active working relationship with the Urban Superintendents Association of America whose former Executive Director, Don Bruno, serves as one of our associates. We also have associates who are affiliated with the Council of Great City Schools, Broad Urban Superintendents Academy, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as with other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with California as we recently conducted the superintendent searches for Berkeley Unified School District, East Side Union High School District and Pasadena Unified School District and the county superintendent search for Santa Clara County Office of Education and previously assisted Ontario-Montclair School District, Oakland Unified School District and Sacramento City Unified School District. In the Western region we have conducted searches for Hood River County School District, Eugene School District 4J, North Clackamas School District and Salem-Keizer Public Schools, Oregon; Tempe Union High School District and Paradise Valley Unified School District, Arizona; Seattle Public Schools, Kent School District and Tacoma Public Schools, Washington; Sublette County School District No. 1 and Natrona County School District (Casper), Wyoming; Nye County School District, Nevada; Colorado Springs School District #11 and Pueblo School District No. 60, Colorado and Santa Fe Public Schools and Albuquerque Public Schools, New Mexico. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your district focused upon our goal to make the selection process professional, efficient, and successful so we can state, without reservation, that you will be quite pleased with our services.

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EXECUTIVE SUMMARY

Ray and Associates, Inc. is fully capable of meeting all the requirements of the Request for Proposal. We clearly understand the search process that is necessary for a high performing, progressive school district to follow to be successful. In fact, we very typically receive more fully completed applications for the districts we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying board members as well as any constituencies as identified by the board. Our search involves looking for candidates with the appropriate skill sets and personality traits that will be a close fit for our client districts.

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university, or any other organization. This allows our firm to be objective in the search process. As a national firm, we stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large database of top candidates who are interested in new, challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. It is important, however, for our clients to know that we are not a placement service that owes any favors to potential candidates, and that we actively recruit women and minority candidates. Our professional objective is to recruit and advertise for the best candidate that meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, here highlighted by the following steps:

- Inform all of the firm's associates of the position including profile information
- Advertise in effective media known for high readership by school leaders
- Consult our extensive database for precise matches between district and candidate profiles
- Contact directly successful school leaders who are in good positions currently for them to consider the Albany Unified School District.
- Contact other organizations at state, regional and national levels regarding the position
- Actively seek out potential candidates at state and national conventions.

Once recruited, all applicants are screened from the perspective of viable match with district criteria. Those who emerge successfully from this screening are termed true candidates and our background research team then conducts extensive investigations on those individuals. The best of those candidates become semi-finalists and for each of them a written Candidate Report is produced for the board's review.

We have been highly successful in placing outstanding candidates in all of our searches for over thirty-eight years. We organize the interview process and offer an objective method for determining the board's top candidate by consensus. Very rapidly at this point we gain assent to the position from the lead candidate which is followed by the negotiations to finalize a mutually agreeable contract.

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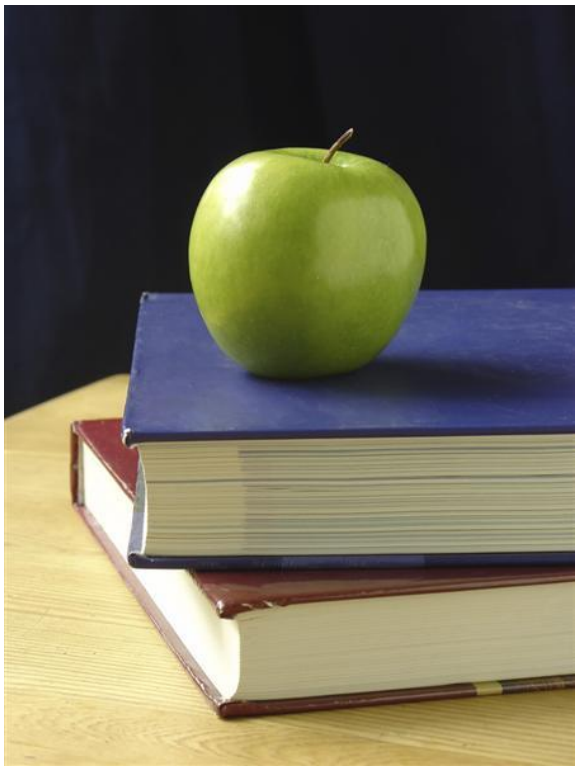
STRATEGIES TO ENGAGE COMMUNITIES OF COLOR/NON-ENGLISH-PROFICIENT CONSTITUENTS

Ray and Associates, Inc. is a very diverse firm; 40% of our associates are women and/or minorities. We have a number of associates from a variety of backgrounds and would be willing to work with the district to provide a language interpreter to engage conversation with non-English-proficient constituents. Our surveys and written communications are also available in various languages.

Our transparent and inclusive search processes were recently in evidence when we successfully conducted the superintendent search for the Berkeley Unified School District. Ray and Associates, Inc. garnered trust and positive comments from the community during the process and successfully worked with the board, community, and staff with the selection of the new superintendent.

Please see page 8 for additional information.



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CONSULTANT SERVICES PROVIDED FOR THE ALBANY UNIFIED SCHOOL DISTRICT THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of the Albany Unified School District.
2. Conduct individual board member interviews to assess the board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the superintendent position.
3. Work with the board to establish a timeline that lists each step in the search process.
4. Discuss with the board the requirements and salary range for the superintendent position.
5. Work with the Albany Unified School District staff and those selected by the board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the district's promotional flyer. The printing of the flyer will be the responsibility of the district.
6. Provide sample letters to be used by the Albany Unified School District in its correspondence regarding the vacancy.

STAGE 2 – LEADERSHIP PROFILE DEVELOPMENT AND PROCESS

7. Provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the board. In addition, our firm has the resources to offer an online survey option, which is available in various languages. We will provide a link to the survey to post on the district's website. The consultants will receive and organize all input data and then report the results to the board. **Please see page 8 for additional information.**
8. Provide the board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs. **Cost Saving Expense Options are listed on page 26.**
9. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

10. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
    - Notify all associates to actively recruit potential candidates.
    - Contact individuals in our firm's database whose interests match district criteria.
    - Actively recruit applications from qualified individuals.
    - Solicit nominations from knowledgeable people in the profession.
    - Contact other professional consultants in private and public sectors.
    - Discuss with all candidates the district's characteristics and the board of education's profile and criteria for the new superintendent position.
    - Advertise statewide, the Bay Area and nationally in the following as selected by the board: Ed Cal, Ed Join, California School Administrators, National Association of School Superintendents Website, AASA Website, Education Week Newspaper and Website, Ray and Associates Website, Women in Higher Education, Hispanic Outlook, The School Administrator Publication, Executives Only Website, LinkedIn and other publications selected by the board.

    Please see page 9 for additional information.
11. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with district criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with district expectations. Those who emerge successfully from this screening are deemed viable candidates.

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12. Check references provided and conduct additional background investigation of leading candidates. Our firm interviews each viable candidate that meets board criteria and verifies their qualifications, experience and eligibility of certification. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and various national leadership organizations. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Bing, Facebook, Twitter and other social media sources as well as checking for blogs through candidate's local newspaper.

STAGE 4 - CANDIDATE PRESENTATION

13. Provide the board with an opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the Albany Unified School District superintendent search through video technology. This will allow board members to get a better perspective of each candidate in order to determine which candidates to interview. Ray and Associates is the only search firm that provides this video technology screening of candidates. By offering this opportunity, this will save the board on expenses and their time.
14. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the board in determining the finalists for an interview. We have been extremely effective working with boards who are divided on issues and candidates.
15. Assist the board in establishing the interview format and in developing interview questions.
16. Determine and coordinate constituent and staff involvement in the interview process, if desired by the board. **Please see page 8 for additional information.**
17. Help arrange the details of interviews for leading candidates.
18. Coordinate with the Albany Unified School District Business Office the procedure for reimbursement of candidates' expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

19. Assist district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the board.
21. Assist the district in preparing a press release, upon request, announcing the appointment of the new superintendent.
22. Provide the board with a report of the Board Self-Assessment Survey Results at no additional cost.

The superintendent search services and process provided above can be adjusted to meet the specific needs of the Albany Unified School District.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Albany Unified School District. If the Albany Unified School District or Ray and Associates, Inc. terminate this agreement, the Albany Unified School District will be charged for only the work performed and expenses incurred up to the date of termination.

If the board is dissatisfied with the new superintendent within two years from the date of employment of the superintendent and if either party dissolves that relationship by resignation or termination within a two year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new superintendent search at no cost to the district, except for expenses.

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ALBANY UNIFIED SCHOOL DISTRICT
SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

	DATE	
Stage 1 Board Input & Preparation	_____	Consultant planning meeting with the board and individual board member interviews. *(Time: TBD)* (option to conduct via Skype, conference call or gotomeetings.com)
	_____	Begin preparing information for the district promotional flyer and online application form with the district liaison representative(s).
	_____	Notify all associates and other professional contacts of vacancy.
	_____	Contact constituents and stakeholders for input meetings on _____.
Stage 2 Profile Development & Process	_____	Online survey link, for input on developing the profile, available on district website from _____to____.
	_____	Meetings with constituent and stakeholder group representatives.
	_____	8 a.m. deadline for survey/input from constituents, stakeholders and board members, including online survey.
	_____	Promotional flyer draft due.
	_____	Board to finalize superintendent profile for the promotional flyer and online application form. *(Time: TBD)* (option to conduct via Skype, conference call or gotomeetings.com)
Stage 3 Recruiting & Screening	_____	Print promotional flyer. Forward to consultant.
	_____	E-mail promotional flyer and online application instructions to interested candidates.
	_____	Deadline for all application materials. *(*See note below.)*
Stage 4 Candidate Presentation	_____	Consultant develops and finalizes interview questions and procedures with the board. Semi-finalists are presented to the board and consultant assists the board in selecting finalists for the interviews. If desired by the board, consultant will meet with constituents and staff interview group(s) to discuss their roles. *(Time: TBD)*
	_____	Interview semi-finalist candidates (1st round).
	_____	Meeting with consultant following the last interview. *(Time: TBD)*
Stage 5 Selection of Finalist & Future Planning	_____	Interview finalist candidates (2nd round).
	_____	Final meeting with consultant following the last interview. *(Time: TBD)* (option to conduct via Skype, conference call or gotomeetings.com)
	_____	Optional on-site visit of leading candidate(s) current district by board members.
	_____	Consultant will discuss contract terms with the finalist.
	_____	Offer the contract.
	_____	Press release of new superintendent.
	_____	Board Self-Assessment Survey Results presented to the board.

