

LEADERSHIP ASSOCIATES

CALIFORNIA'S PREMIER SEARCH FIRM

Jake Abbott
Larry Aceves
Jim Brown
Walt Buster
Marty Butt
Michael Caston
Rich Thome
Rene Townsend
Bob Trigg

LEADERSHIP ASSOCIATES

OAKLAND UNIFIED SCHOOL DISTRICT

SUPERINTENDENT SEARCH PROPOSAL

Alice Spearman

PMB-455 • 23052-H ALICIA PARKWAY
MISSION VIEJO, CALIFORNIA 92692
PHONE/FAX (949) 461-9119
www.leadershipassociates.org

LEADERSHIP ASSOCIATES

CALIFORNIA'S PREMIER SEARCH FIRM

October 22, 2008

Jake Abbott
Larry Aceves
Jim Brown
Walt Buster
Marty Butt
Michael Caston
Rich Thome
Rene Townsend
Bob Trigg

Board of Education
Oakland Unified School District
Attn: Dr. Roberta Mayor, Interim Superintendent
1025 Second Avenue
Oakland, CA 94606-2212

Dear Board Members:

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

Leadership Associates has conducted over 170 superintendent searches in a wide variety of California school districts since 1994. If our firm is selected, James R. Brown, former Superintendent of Glendale, Palo Alto, Lompoc, and Cambria/Coast school districts; Larry Aceves, former superintendent of Franklin McKinley and Alum Rock school districts; and Walt Buster, former superintendent of Clovis, and Mt. Tamalpais school districts will work directly with the Board throughout every stage of the process. All three have been superintendents in larger, more complex school districts. Jim will serve as the lead consultant and maintain regular contact with the Board throughout the entire search process. Biographical information is included in the backup material. Jim, Larry and Walt will be actively supported in the search by all other partners in the firm. A profile of the firm is included in this proposal.

The firm which focuses exclusively on California school districts has assisted Boards of Education in larger, more complex school districts which serve a wide variety of students. This work has included assisting the Board, community, staff and students in developing a profile for the position, conducting extensive and thorough recruiting and reference checking, and providing direct assistance to the Board throughout the interview process, the site visit, and approval of the contract.

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. Leadership Associates has a strong record of success in helping Boards complete this mission critical work in a manner that helps the district and community secure a high quality leader who will strengthen and develop as needed the systems, structures, processes, and practices that will raise achievement standards for all students and close the achievement gap.

Our consultants will perform four major tasks for the Board of the Oakland Unified School District:

- Assist the Board of Trustees along with groups designated by the Board in developing a personal and professional profile for the new superintendent. To engage staff, parents, community, and students in a meaningful way is likely to require four to six days and evenings of consultant work. Leadership's strong record of success in working collaboratively with staff, parents, the business community, local government leaders and other individuals and groups identified by the Board will help build support for the district and its leadership team. Notes from all meetings will be taken and shared with the Board and ultimately the successful candidate. A summary of the major themes will be prepared for the Board and included in a written brochure and on Leadership's website. Publication on the District's website of the major themes is also recommended.
- Recruit candidates who closely match the locally developed profile. 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. Leadership will recruit nationally and within California in order to secure the best possible pool of candidates. In addition to direct recruiting, the position will be advertised through publications that will draw the attention of interested qualified candidates. The position will also be described on Leadership's widely used website.
- Conduct in-depth reference checks on the applicants. We use our vast network of contacts and also use databases including Lexis Nexis to make certain that reliable and in-depth information is gathered on each candidate. Leadership will share this information some of which will, of necessity, be confidential with the Board.
- Work closely with the Board to review the files of all candidates, share our reasons for recommending certain candidates, identify those to be invited for an interview, develop interview questions, and assist with facilitation of the interviews, site visit and contract development. We keep the Board informed while maintaining the confidentiality of the candidates. Successful superintendents 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 Oakland Unified School District search. We look forward to an opportunity to meet with the Board of Trustees and respond to any questions they may have.

Oakland Unified School District
Board of Trustees
October 22, 2008
Page 3


Included in the backup materials are the following:

- A cost analysis to conduct the search. Please note Leadership includes all expenses in its cost. There are no additional charges even if the first search does not yield a candidate acceptable to the Board.
- A suggested timeline in accordance with the preferences of the Board and includes the tasks to be performed.
- An Overview of the Superintendent Search Process.
- A list of districts where we have conducted searches.
- Board Members' Recommendations.
- Selected letters of reference. (Please feel free to contact anyone.)
- Leadership Associates Profile.
- Consultant biographical information.

We have concluded successful searches in Pasadena, Corona Norco, Sacramento City, Elk Grove, Hayward, Newark, Anaheim City and other school districts. Contact information for searches conducted in the past three years (Pasadena, Elk Grove, Anaheim City and Corona Norco) is provided. Please feel free to call these districts or any others on our list for references.