***All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**

(Actual dates to be determined in the first meeting with the Board of Education.)

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BUILDING THE LEADERSHIP PROFILE

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the board. Our firm also offers the opportunity for the community, staff and parents to participate in an evening forum that is organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offer's an online survey option with space for written comments/recommendations which is available in various languages. We will provide you with a link to place on the district website. Our office will maintain, collect and analyze all information received and include this in the report to the board.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the board. At the encouragement of the consultants, many survey respondents will provide additional comments to the board which are presented as a part of this report. Our dialogue with constituents and interviews with individual board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve community members, administrators, employee representatives and others during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the board itself are prepared for this by our consultants. Likewise, we meet with any groups, who are to have direct contact with the candidate, to explain their roles and to ensure that they operate as ambassadors for the district. We explain in detail the limits of their roles – that they should not ask any questions of personal/illegal nature. Participants in these groups are requested to complete a "Candidate Impressions" form, outlining candidate strengths and serious weaknesses, that is presented to the board.

It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the district for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

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RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Inform the firm's 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between district and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Albany Unified School District position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions

Ray and Associates, Inc. is a very diverse firm; 40% of our associates are women and/or minorities. Our firm has placed more women and minorities in the country in the last ten years than any other firm.

Ray and Associates has developed the most comprehensive pool of candidates of any executive search firm in the country. Our firm has a national reputation for the recruitment of outstanding candidates that match the expectations of the board and community. We have also been extremely successful in recruiting women, minorities and non-traditional candidates for our clients. It is only a matter of reality that outstanding administrators already have good jobs and will need to be recruited. However, even more important, is the investigative process and background checks we perform on all viable candidates to ensure you are looking at quality school leaders in all aspects. It will be our shared goal with the board to make the selection process inclusive, professional, efficient and successful so we can state without reservation you will be quite pleased with our services.

Ray and Associates, Inc. complies with all equal opportunity laws in the firm's search for the best and brightest candidates for our placement services and within our organization.

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SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

Once recruited, all applicants are screened from the perspective of a viable match with district criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with district expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the board become semi-finalists, and we will provide a detailed written Candidate Report for each of them for the Board's review.

As part of the candidate presentation to the board, Ray and Associates will bring before the board 8-12 semi-finalists for the board's consideration. Board members will have the opportunity to observe each semi-finalist candidate interviewed with questions specifically designed to the Albany Unified School District Superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each semi-finalist and will be provided with individual candidate reports. Candidate reports consist of questions and responses of candidates along with the consultants' investigative background research of current and previous positions of the applicant. Candidates will be who they say they are. There will be no surprises! In addition to the semi-finalist packets provided to the board, we will have available all completed application files for board members to review.

Upon the completion of the review, board members will be asked to individually complete a matrix which allows them to assess each semi-finalist against the others. The Ray and Associates representative will then provide the board with a summary of the individual board responses. This summary assists the board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct credit, criminal, financial, civil litigation, motor vehicle record checks and verify educational degrees on the top candidate(s) through an outside service for an additional fee.

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CANDIDATE APPOINTMENT

The board or committee will appoint a new superintendent. Ray and Associates will assist district legal staff in negotiating the contract with the successful candidate at no additional cost to the district. We will also assist the district in preparing a press release, upon request, announcing the appointment of the new superintendent.

SEARCH CLOSING PROCESS

After the appointment, we will dispose of the files and send appropriate communications to the candidates not interviewed by the board and upon request assist the district in preparing a press release announcing the appointment of the new superintendent.

It is our standard practice to debrief the board after a successful search and we will spend time with the Board in determining areas of interest for the development of the relationship between the Board, superintendent, and other administrators. We have found that there is really no better time than very early in the tenure of a new superintendent to address issues and expectations. Our services in this regard include interviewing and providing an assessment of board members

FOLLOW-UP AFTER THE SEARCH:

BOARD SELF-ASSESSMENT SURVEY
FOCUS ON FUTURE PLANNING

Included in the base fee, the consultants from Ray and Associates, Inc. will spend time with the board reflecting upon current board governance procedures. In respect to governance and district initiatives, we have found that there is really no better time than very early in the tenure of a new superintendent to assess issues and expectations.

ROUND 1: At the conclusion of the search, we will provide the board with a link to an online survey concerning current district governance practices as well as key district challenges and opportunities for improvement. Assessment results are then analyzed and shared with the board and the new superintendent. The results can be emailed, presented in-person or via Skype.

ROUND 2: About six months after the new superintendent begins, we will provide the survey again to be completed by the current board and the superintendent. As in round one, at no cost to the district, the results will be analyzed and shared with the board and superintendent to assist with teambuilding every year thereafter as long as that superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the board and superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

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CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

SUMMARY OF SIMILAR SERVICES PROVIDED TO COMPARABLE SCHOOL DISTRICTS

The following is a list of school districts similar to Albany Unified School District in which our firm has conducted successful superintendent searches:

School District	School District
Berkeley Unified School District Berkeley, California	Bismarck Public Schools Bismarck, North Dakota
Lake Oswego School District Lake Oswego, Oregon	Sublette County School District #1 Pinedale, Wyoming
Gilbert Public Schools Gilbert, Arizona	Kirkwood School District Kirkwood, Missouri
Bradley-Bourbonnais CHSD No. 307 Bradley, Illinois	Paradise Valley Unified School District Phoenix, Arizona
Oak Ridge Schools Oak Ridge, Tennessee	North Clackamas School District Milwaukie, Oregon
Marlboro Township School District Marlboro, New Jersey	Fayetteville Public Schools Fayetteville, Arkansas
Shawnee Mission School District Shawnee Mission, Kansas	School District of Springfield Township Springfield, Pennsylvania
Glen Ellyn School District 41 Glen Ellyn, IL	Lindbergh School District Lindbergh, Missouri
Pleasant Plains CUSD 308 Pleasant Plains, Illinois	Manheim Township School District Lancaster, Pennsylvania
Elmbrook Schools Brookfield, Wisconsin	Issaquah School District No. 411 Issaquah, Washington
Ann Arbor Public Schools Ann Arbor, Michigan	St. Charles CUSD 303 St. Charles, Illinois
Pearland ISD Pearland, Texas	Papillion-La Vista Public Schools Papillion, Nebraska
Rockwood School District Eureka, Missouri	Evanston Township HS District 202 Evanston, Illinois

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KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Albany Unified School District. In addition, we have professional contacts throughout California, the Western region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Gary L. Ray, President

Principal/Project Coordinator - Cedar Rapids, IA

Gary is president of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Albany Unified School District and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards over the past thirty-eight years.

Dr. Bill Newman

National Executive Director - Mountain Home, AR

Bill serves our firm as the National Executive Director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned Ph.D., is a former superintendent of schools and is a retired military veteran. Dr. Newman has worked with Ray and Associates for over 12 years.

Mr. Ryan Ray

Corporate Director - Cedar Rapids, IA

Ryan serves our firm as a corporate director and assists the president with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned master's degree from Lindenwood University in St. Louis and a bachelor's degree from the University of Missouri in Columbia, Missouri. Mr. Ray has worked with Ray and Associates for over 10 years.

Ms. Anita Johnson

Regional Search Director - Laguna Niguel, CA

Anita serves our firm as a regional search director, team member and background investigator and as such performs recruiting and screening of candidates. She has served as the Executive Director of the National Center for Education Research & Technology, a national superintendents group, for the over ten years. Anita Johnson has over twenty-five years of public personnel experience with emphasis on executive search, recruitment and selection, organizational development, and classification and compensation analysis.

Mr. Ricardo Medina

Regional Search Associate
San Jose, CA

Mr. Ricardo Medina serves our firm as a search associate, team member and background investigator and as such performs the recruiting and screening of candidates. For the past 20 years, Mr. Medina has held positions including superintendent, deputy superintendent, assistant superintendent, chief academic officer and principal. He is currently in the Nova Southeastern University doctorate program.

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GARY L. RAY

President, Ray and Associates, Inc.
Executive Plaza Building
4403 1st Avenue S.E., Suite 407
Cedar Rapids, Iowa 52402-3221
319/393-3115 (Work)

EDUCATIONAL BACKGROUND

Degree	University	Date	Field of Study
Ed.S.	Iowa State University Ames, Iowa	1972	School Administration
M.A.E.d.	Northeast Missouri State University Kirksville, Missouri	1970	School Administration
B.S.E.	Northeast Missouri State University Kirksville, Missouri	1969	Health and Physical Education/English

PROFESSIONAL TRAINING

A frequent presenter at various national and state conventions. Some of the topics presented have been as follows:

- Shortage of School Administrators
- Confronting School Crime and Violence
- School District Assessment
- Effective Hiring Practices
- Strategic Planning
- Recruiting, Selecting and Retaining Excellent Teachers
- Infusing Technology in Schools
- Board and Administrative Roles and Responsibilities
- A Simplified Approach to ADA Compliance
- Professional Advancement
- Enhancing School Climate by Shared Decision Making

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Vita
Gary L. Ray
President Ray and Associates, Inc.

- Dealing with Special Interest Groups
- Staff Motivation
- Improving Staff Morale
- Evaluating and Improving Administrative Performance
- Developing the Administrator Compensation Package
- The New Administrator's Workshop
- Building Public Support for Your Schools
- Professional Growth and Advancement

Distinguished Faculty Member, Broad Urban Superintendents Academy; to participate in the mentoring program for Urban Superintendents.

Has exhibited at the National School Boards Association and American Association of School Administrators for over twenty-seven years.

Has exhibited in the following states: Arizona, Florida, Illinois, Iowa, Missouri, Texas and Washington.

Published in American Association of School Administrators — Critical Issues Report, "Collective Bargaining Problems and Solutions."

PROFESSIONAL EXPERIENCE

1975 - Present	President of Ray and Associates, Inc., a national firm that specializes in human resource services, labor relations, and executive searches for school districts, cities, counties and private sector.
1973 - 1976	High School principal — Linn Mar Community School District, Marion, Iowa.
1972 - 1973	High School and Middle School principal — Colo Community School District, Colo, Iowa.
1972 - 1973	English Teacher — Lenox Community School District, Lenox, Iowa.

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RÉSUMÉ

WILLIAM L. NEWMAN

Office Address
Ray and Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, Iowa 52402

Home Address
947 Windancer Circle
Mountain Home, AR 72653

Educational Preparation

Iowa State University Ames, Iowa	1994-97	Graduate	Iowa School Business Management Academy
The University of Iowa Iowa City, Iowa	1984-85, 1992	Post Doctoral Studies	Science Curriculum
The University of Iowa Iowa City, Iowa	1977	Ph.D.	Counselor Education/ School Administration
Dissertation: Factors that Affect the Decision to Refer: Conceptual Level of Teachers and Sex and Race of the Child.			
Northern Illinois University DeKalb, Illinois	1969	M.S. in Education	Counseling/Guidance
Olivet Nazarene College Bourbonnais, Illinois	1967	B.A.	English/Psychology

Educational/Professional Experience

1999 - Present	**National Executive Director**, Ray and Associates, Inc.
1993 – 1999	**Superintendent of Schools**, Mediapolis Community School District, Mediapolis, Iowa.
1986 – 1993	**Superintendent of Schools**, Central City Community Schools, Central City, Iowa
1987	**Principal**, Central City Elementary and Middle Schools, Central City, Iowa
1986	**Curriculum Project Leader**, Cedar Rapids Community Schools, Cedar Rapids, Iowa
1983	**Principal**, Summer Programs, Cedar Rapids Community Schools, Cedar Rapids, Iowa
1969 – 1985	**Elementary Counselor**, Cedar Rapids Community Schools, Cedar Rapids, Iowa
1967 – 1968	**Teacher of Language Arts**, Momence Junior High School, Momence, Illinois;

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William L. Newman
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Military Experience

1983 – 2003 **United States Army Reserve**; Served in 73rd Combat Support Hospital; 474th and 450th Military Intelligence Detachments; Joint Reserve Intelligence Support Element, Joint Analysis Center, Molesworth, England, UK. (Retired November 2003)

1961 – 1964 **United States Navy**; Served during Vietnam Era aboard U.S.S. Lowe (DER-325).

Professional Memberships

Distinguished Faculty Member, Broad Urban Superintendents Academy

American Association of School Administrators

School Administrators of Iowa

Association for Supervision and Curriculum Development

Iowa Association for Supervision and Curriculum Development

Parent Teacher Organization

Professional Service

Panel member/moderator at American Association of School Administrator's National Convention

President Cedar Rapids, Iowa Chapter of Phi Delta Kappa

Vice-President for Membership of Cedar Rapids, Iowa Chapter of Phi Delta Kappa

Member of Grant Wood Area Education Association Strategic Planning Team

Speaker at National Learning Disabilities Convention; La Crosse, Wisconsin

Speaker at American Personnel and Guidance Convention; Chicago, Illinois

Honors and Distinctions

Nominee for Superintendent of the Year, SE Iowa 1994 and 1999 (declined)

Phi Delta Kappa

Who's Who in American Education by National Reference Institute of Washington, D.C.

Who's Who in American Educational Leadership by American Association of School Administrators of Arlington, Virginia

Administrator of the Year for Elementary Art Programs in Iowa, 1987-88

Dean's List for Semester GPA's of 4.0

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Ryan M. Ray

3285 S. Civic Green Way, Saint Charles, MO 63301

Tel: 314-495-8114 *ryanray20@mac.com*

EDUCATION

Master's Degree in Human Resources Management with emphasis in Business **2005**
Lindenwood University, Saint Charles, Missouri

Bachelor's Degree in Business and Communications **2001**
University of Missouri at Columbia, Columbia, Missouri

EXPERIENCE

Corporate Director, Ray & Associates Inc., Cedar Rapids, Iowa 2005-Present

- Integral leader of teams whose mission is to recruit superintendents and top executive administrative positions for school boards across the United States
- Leader of website production and all media related projects for Ray and Associates including a new website launched in the fall of 2007
- Direct engagement teams, and supervise up to twenty-three search associates per engagement
- Prepare confidential reports of search candidates to present to boards of education
- Train and mentor associates in recruitment of candidates and policies
- Work with diverse social /economic backgrounds within school districts and boards of education
- Develop company brochures for promotion as well as for schools seeking superintendent hires
- Participation as an exhibitor and presenter in national conventions, (AASA-American Association of School Administrators, NSBA-National School Boards Association)

KEY ACCOMPLISHMENTS

- Representation at mediation, fact-finding and impasse arbitration
- Team successfully placed 7 superintendents in recent years, for urban districts having large budgets
- List of recent placements:
  - -Superintendent, DeKalb County School System, GA (Current Search)
    District Budget: $1.45 Billion
  - -Superintendent, Brevard County Public Schools, FL.
    District Budget: $910.75 Million
  - -Chief Executive Officer, Prince George's County Public Schools, MD
    District Budget: $1,376,818,700
  - -Superintendent/CEO, Charlotte Mecklenburg Schools, NC
    District Budget: $1.2 Billion
  - -Chief Financial Officer, Pittsburgh Public School District, PA
    District Budget: $531.4 Million
  - -Superintendent, Ladue School District, MO
    District Budget: $43.5 Million
  - -Superintendent, Lee's Summit R-7 School District, MO
    District Budget: $181 Million

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Mac Specialist Mentor, Apple Computer, Saint Louis, Missouri 2004-2005

- Taught classes for new Apple Computer users.
- Required to keep current on all Apple as well as PC software and hardware to advise users and employees from all platform backgrounds
- Store trainer/mentor for new employees
- Store trainer for all employees at the launch of new products
- Top sales representative at the Apple Store, St. Louis Galleria Mall
- Completed Apple CORE Training

Human Resources Manager of Three Stores, Target Corporation, St. Louis, Missouri 2002-2004

- Attended Target Business School
- Oversaw opening, remodeling and closing of three stores
- Responsible for over 100 employees

Human Resources Associate, Ray and Associates, Cedar Rapids, Iowa 1997-2001

- Telephonic interviewing of potential candidates for Superintendent/C.E.O. positions
- Recruited potential candidates nationally
- Referral follow-up and interviews
- Attended national conventions

Recruiter (Internship), McLeod USA, Cedar Rapids, Iowa 1998

- Scheduled and conducted interviews
- Hired employees in Sales/ Technology/ Management
- Referral follow-up
- Planned and scheduled job fairs on college campuses
- Organized meetings with potential clients

SKILLS

- Outstanding presenter and trainer
- Computer skills include: MS Windows and Apple Macintosh platforms. Proficient skills in MS Word, MS Excel, Word Perfect, MS Publisher, MS Excel, MS Power Point, People Soft Training, Adobe Acrobat, Adobe Image Maker, Adobe Photoshop, Final Cut Pro, Motion, Logic, Soundtrack Pro, DVD Studio, Shake, Xsan, Keynote, Pages, Garage-band, File-maker, iwork, ilife, Bento.
- Skilled with internet navigation, research, data collection and e-mail applications
- Behavioral Based Interviewing
- Languages spoken: English first language and advanced knowledge of Spanish, oral and written.

AFFILIATIONS

- SHRM, Society for Human Resources Management
- American Association of School Administrators
- National School Boards Association
- ArtLink Board Member and Technology Advisor, Saint Louis – 2007-2010
- University of Missouri Football Team, Player -1998-2001
- Big XII Football Conference University of Missouri, Two Time All Academic Team
- Boy Scouts of America, Eagle Scout

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Ms. Anita Johnson

Executive Director, National Center for Education Research & Technology

BIO

Ms. Anita Johnson has served as the Executive Director of the National Center for Education Research & Technology (NCERT), a national superintendents group, for over ten years.

Prior to that, Anita Johnson served as Executive Director of the Applied Technology Center for Education, a California superintendents group, for six years. Anita Johnson has over twenty-five years of public personnel experience with emphasis on executive search, recruitment and selection, organizational development, and classification and compensation analysis.

Anita served as a California school district personnel director, participated as a member of the founding committee of the California School Personnel Commissioners Association, and served as a member of the committee that founded CODESP.

Ms. Johnson began her human resources technical career as a personnel analyst for Cooperative Personnel Services (CPS), California State Personnel Board, and advanced at CPS to become the selection services supervisor for the southern California office and later served as the classification and compensation supervisor for southern California.

Anita has extensive management consulting experience for school districts, cities, community colleges, school districts, utility, special districts, and counties. Anita has extensive training in project team building and meeting facilitation and provides services as a trainer and meeting facilitator on collaborative projects involving management and employee groups.