Please do not hesitate to contact me at (818) 515-4089, if you have questions or require additional information. I look forward to hearing from you.

Sincerely,


James R. Brown

LEADERSHIP ASSOCIATES

COST ANALYSIS

**Oakland Unified School District
Superintendent Search**

TOTAL FEE FOR SEARCH **\$ 44,500**

This fee includes:

- **All expenses incurred by consultants.**
- **All meetings with the Board.**
- **Development and printing of brochure announcing the position.**
- **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 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.**

OAKLAND UNIFIED SCHOOL DISTRICT

Suggested Timeline for Superintendent Search

<u>DATE</u>	<u>EVENT</u>
October 2008	Board requests proposals.
November 2008	Board publicly announces timeline and procedures for the selection of a superintendent and approves consultant agreement.
November 2008	Board meets with consultants to finalize search process and identify desired qualities and characteristics in new superintendent.
December 2008	Consultants meet with staff and community designated by Board to receive input.
January 2009	Consultants begin identifying candidates. Development and printing of a recruitment brochure.
January- February 2009	Advertising and active recruitment. Ad appears in <u>EdCal</u> : <u>January 26</u> and <u>February 2, 2009</u>
March 9, 2009 5:00 p.m.	Deadline for applications.
March 2009	Consultants complete comprehensive reference and background checks on applicants.
April 2009	Board meets with consultants. Board selects finalists to be interviewed.
April 2009	Board interviews finalists.
April 2009 (As soon as possible after interview.)	Board visits community of leading candidate. Board offers contract. Contract approved.
May 2009 July 1, 2009	Approval of contract and Introduction of New Superintendent to community and staff. New Superintendent begins.

LEADERSHIP ASSOCIATES

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 the Board once we have been selected to represent your district. At this meeting we discuss the following with you: the characteristics you are looking for in your next superintendent; district strengths and challenges for the future, the groups and individuals in the district and community you want us to meet with to receive input; 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 at your homes approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

Brochure

The recruitment brochure 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 brochure is finalized. The brochure is 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 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 for interview, we review all applicants explaining our rationale for recommending some and not others. The Board, however, makes the final decision on those to be interviewed, determines the interview schedule and location. We offer sample interview questions and assist the Board in finalizing them. In addition to making the interview arrangements with the candidates, we provide all the materials the Board needs for the interview, and make logistical arrangements in coordination with the superintendent's assistant.

***Final Interviews**

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

Visit to the Finalist's District

The purpose of the visit is to validate the Board's choice prior to the official contract offer. The Board determines who will go on the visit; the consultants do not participate in the visit.

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 consultants are available to answer any questions you may have.

LEADERSHIP ASSOCIATES

Partial Listing of Search Projects

<u>District</u>	<u>County</u>	<u>ADA</u>
Elk Grove USD	Sacramento	56,000
Sacramento City USD	Sacramento	52,757
Capistrano USD	Orange	50,000
Corona-Norco USD	Riverside	50,000
Moreno Valley USD	Riverside	38,000
Saddleback Valley USD	Orange	35,500
Clovis USD	Fresno	35,000
Poway USD	San Diego	32,189
Orange USD	Orange	30,221
Glendale USD	Los Angeles	30,000
Sacramento COE	Sacramento	30,000
Placentia-Yorba Linda USD	Orange	27,000
Bakersfield City	Kern	26,600
San Ramon Valley USD	Contra Costa	26,000
Lodi USD	San Joaquin	25,800
Irvine USD	Orange	25,000
Torrance USD	Los Angeles	24,055
Fairfield-Suisun USD	Solano	24,000
Hayward USD	Alameda	23,500
Conejo Valley USD	Ventura	22,400
Downey USD	Los Angeles	22,000
Oceanside USD	San Diego	21,075
Pasadena USD	Los Angeles	21,000
Anaheim City SD	Orange	20,000
Alhambra City SD	Los Angeles	19,800
Pajaro Valley USD	Santa Cruz	19,000
Escondido Union SD	San Diego	18,700
Folsom Cordova USD	Sacramento	18,500
Modesto City Schools	Stanislaus	18,000
Rowland USD	Los Angeles	18,000
Hemet USD	Riverside	17,544
Napa Valley USD	Napa	16,354
Huntington Beach Union HSD	Orange	14,800
Panama Buena Vista USD	Kern	14,700
Pleasanton USD	Alameda	14,106
Fullerton SD	Orange	13,890
Tracy Joint USD	San Joaquin	13,529
Covina Valley USD	Los Angeles	13,400
Upland USD	San Bernardino	12,600
San Dieguito Union HSD	San Diego	12,000
San Lorenzo USD	Alameda	11,528
Merced City	Merced	11,500
Lompoc USD	Santa Barbara	11,000
Lucia Mar USD	San Luis Obispo	10,900
Monterey Peninsula USD	Monterey	10,800
Alameda USD	Alameda	10,700
South Bay Union SD	San Diego	10,200
West Covina USD	Los Angeles	10,089
Carlsbad USD	San Diego	10,000
Palo Alto USD	Santa Clara	10,000
Franklin-McKinley Elementary SD	Santa Clara	9,900
Berkeley USD	Alameda	9,700
Ceres USD	Stanislaus	9,200
San Leandro USD	Alameda	8,700
Los Banos USD	Merced	8,500
Murrieta Valley USD	Riverside	8,300
Novato USD	Marin	7,900
Brentwood Union SD	Contra Costa	7,800
Alta Loma EISD	San Bernardino	7,500
Glendora USD	Los Angeles	7,500
San Luis Coastal USD	San Luis Obispo	7,500
Campbell Union SD	Santa Clara	7,400