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RICARDO Z. MEDINA Resume

1536 Kerley Drive, Apt. 242
San Jose, CA 95112
Cell (989) 245-7160
medinarz@hotmail.com

EDUCATION:

Doctoral Program — ***NOVA SOUTHEASTERN UNIVERSITY***, doctoral degree in progress

CA Credential — ***CALIFORNIA STATE UNIVERSITY***, SAN BERNARDINO, CA
CA Tier II, Administrative Services Credential

MA+ — ***MICHIGAN STATE UNIVERSITY***, E. LANSING, MI
Curriculum and Instruction, Masters Degree plus additional course work in Educational Administration for Michigan Administrative Credentials

BS — ***EASTERN MICHIGAN UNIVERSITY***, YPSILANTI, MI
Career/Industrial Technology Education
Secondary Teaching Credential

BA — ***SAGINAW VALLEY STATE UNIVERSITY***, SAGINAW, MI
Sociology Major, Minor in Business and Spanish,
Bilingual Endorsement Teacher Credential

AA — ***DELTA COMMUNITY COLLEGE***, SAGINAW, MI
Liberal Arts, concentration in Manufacturing Technology
Completed Machinist Apprenticeship Related Training

EMPLOYMENT:

July 1, 2012 — **CHIEF HR OFFICER, San Jose, CA**
Currently employed in Alum Rock Union Elementary School District supervising the Human Resources Division and handling all Certificated and Classified personnel matters for the school district.

July 1, 2011 — **ASSOCIATION OF LATINO ADMINISTRATORS & SUPERINTENDENTS**
Director of the ALAS National Superintendents Leadership Academy

2009-2011 — **SUPERINTENDENT (retired July 1, 2011), Coachella/Thermal, CA**
I served as Superintendent of Coachella Valley Unified School District located in the Indio & Coachella Valley area of Southern California. The District has 18,000 students with 97% Latino, 90% poverty, and 60% English Learners. The district covers a very large geographical area and serves many low income farm worker families that work in the fields and in the service industry. We made significant progress in academic achievement in the past couple years under my leadership. We improved achievement and succeeded in having a State Trustee removed because of the improvement.

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2007-2009 **DEPUTY SUPERINTENDENT, Watsonville, CA**
I served as the Deputy Superintendent of Pajaro Valley Unified School District located in Santa Cruz County. The District has over 19,000 students with approximately 75% Latino, 20% white and 5% other. There is a large migrant and English Learner population in the district. As the Deputy Superintendent, I supervised the Educational Services division with 9 directors and three area superintendents. Serving in Cabinet, supervising the Division and improving student achievement were my primary responsibilities. We developed the EL Master Plan and put systems in place to improve achievement in the district.

2005-2007 **ACADEMIC ACHIEVEMENT OFFICER, San Jose, CA**
I was employed in a Cabinet level position by Alum Rock Union School District. The district has a diverse student population of approximately 14,000 students with a 75% Hispanic population and 60% English Learners. I supported and monitored the delivery of instructional programs; oversaw curriculum implementation, staff development, evaluation, assessment, community issues and various district reform initiatives. I was responsible for supervising and evaluating principals; collaborating with principals regarding instructional programs and improving student achievement and I monitored schools that were in Program Improvement.

2004-2005 **ASST. SUPERINTENDENT – HR: San Jose, CA**: Served for one year in this assignment in Alum Rock where I supervised two directors (classified and certificated) and served as the district lead negotiator. I settled contracts with CTA and CSEA groups and handled all district legal matters.

2000-2004 **SUPERINTENDENT OF SCHOOOLS, Bridgeport, Michigan**
Bridgeport-Spaulding Community Schools, a suburban district in Saginaw County, Michigan, with a diverse student population of 55% White, 30% Black and 15% Hispanic students and 60% free and reduced lunch eligible students. In the four years I served as Superintendent we were successful improving student achievement, passing a bond issue for renovations, improving technology district-wide for students and staff. I was the chief negotiator for the district and handled all negotiations with certificated and classified employees in an amicable manner. All contracts were renegotiated in minimum time. The District fund balance was increased from 5% to 9% during my tenure by being a good steward and manager of the district's financial resources and implementing staffing formulas with short term and long term enrollment projections.

1997-2000 **SUPERINTENDENT OF SCHOOLS, El Centro, CA**
Central Union High School District is located in El Centro, CA in a Southern California border community with 70% Latino, 25% White and 5% Black students. The District has three high schools with a high English Learner population and high free and reduced lunch eligible students. During my tenure we implemented the California Standards, Assessment and Accountability legislation. We began the process of improving student achievement by focusing on embedding the State Content Standards into our core instructional program. I was the lead negotiator for the District and negotiations were all conducted in a fair and friendly manner with both sides being happy with the outcomes without protracted negotiations. The reserve fund balance was improved during my tenure from approximately 6% to 10%.

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1995-1997 **ASST. SUPERINTENDENT – Human Resources, Blythe, CA**
I served as Assistant Superintendent of Human Resources in Palo Verde Unified School District. I was responsible for the recruitment, selection and retention of all classified and certificated personnel. I supervised the BTSA and Mentor Teacher programs. I was selected to serve as Chairperson of the Riverside County Personnel Administrators Association. I handled negotiations, contract management, meeting with union presidents and grievance chairs to resolve all union issues. I completed the ACSA Personnel Academy in Oceanside. I had a good working relationship with both classified and certificated unions.

1993-1995 **PRINCIPAL - MIDDLE SCHOOL, Blythe, CA**
I served as Principal of Blythe Middle School for Palo Verde Unified School District located in Blythe, CA. The middle school served 1000 students in grades 6-8. I worked with a school leadership team to implement middle school reform initiatives, improved school climate and accountability. The student population of the school was 60% Latino, 35% White and 5% Black population.

HONORS AND AWARDS

Citizenship Award received from Saginaw, MI. Police Department
Image Award Saginaw, MI from the Mexican American Community (received twice)
Outstanding Young Men of America: American Jaycees
Award for Excellence: General Motors Award for Community Involvement
Distinguished Alumni Award: Delta Community College
Past President of ALAS (Association of Latino Administrators & Superintendents)

LEADERSHIP PROGRAMS

ACSA (Assoc of CA School Admin) Superintendent's Academy: Los Angeles, CA
ACSA (Assoc of CA School Admin) Personnel Academy: Escondido, CA
CSLA (CA School Leadership Academy) – Riverside County Office of Education
University of Michigan: Center for Educational Improvement through Collaboration
Michigan State University: Vocational Education Administrative Leadership Program
Ohio State University: Administrative Intern Summer Residence Program

CREDENTIALS

California Clear Administrative and Teaching Credential
Arizona Superintendent and Teacher Credential
Michigan Secondary Principal Credential
Michigan Central Office Credential
Michigan Life Teaching Credentials

PROFESSIONAL ORGANIZATIONS

AASA: American Association of School Administrators (Served on Governing Board)
ALAS: Association of Latino Administrators and Superintendents (Past President)
NCERT: National Center for Educational Research and Technology (former member)
ASCD: Association for Supervision and Curriculum Development (member)
NASSP: National Association of Secondary School Principals (member)

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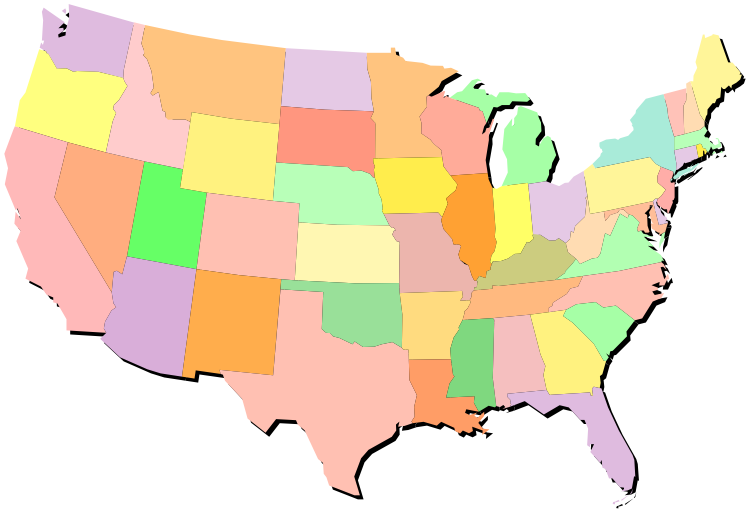
NABE: National Association of Bilingual Education (member)
MABE: Michigan Association of Bilingual Educators (served on Executive Board)
CABE: California Association of Bilingual Educators (member)
ACSA: Association of California School Administrators (member)
CALSA: California Latino Superintendents Association (served as Vice-President)
PDK: Phi Delta Kappa (member)

LANGUAGES: Spanish, Some German

HOBBIES: Movies, sports, dancing, golf, traveling, meeting people, and civic involvement
revised APRIL 2013



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SUMMARY OF PROJECT ASSOCIATES

Mr. Noel Gallo
Oakland, CA

Mr. Dennis Conti
Lincoln, CA

Dr. Carmella Franco
Whittier, CA

Mr. Robert Mata
Manhattan Beach, CA

Dr. Mike McLaughlin
Grass Valley, CA

Dr. Stan Paz
Tucson, AZ

Mr. Marvin Arnpriester
Chandler, AZ

Dr. Tom Morgan
St. Louis, MO

Mr. Ed Rastovski
Wahoo, NE

Ms. Nilsa Gonzalez
Mount Laurel, NJ

Dr. James Davis
Plano, TX

Dr. Richard Christie
Council Bluffs, IA

Ms. Isreal Tyler
Columbia, SC

Mr. Al Johnson
Atlanta, GA

Mr. Jerry Glenn
Danville, CA

Ms. Gladys Walker
Riverside, CA

Dr. Stu Gothold
Whittier, CA

Dr. Jim Shoemake
Tacoma, WA

Ms. Toni Cordova
Tucson, AZ

Dr. Gary Emanuel
Flagstaff, AZ

Dr. Maggie Noe
Cape Girardeau, MO

Dr. Walt Warfield
Clearwater, FL

Dr. Joe Joyner
St. Augustine, FL

Dr. Bill Adams
Manahawkin, NJ

Dr. James R. Oglesby
Fairfax, VA

Dr. Don Kussmaul
East Dubuque, IL

Dr. Linda Brock
Fort Dodge, IA

Dr. Diane Reed
Pittsford, NY

Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.

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SEARCH COST – THE COMPLETE PROCESS

The cost of our proposal is for a complete search. The board will be guided and assisted by Ray and Associates, Inc. at every step in the search process from the initial phase of determining the desired qualities for the position through the actual hiring of the new superintendent. Our process is flexible. If the board desires a different approach or would prefer certain options other than those provided in our proposal, we can adjust our process to meet your specific requirements.

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the superintendent search by the consultant as provided in this proposal will be sixteen thousand five hundred dollars ($16,500.00). If the board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The superintendent search fee shall be paid in three (3) equal installments; first installment is due following board approval of the search timeline, the second installment is due at the mid-point of the search and the final payment is due the month that the superintendent is officially hired by the district. Printing of the informational flyer and application form, advertisements, and mailing costs will be at the expense of the Albany Unified School District.

There is no charge by Ray and Associates for the services to assist the board in negotiating a contract with the new superintendent and the development of the contract terms.

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, postage, fax, photocopying, shipping, color printing, long distance telephone charges, and other search related expenses will be kept to a minimum and are to be reimbursed by the district. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

Candidate Expenses. If the district determines to reimburse candidates for interview expenses, expenses may include travel, lodging, and meals for the candidate and spouse. Candidates are to submit all receipts and expense documentation to a designated individual at the district and said expenses will be paid as they occur.

Cost Saving Expense Options. Ray and Associates, Inc. is aware of budget concerns and therefore offers several cost saving options: 1) Conduct 3 meetings with our consultants via Skype, conference call or gotomeetings, which could potentially save thousands of dollars in travel expenses; 2) Utilize our materials electronically (either via e-mail or a flash drive); and 3) Boards may conduct 1st round candidate interviews via Skype to reduce candidate travel expenses. Once the board narrows the candidates down to two or three finalists, the finalists will interview in-person with the board.

PERFORMANCE CONTRACT

Ray and Associates, Inc. will provide a written agreement between the board and the consulting firm which will contain the provisions of this proposal and any modifications or changes mutually agreed by the parties.

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ESTIMATED COST SHEET – PREPARED FOR: ALBANY UNIFIED SCHOOL DISTRICT

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Albany Unified School District. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this proposal and would be at the following rates:

Consultant $100.00/hr
Administrative Asst. $25.00/hr

Travel

Airfares 2,000.00
Ground transportation (billed at $0.565 per mile)..... 500.00
Hotel (if needed for stakeholder meetings) 325.00
Meals 150.00
Car Rental 150.00
** Travel Subtotal.....3,125.00

**Expenses may be less if district utilizes local consultant.

Telephone: (Candidate reminder calls, screening interviews, reference interviews, semi-finalist notification, finalist notifications, screening committee conference calls, etc.).....1,000.00

Faxing: 125.00

Postage: (Mailing applications, follow-up for materials still needed, letters after the search for all completed files, semi-finalist and finalist, and search team materials mailed for candidate pre-screening interview.) 250.00

Copies: (All materials copied for the search to the district, pre-screening materials to associates, letters to candidate, etc) ($.17 per copy). 1,100.00

Shipping: (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process)..... 350.00

Ray and Associates, Inc. Estimated Expense Total: 5,950.00
Ray and Associates, Inc. Base Fee 16,500.00

***ESTIMATED SEARCH COST**.....22,450.00
*Does not include estimated advertising or candidate expenses for interviews.

All expenses are estimates, based on past experiences. The Albany Unified School District will be billed for only the actual expenses incurred.

Board Approved Advertising

We exhibit advertising as a separate entity because the cost is based on the Albany Unified School District's decisions on how extensive the need. Our associates make recommendations and the Board of Education has the final authority on frequency and dollars spent. *(Estimated advertising averages $3,500.00).*

Advertising fees are billed directly to the district by the advertising source and are dependent on the publications selected by the Board of Education. Ray and Associates, Inc. does not collect a commission for placing the ads.

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All Executive Search Firms Are NOT The Same!

Ray and Associates, Inc.

The Clear Difference…

- ✓ We customize every search to meet the specific needs of our clients.
- ✓ We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- ✓ We aggressively recruit candidates who closely match the district profile.
- ✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offer's an online survey and will provide a link to the survey to post on the district's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for boards who may be split on candidates or other issues.
- ✓ We have been highly successful in delivering outstanding candidates in all of our searches.
- ✓ We are the only search firm to provide an in-depth candidate video interview and written report to the board.
- ✓ We provide a two year guarantee clause in our contract with our clients.
- ✓ We provide a service to our clients after the superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.

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REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

School District	Location	Contact Person	Title of Contact	Phone Numbers/ E-mail
Berkeley Unified School District	Berkeley, CA	Karen Hemphill	Board President	Phone: 510-502-6137 karenhemphill@comcast.net
East Side Union High School District	San Jose, CA	Frank Biehl	Board President	Hm: 408-223-2330 biehl@comcast.net biehlf@esuhsd.org
Pasadena USD	Pasadena, CA	Renatta Cooper	Board President	Cell: 626-720-2425 RCooper@pusd.us
Sacramento City Unified School District	Sacramento, CA	Roy Grimes	Former Board President	Cell: 916-752-3684 Hm: 916-427-4238 roy@roygrimes.com
Tacoma Public Schools	Tacoma, WA	Connie Rickman	Former Board President	Cell: 253-279-1509 Hm: 253-756-0108 connie.rickman@nventure.com
Albuquerque Public Schools	Albuquerque, NM	Brenda Yager	Board Liaison	Cell: 505-250-1066 Wk: 505-880-3731 yager@aps.edu
Paradise Valley Unified School District	Phoenix, AZ	Anne Greenberg	Board Member	Cell: 602-751-6642 Hm: 602-493-6642 asgpvusdboard@cox.net
Ferndale School District	Ferndale, WA	Stuart McKay	Former Board President	Wk: 360-371-1080 Hm: 360-384-5372 stuart.mckay@ferndalesd.org
Papillion-La Vista Public Schools	Papillion, NE	Mike Jones	Board Vice President	Cell: 402-659-7337 mjones@paplv.org
Glen Ellyn School District 41	Glen Ellyn, IL	Erica Nelson	Board President	Cell: 630-452-4349 Hm: 630-221-0822 nelsondevelopment@sbcglobal.net
School District of Cheltenham Township	Elkins Park, PA	Tina Viletto	Board President	Cell: 267-455-2820 Wk: 610-755-9305 vviletto@yahoo.com
Fayetteville Public Schools	Fayetteville, AR	Paula Neal	Supt Admin Asst	Cell: 479-435-1360 Wk: 479-973-8645 paula.neal@fayar.net
Rochester City School District	Rochester, NY	Shanai Lee	Board Secretary	Cell: 585-820-8517 Wk: 585-262-8308 Shanai.Lee@RCSDK12.ORG
Norfolk Public Schools	Norfolk, VA	Suzan Kaufman	Board VP	Cell: 757-284-4867 Wk: 757-321-5272 Hm: 757-965-6293 skaufman@dollartree.com
Beaufort County School District Beaufort	Beaufort, SC	Bill Evans	Board Chair	Cell: 843-301-6858 bill.evans@beaufort.k12.sc.us
Howard County Public School System	Ellicott City, MD	Brian Meshkin	Board Member	Cell: 951-719-4242 Hm: 301-725-4675. brian@brianmeshkin.com

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Jackson Public Schools	Jackson, MS	Kisiah Nolan	Former Board President	Cell: 601-842- 0185 Hm: 601-366-3854 kisiah27@comcast.net
Wyoming Department of Education	Cheyenne, WY	Paige Fenton-Hughes	State Board of Education Coordinator	Cell: 307-349-4506 Paige.fentonhughes@gmail.com
Fargo Public Schools	Fargo, ND	Jim Johnson	Board President	Cell: 701-200-4794 Hm: 701-241-9872 johnsji@fargo.k12.nd.us
Collier County Public Schools	Naples, FL	Allun Hamblett	Former Deputy Chief Administrative Officer	Cell: 239-398-0761 ARHAssociates@comcast.net
Sumner County Schools	Gallatin, TN	Don Long	Board President	Cell: 615-349-6768 Hm: 615-826-6173 donlong.hville@gmail.com
Ferguson-Florissant School District	Florissant, MO	Mr. Les Lentz	Former Board President	Cell: 314-346-3444 Hm: 314-830-4090 ldl54@swbell.net
Derry Township School District	Hershey, PA	Dr. William Parish	Board President	Hm: 717-533-7229 wmp158@aol.com
Plymouth-Canton Community Schools	Plymouth, MI	John Barrett	Board President	Cell: 248-761-8104 Hm: 734-459-1024 jbfalcon2000@yahoo.com
Ardmore City Schools	Ardmore, OK	Lucinda Hull	Board President	Cell: 580-490-1079 Hm: 580-226-2547 lucindahull66@gmail.com
Socorro Independent School District	El Paso, TX	Craig Patton	Former Board Member	Cell: 915-355-1165 Wk: 915-562-0222 craigpatton@elp.rr.com
Eugene School District	Eugene, OR	Celia Feres-Johnson	Director of HR	Cell: 541-514-5276 Hm: 541-514-5276 feres-johnson_c@4j.lane.edu
Tuscaloosa City Schools	Tuscaloosa, AL	Dan Meissner	Board Chair	Cell: 205-246-6747 danmeissner@gmail.com
Lander County School District	Battle Mountain, NV	Becky Sabbagh	Board Secretary	Wk:775-635-2886 rsabbagh@lander.k12.nv.us
Des Moines Public Schools	Des Moines, IA	Dick Murphy	Board President	Cell: 515-250-5567 Hm: 515-278-6048 rmurphyia@earthlink.net
Willingboro Township Public Schools	Willingboro, NJ	Dennis Tunstall	Board President	Cell: 609-405-0242l Hm: 609-877-7056 dennis.tunstall@comcast.net Dtunstall@wboe.net
Milwaukee Public Schools	Milwaukee, WI	Lynne Sobczak	Board Secretary	Cell: 414-217-0234 Wk: 414-475-8282 Hm: 414-545-6234 sobczala@milwaukee.k12.wi.us
Sublette County School District #1	Pinedale, WY	Sharron Ziegler	Board Secretary	Cell: 307-231-1120 Hm: 307-367-4765 sziegler@sub1.org
Montgomery County Public Schools	Christiansburg, VA	Joseph Ivers, Jr.	Board Member	Hm: 540-961-1413 jtivers1@comcast.net

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Green Bay Area Public Schools	Green Bay, WI	Jean Marsch	Former Board President	Cell: 920 883-9394 Hm: 920 336-6835 jean.marsch@gmail.com
Central Private School	Central, LA	Joseph Halpen	Board President	Wk: 225-938-2969 josephhalphen@yahoo.com
Shawnee Mission School District	Shawnee Mission, KS	Deb Zila	Board President	Wk: 913-993-6401 debzila@smsd.org
Brevard Public Schools	Viera, FL	Robert Jordan	Board Chairman	Cell: 321-698-7110 Hm: 321-267-8990 Robert.Jordan@genesisvii.com
Paterson Public Schools	Paterson, NJ	Willa Spicer	State Deputy Commissioner	Cell: 609-357-4960 Wk: 609-777-4485 willa.spicer@doe.state.nj.us
School District of Springfield Township	Springfield, PA	Mal Gran	Board President	Cell: 215-206-1004 Hm: 215-836-5993 malcolm.gran@comcast.net
Williamson County Schools	Franklin, TN (Nashville)	Terry Leve	Board Member	Cell: 615-476-3001 Hm: 615-373-4485 terry.leve@gmail.com
Knox County Schools	Knoxville, TN	Karen Carson	Board Member	Cell: 865-300-6443 Hm: 865-675-0236 carsonk@tds.net
Manheim Township School District	Lancaster, PA	Hannah Bartges	Board President	Hm: 717-569-4484 jonbartges428@comcast.net
Topeka Public Schools (2008 and 2003)	Topeka, KS	Joe Zima	Former Board Attorney	Cell: 785-231-4226 Hm: 785-272-4973 joezima47@cox.net
Roosevelt Union Free School District	Roosevelt, NY	Dr. Gerald Lauber	Financial Rep to NY State Commissioner	Cell: 516-817-5131 drgerry@me.com
Waterloo Community Schools	Waterloo, IA	Mike Young	Board President	Wk: 319-234-4471 youngm@wloolaw.com
Camden City Public Schools (State Search)	Camden, NJ	Justin Barra	NJ DOE Chief Policy and External Affairs Officer	Wk: 609-575-7563 justin.barra@doe.state.nj.us
Council Bluffs Comm. School District	Council Bluffs, IA	Gina Primmer	Former Board President	Wk: 712-323-9001 Hm: 712-322-6812 gina@gkmalloy.com

This is not a complete list, and more references can be provided upon request.

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TCG Leadership Development Corporation

October 8, 2013

Albany Unified School District
Marla Stephenson, Superintendent
1051 Monroe Street
Albany, CA 94706

Dear Superintendent Stephenson 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. Steve Goldstone and Dr. Dave Brown will be the search consultants, if the Cosca Group is selected by the Governing Board. As indicated in the attached information about each of them, you will notice that they have extensive experience with Boards as Superintendents, consultants working with Boards, and leaders of administrative organizations. Because of this experience, they are regarded as experts in the areas of Board/Superintendent relations and school district governance. Specifically, Dr. Brown and Dr. Goldstone have experience in school districts similar to the Albany Unified School District in both leadership positions and in Superintendent searches.

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 $21,200 to $19,080. 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. Goldstone at (707) 373-3786 or Dr. Brown at (707) 256-9200. Thank you for your consideration.

Sincerely,

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

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

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

Search Consultants

Superintendent Search and Selection

Steve Goldstone, Ed.D.

Dr. Goldstone has served for over twenty three years as superintendent of both urban and suburban unified school districts throughout California. Prior to serving as superintendent Dr. Goldstone was an assistant superintendent, principal, counselor and teacher.

Dr. Goldstone served as the Founding Dean of Touro University's College of Education. He has been an Associate Professor at the University of Southern California, the University of La Verne, and California State University Hayward. In addition, he is a School Support Team Leader for the Nevada Department of Education. He has also served as an interim superintendent for the Berkeley Unified School District and the Fairfield-Suisun Unified School District.

Dr. Goldstone earned his doctorate from the University of Southern California and an MA in administration and a BA in history from California State University Northridge.

Dr. Goldstone is the Chairman of the Board of the Cosca Group. He has served as the lead consultant in a number of the firm's superintendent searches.

Superintendent Search and Selection

David Brown, Ed.D.

After having taught for five years at Morningside High School (Inglewood), Dr. Brown became Assistant Principal of San Marino High School, where he remained for three years. After serving for several years as Principal of La Canada High School, he returned to San Marino as Superintendent, where he served for seven years. Dr. Brown then became the Superintendent of the Irvine Unified School District for eight years. During Dr. Brown's tenure in Irvine, he was actively involved with the Association of California School Administrators, serving as State President in 1990-91. Dr. Brown then became the superintendent or Napa Valley Unified School district. During his eight years there he was appointed to serve as the chair of the ACSA State Superintendency Committee.

Dr. Brown has been the Executive Director of WASC since January 2003. Aside from his professional life, he and his wife Ilse, have five children and fifteen grandchildren.

Dr. Brown earned his Ph.D. and Masters from University of Southern California and his B.A. from Occidental College.

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 $19,080 *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

Educating for Success

SINCE 1859

San Lorenzo Unified School District

BOARD OF EDUCATION
Norman D. Fobèrt, 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

Norman D. Fobert
Board, President

15510 Usher Street, San Lorenzo CA 94580-1641 • (510) 317-4600 • www.slzusd.org

SAN BERNARDINO CITY
UNIFIED SCHOOL DISTRICT

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

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

Bobbie Perong
Board Member

Michael J. Gallo
Vice President

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.

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,

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

Windsor Unified School District

Over 150 Years of Excellence

William McDermott, Ph.D.
Interim Superintendent

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

Mary Downey
Chief Business Officer

Alan Enomoto, Ed.D
Director of Educational Services

Karen Ricketts
Director of Human Resources

June 16, 2011

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

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.

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.

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.

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) 201-6023

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,

Donald C. Moody
Board President

/jz

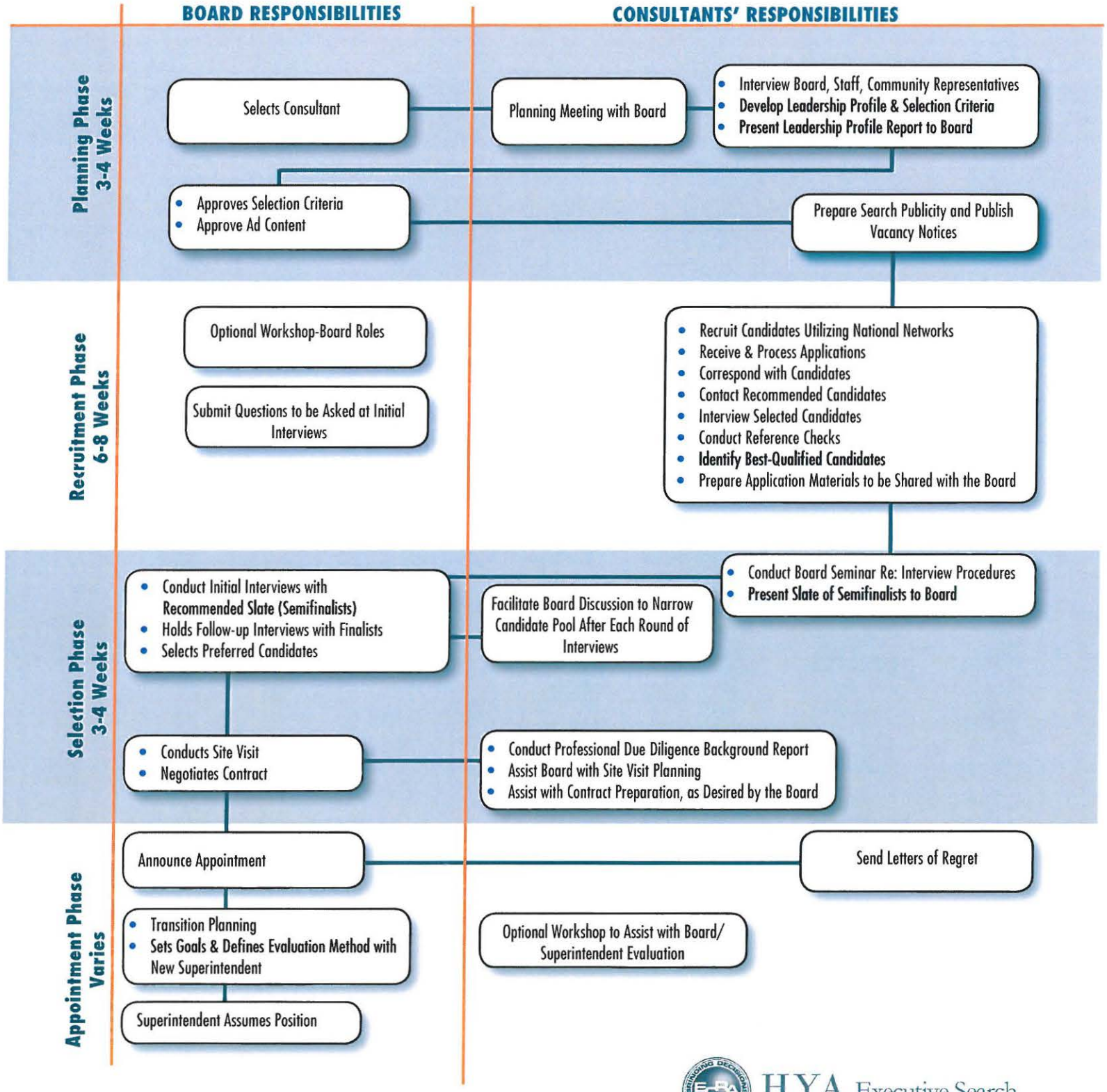
Albany Unified School District

Superintendent Search

HYA Executive Search
Hazard, Young, Attea & Associates

5600 N. River Road Suite #180
Rosemont, IL 60018
hya@ecragroup.com • 847.318.0072

Superintendent Search Flow Chart



HYA Executive Search
Hazard, Young, Attea & Associates
847.318.0072 | www.ecragroup.com | hya@ecragroup.com

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HYA Executive Search
Hazard, Young, Attea & Associates

October 10, 2013

Mr. Paul Black, Board President
Albany Unified School District
1052 Monroe Street
Albany, CA 94706

Dear Members of the Albany Unified School District Board of Education,

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Albany Unified School District School Board in your search for a new Superintendent of Schools. HYA is uniquely qualified and highly successful in assisting School Boards with their search for a new superintendent 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

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

HYA Executive Search Division, ECRA Group, Inc.
5600 North River Road, Suite 180
Rosemont, IL 60018 • 847-318-0072
hya@ecragroup.com

HYA Executive Search
Hazard, Young, Attea & Associates

Proposal and Description of Services for Albany Unified 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 Albany Unified 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 superintendencies 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/Bloomingdale, 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 and/or search committee – 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 led by Dr. Bill Levinson, Senior Associate and Mr. Bill Huyett, Associate. They will be assisted by other associates as needed. 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
Belmont-Redwood Shores SD (CA)	Robert Tashjian	tashjian@brssd.org
Castro Valley Unified SD (CA)	George Granger	510.326.8903
Cupertino Schools (CA)	Anjali Kauser	aakausar@att.net
Eureka SD (Granite Bay, CA)	Jerri Davis	916.780.0383
San Leandro Unitfied SD (CA)	Diane J. Prola	510.483.0744
Sausalito Marin City SD (CA)	William Ziegler	415.331.0505

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. HYA works with the Board to identify members in the community they would like to engage and develop specific strategies to reach out to them. 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 (available in multiple languages) 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 involves 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 determine 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 $20,500. 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 four 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 $2,000. 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 completion of the planning session, (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 boardsmanship 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 Albany Unified School District. Please contact us at 847-318-0072 or at hya@ecragroup.com if you have any questions or need for additional information.

WILLIAM J. LEVINSON

Professional Experience

7/04 – Present:

Hazard, Young & Attea, Senior Associate

FPC Group, Inc: Executive Coaching: superintendents and non-profit organization executive directors

Co-Author: "Achieving Success for New and Aspiring Superintendents: A Practical Guide" (Corwin Press 2011); TSS/ACSA Workshop for Aspiring Superintendents (10/2012)

Pivot Learning Partners: Program lead, superintendent and principal coaching

7/06-6/07 Interim Superintendent of Schools, Lafayette Elementary district, Lafayette, CA K-8 3100 students

7/92 - 7/04 Superintendent of Schools, Tamalpais Union High School District Larkspur, CA 9-12, 3900 students

11/86 - 6/92 Superintendent of Schools, Sonoma Valley Unified School District Sonoma CA K-12, 4900 students

12/81 - 11/86 Superintendent of Schools, Reed Union School District Tiburon, CA K-8, 1000 students

8/78 - 12/81 Principal, Bel Aire School, Reed Union School District, Tiburon CA.

7/73 - 7/78 Principal, Demarest Elementary Schools Demarest, N.J

Professional Preparation and Training (Selected)

2006-2007 Emerging Leaders Program, Center for Non-Profit Leadership, Marin County.

2000-2004 Elliott Eisner Stanford Superintendent Leadership Colloquium

1973 Ed.D. Teachers College, Columbia University, New York, N.Y.

1966 M.Ed. University of Michigan, Ann Arbor MI. Special Education

1964 B.A. University of Michigan, Ann Arbor, MI. District Administration

Other (Selected)

2005- Citizen Oversight Committees: College of Marin, Twin Cities Police Authority, Tam High School District Larkspur-Corte Madera School District

2000 Lion's Club "Marin County Educator of the Year"

1997-2007 Marin County Treasury Oversight Committee (appointed by Marin County Board of Supervisors); Chair 2004/05

1993-2001 Member, by invitation, National Suburban School Superintendents' Organization, 100 members.

WILLIAM M. HUYETT

EDUCATION

Administrative Credential	California State University, Sacramento
M.A.T.	University of Virginia
B.S.	University of Virginia

EXPERIENCE

2012-	Associate, Hazard, Young, Attea & Associates (IL)
2008–2012	Superintendent, Berkeley Unified School District (CA)
2000–2008	Superintendent, Lodi Unified School District (CA)
1996–2000	Superintendent, Dixon Unified School District (CA)
1992–1996	Assistant Superintendent for Secondary Education, Elk Grove Unified School District (CA)
1988–1992	Principal, Florin High School (CA)
1984–1988	Principal, Elk Grove High School (CA)
1982–1984	Principal, James Rutter Middle School (CA)
1978–1982	Vice Principal, Administrative Assistant, Elk Grove High School (CA)
1974–1978	Mathematics and Physics Teacher, Elk Grove High School (CA)

PROFESSIONAL CONTRIBUTION

California High School Task Force, "Second to None", Chair of the Curriculum Committee
National Workshop Presenter for ASCD on Restructuring the High School
WASC Advisory Committee Chair for development of "Focus on Learning" accreditation model
ACSA Superintendent Academy Faculty
Secretary/Treasurer Northern California Superintendents Association

ADDITIONAL TRAINING

Trained as a Teacher Expectation Student Achievement (TESA) Presenter
CLAD Training, teaching strategies for bilingual children
Beyond Diversity Training, Pacific Education Group
ACSA Academies; Curriculum and Instruction, Superintendent
ASCD High School Futures Consortium, represented Florin High School as one of 26 high schools in the nation to examine curriculum, instruction, organization and technology
Western Association of Schools and Colleges visiting chair training for high school accreditation

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	Lynchburg City SD (VA) 10,000 students Charles White 434.528.4510	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	Mentor Public Schools (OH) 8,900 students Alan Mihok 440.205.8432	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	Muskego-Norway Public Schools (WI) 5,000 students Jim Schaefer 414.303.9755	Hamilton Township Schools (NJ) 12,000 students Ron Tola 610.637.6617	Maryland State Superintendent James DeGraffenreidt 410.336.3991
Greenburgh CSD #7 (NY) 1,800 students Terry Williams 914.686.5224	Park Hill School District (MO) 9,000 students Denise Schnell 816.587.7620	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	Normandy Schools (MO) 4,400 students Sheila Williams sgw3@charter.net	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	Roaring Fork SD RE-1 (CO) 5,300 students Matthew Hamilton 970.400.7153		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	Upper Arlington Schools (OH) 5,300 students Robin Comfort rcomfort@uaschools.org		
Lake Bluff SD 65 (IL) 500 students Mary Jane Brady 847.615.7168			
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 Korbatov 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 parrishhwp@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 lslings@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
Clayton County SD (MO) 2,500 students Omri Praiss omri.praiss@huschblackwell.com Fremont SD 79 (IL) 1,875 students Sandy Bickley 847. 302.2699 Kohler SD (WI) 500 students Jane Bishop 920. 207.6278 Lindop SD (IL) 500 students Terri Sharpp 312.261.3154 Newburyport Public Schools (MA) 2,300 students Gordan Bechtel 978.465.5681 Park Ridge SD 64 (IL) 4,300 students John Heyde jheyde@sidley.com Reed SD (CA) 1,035 students Lisa Matthews 415.505.5472 Ross Valley SD (CA) 2,000 students Sharon Sager 415.847.0035 Warren Twp SD, (NJ) 2,189 K-8 Roberta Monahan 908-753-5300 #7 Whitefish Bay Schools (WI) 3,000 students James Phillips 414.961.7723	Bellingham SD (WA) 10,000 students Dr. Ken Gass 360.671-1003 Fairfield Public Schools (CT) 7,900 students Catherine Albin 203.256.1422 Mamaroneck Union Free SD (NY) 5,000 students Linnet Tse 914.833.2871 Millburn Township Schools (NJ) 5,200 students Noreen Brunini 973.912.0424 Oak Park SD 97 (IL) 5,200 students Peter Traczyk ptraczyk@op97.org Orangeburg SD (SC) 7,300 students Mary Ulmer 803.747.8031 Wausau SD (WI) 8,300 students Michelle Schaeffer 715.551.0722	Carpentersville CUSD 300 (IL) 19,000 students Joe Stevens jstevens@dls.net Fremont USD (CA) 32,000 students Byron Gebhart 501.543.4566 Iowa City Schools (IA) 11,237 students Patti Fields 319.338.9688 Newton Public Schools (MA) 11,237 students Claire Sokoloff 617.816.4469 Oshkosh Area SD (WI) 10,500 students Ben Schneider, II 920.235.9262 Peoria SD 150 (IL) 14,000 students David Gorenz 309.688.2824 Pleasanton USD (CA) 14,787 students Valerie Arkin 925.417.1969	Birmingham City Schools (AL) 29,000 students April Williams 205.960.6257 Capistrano USD (CA) 51,000 students Anna Bryson 949.290.7196 Carroll County Schools (MD) 28,000 students Barbara Shreeve 410.740.3150 Douglas County Schools (CO) 56,000 students Dan Gerken 720.219.3366 Polk County Schools (FL) 92,000 students Kay Fields 863.559.6829

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

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 Lomitas 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 Valladolid 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
Dothan
Hoover
Huntsville
Mountain Brook

ARIZONA
Deer Valley
Peoria
Phoenix
Scottsdale
Tempe
Washington

ARKANSAS
Little Rock

CALIFORNIA
Acalanes
Antioch
Alvord
AVID Center
Belmont-Redwood Shores
Beverly Hills
Burlingame
Castro Valley
Capistrano
Coachella Valley
Compton
Cupertino
Downey
East Side Union
Eureka
Granite Bay
Fremont
Fresno
Gilroy
Glendora
Hillsborough
Lafayette
La Mesa-Spring Valley
Las Lomitas
Leadership
Loomis
Los Altos
Los Angeles
Manhattan Beach
Mill Valley
Mountain View
Oxnard
Pajaro Valley
Palo Alto
Pleasanton
Portola Valley
Ravenswood
Redwood City
Reed
Riverside
Ross
Ross Valley
Saddleback Valley
San Carlos
San Diego
San Diego County
San Francisco
San Leandro
San Mateo
Santa Ana
Santa Barbara
Santa Monica-Malibu
Saugus
Sausalito-Marin City
Sequoia
Sonoma Valley
Southwestern CC
Stockton
Sweetwater
Tamalpais
Tustin
Vallejo
Vista
Walnut Creek
West Contra Costa
Woodside

COLORADO
Academy 20
Adams 12 Five Star
Aspen
Boulder
Craig (Moffat)
Denver
Douglas County
Durango
Frisco (Summit)
Littleton
Pueblo
State of Colorado
Telluride

CONNECTICUT
Bloomfield
Bridgeport
Brookfield
Clinton
Danbury
Darien
East Granby
Fairfield
Greenwich
Ledyard
New London
Newton
Norwalk Free Academy
Norwich
Ridgefield
Stamford
Waterbury

DELAWARE
Brandywine

FLORIDA
Brevard County
Broward County
Collier County
Duval County
Indian River County
Orange County
Pinellas County
Polk County
Sarasota County

GEORGIA
Athens
Cobb County
DeKalb County
Liberty County

ILLINOIS
Addison Trail
Aptakisic-Tripp 102
Arlington Heights 25
Avoca 37
Ball Charter School
Barrington HSD
Beach Park 3
Belleville CC
Bellwood
Belvidere
Bensenville 2
Berwyn North 98
Bloom Twp 206
Bloomington 87
Blue Ridge 18
Bremen Comm. 228
Burr Ridge 180
Byron
Carlinville 1
Carpentersville 300
Cary
Champaign 4
Chicago-Gates Project
Decatur 61
Deerfield 109
Dekalb 428
Des Plaines 62
Diamond Lake 76
District 181
Downers Grove 58
Dunlap
DuPage 88
East Saint Louis
Elk Grove 59
Evanston 65
Evergreen Park
Flossmoor 161
Forest Park 91
Fox Lake 114
FRAC
Freeport 145
Fremont 79
Gavin
Geneva 304
Glen Ellyn 41
Glen Ellyn 89
Glenbard 87
Glencoe 35
Glenview 34
Golf
Grayslake 128
Hamilton 328
Hazel Crest
Highland Park 108
Homer 33C
IASA
IL School for the Visually Impaired
IL Valley CC
Illini Valley
IL State Bd. of Ed.
Indian Prairie 204
Itasca 10
Jewish Children's Bureau
Joliet 86
Joseph Academy
Kankakee
Keshet Day School
LaGrange 102
LaGrange 105
Lake Bluff 65
Lake Forest 67
Lake Forest 115
Lake Park 108
Lake Villa 41
LaSalle 122
LaSalle Peru 120
LEARN Charter School
Lemont-Bromberek
Libertyville 70
Lincolnshire-Prairieview
Lincoln Way 210
Lisle 202
Lombard 44
Lyons 204
Macomb 185
Maine 207
Maywood 89
McLean 5
Morton CC
Mt. Morris
Mt Prospect 57
Naperville 203
New Trier HSD
Niles
Norridge 80
North Cook ISC
Northbrook 27
Northbrook-Glenview 30
Northfield 225
North Chicago
NSSED
NSSEO
Oak Park 97
Oak Park-River Forest 200
Olympia
Oswego 308
Park Forest 163
Park Ridge 64
Peoria 150
Pontiac 429
Prairie Crossing Charter
Proviso 209
Quincy 172
River Forest 90
River Trails
Riverside 96
Riverside-Brookfield 208
Rockford 205
Roselle
Round Lake
Sandridge 172
Sheldon
Skokie 68
Sparta 140
Springfield
Sterling
Streator 40
Sunnybrook
Sunset Ridge
Tazwell Mason SED
Tinley Park 146
Township HS 214
Troy
Villa Park 45
Waukegan
West Chicago 94
West Northfield 31
Wheaton-Warrenville 200
Wilmette 39
Winfield 34
Winnetka 36
Woodridge 68
Woodstock 200
Yorkville 115
Zion 6
Zion-Benton 126

INDIANA
Carmel Clay
East Allan
East Chicago
Indianapolis
Lake Central
Lawrence Twp
Penn-Harris

IOWA
Cedar Rapids
Davenport
Des Moines
Dubuque
Iowa City
Southeast Polk
Waterloo
West Des Moines

KANSAS
Blue Valley
Lawrence
Olathe
Shawnee Mission
University Academy
Wichita

KENTUCKY
Louisville

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

LOUISIANA
East Baton Rouge
Jefferson Parish
St. John the Baptist Parish

MARYLAND
Anne Arundel
Baltimore Cty
Carroll County
Frederick Cty
Howard County
Montgomery Cty
Prince George's
State of Maryland

MASSACHUSETTS
Amherst-Pelham
Berkshire Hills
Cambridge
Framingham
Hudson
Mt. Greylock
Marblehead
Marlborough
Newburyport
Newton
Somerville
Worcester

MICHIGAN
Birmingham
Bloomfield Hills
Clarkston
East Lansing
Flint
Grosse Pointe
Gull Lake
Holland
Jackson
Kalamazoo
Lansing
Ludington
Midland
Mona Shores
Novi
Plymouth-Canton
Pontiac
Portage
Southfield
Troy
Wayne-Westland
West Bloomfield
Zeeland

MINNESOTA
Burnsville-Eagan-Savage
Columbia Hts
Edina
Hopkins
Minnetonka
North St. Paul
Osseo
St. Cloud
St. Louis Park
S. Washington
Wayzata
White Bear Lake

MISSISSIPPI
Tupelo

MISSOURI
Clayton
Columbia
Ferguson-Florrisant
Francis-Howell
Kansas City
Kirkwood
Ladue
Lindbergh
Normandy
Parkway
River Gardens
Rockwood
St. Louis
Springfield
Webster Groves

NEBRASKA
Westside

NEVADA
Clark County
Washoe County

NEW HAMPSHIRE
Concord
Nashua

NEW JERSEY
Clifton
Ewing
Hamilton
Holmdel
Jersey City
Lawrence Twp
Livingston
Marlboro
Millburn
Montgomery Twp
Moorestown
Passaic
Paterson
Piscataway
Plainfield
Princeton
Rancocas
Randolph
Ridgewood
Robbinsville
Roxbury
Secaucus
Somerset Hills
South Orange-Maplewood
Tenafly
Trenton
Warren Twp.
Watchung-Hills
Westfield

NEW MEXICO
Roswell

NEW YORK
Albany
Ardsley
Babylon
Bay Shore
Bedford
Brentwood
Brewster
Brighton
Bronxville
BOCES
Chappaqua
Clarence
Croton-Harmon
Dobbs Ferry
East Williston
Eastern Suffolk
Fayetteville-Manlius
Floral Park
Greece
Greenburgh 7
Hauppauge
Irvington
Islip
Lawrence
Locust Valley
Mamaroneck
Manhasset
Mt. Vernon
Nassau County
BOCES
Niagara-Wheatfield
North Salem
Pelham
Plainedge
Riverhead
Rochester
Rocky Point
Rush Henrietta
Rye City
Sag Harbor
Scarsdale
Shoreham Wading River
South Orangetown
S. Westchester
BOCES
Syracuse
Tarrytowns
Three Village
Tuckahoe
Valhalla
White Plains
Wyandanch
Xaverian
Yorktown

N. CAROLINA
Chapel Hill-Carrboro
Greensboro

OHIO
Bexley
Cleveland
Dayton
Dublin
Mayfield
Orange
Perry
Princeton City
Shaker Heights
Upper Arlington
Wooster
Youngstown

OREGON
Bend-La Pine
Beaverton
Corvallis
NWREL
Portland
Salem Keizer

PENNSYLVANIA
Abington
Allegheny Int.
Baldwin-Whitehall
Lancaster
Lower Merion
Loyalsock
Marple-Newtown
Methacton
Mt. Lebanon
North Allegheny
Philadelphia
Pittsburgh
Radnor
Rose Tree Media
Spring Ford
Upper Dublin
Wallingford-Swarthmore
William Penn

S. CAROLINA
Beaufort
Greenville
Orangeburg

TENNESSEE
Hamilton County
Knox County
Memphis
Murfreesboro
Nashville

TEXAS
Alamo Heights
Austin
Carroll
Dallas
Eanes
Ft. Bend
Grapevine-Colleyville
Highland Park
Lake Travis
Leander
Lewisville
Northside
Plano
Round Rock
San Antonio
Spring
Tyler
Wichita Falls

VIRGINIA
Alexandria
Arlington
Charlottesville
Danville
Fairfax County
Frederick Co
Hampton
Richmond
Spotsylvania
Virginia Beach

WASHINGTON
Bellevue
Bellingham
Everett
Highline
Kent
Lake Washington
Mercer Island
Seattle
Spokane
Tukwila

WISCONSIN
Beloit
Cedarburg
Elmbrook
Fond du Lac
Green Bay
Greendale
Fox Point-Bayside
Howard-Suamico
Hudson
Indian Comm. School
Kenosha
Kohler
Madison
Milwaukee
Manitowoc
Monona Grove
Musekgo-Norway
New London
Nicolet
Oconomowoc
Oregon
Oshkosh
Port Washington
Racine
South Milwaukee
Stevens Point
Waukesha
Wausau
Wauwatosa
West Bend
Whitefish Bay

WYOMING
Jackson Hole

Notes

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Rosemont, Illinois 60018