Search Projects (continued)

Sylvan Union EISD	Stanislaus	7,400
Newark USD	Alameda	7,100
Claremont USD	Los Angeles	6,900
Whittier City ESD	Los Angeles	6,784
Charter Oak USD	Los Angeles	6,600
Selma USD	Fresno	6,500
Roseville Joint Union HSD	Placer	6,400
National SD	San Diego	6,153
Buena Park ESD	Orange	6,096
El Dorado Union HSD	El Dorado	6,000
Jefferson ESD/Daly City	San Mateo	6,000
Sunnyvale ESD	Santa Clara	5,730
Encinitas Union ESD	San Diego	5,600
Temple City USD	Los Angeles	5,588
Los Banos USD	Merced	5,520
Selma USD	Fresno	5,500
Benicia USD	Solano	5,400
Beverly Hills USD	Los Angeles	5,300
Culver City USD	Los Angeles	5,300
Sonoma Valley USD	Sonoma	5,000
Orcutt Union ESD	Santa Barbara	4,961
Acalanes Union HSD	Contra Costa	4,800
Duarte USD	Los Angeles	4,700
Placer Union HSD	Placer	4,700
Eureka City USD	Humboldt	4,562
Mt. View-Whisman ESD	Santa Clara	4,500
Buckeye Union ESD	El Dorado	4,500
Valley Center-Pauma USD	San Diego	4,500
Coalinga-Huron Joint USD	Fresno	4,416
Moreland ESD	Santa Clara	4,300
Cypress ESD	Orange	4,200
Ojai USD	Ventura	4,200
South Pasadena USD	Los Angeles	4,200
Santa Paula ESD	Ventura	3,900
Tamalpais Union HSD	Marin	3,850
Goleta Union SD	Santa Barbara	3,800
Mt. View-Los Altos UHS	Santa Clara	3,600
Oak Park USD	Ventura	3,600
Lowell-Joint ESD	Los Angeles	3,300
San Marino USD	Los Angeles	3,300
Los Gatos Union ESD	Santa Clara	3,200
Corcoran Joint USD	Kings	3,201
Cambrian ESD	Santa Clara	3,100
San Benito HSD	San Benito	3,000
Los Gatos-Saratoga Joint UHS	Santa Clara	3,023
San Bruno Park ESD	San Mateo	2,900
El Segundo USD	Los Angeles	2,900
Laguna Beach USD	Orange	2,860
San Benito HSD	San Benito	2,829
Mountain View-Los Altos Union HSD	Santa Clara	2,800
San Benito HSD	San Benito	2,700
Rincon Valley Union ESD	Sonoma	2,700
Solana Beach ESD	San Diego	2,700
San Carlos SD	San Mateo	2,680
Dos Palos-Oro Loma Joint USD	Merced	2,600
Coronado USD	San Diego	2,500
Orinda Union SD	Contra Costa	2,379
Beverly Hills USD	Los Angeles	2,365
Carmel USD	Monterey	2,200
Fowler USD	Fresno	2,200
Mill Valley ESD	Marin	2,200
Kelseyville USD	Lake	2,000
Golden Valley USD	Madera	1,928
Chowchilla ESD	Madera	1,900
Ross Valley ESD	Marin	1,800

Search Projects (continued)

Sonora Union HSD	Tuolumne	1,700
Lammersville ESD	San Joaquin	1,570
Mark West Union SD	Sonoma	1,500
Del Mar Union SD	San Diego	1,500
Santa Ynez Valley Union HSD	Santa Barbara	1,200
Edison ESD	Kern	1,139
Kentfield ESD	Marin	1,000
Mark Twain ESD	Calaveras	1,000
Reed Union SD	Marin	1,000
Hermosa Beach City SD	Los Angeles	900
Larkspur ESD	Marin	875
Coast USD	San Luis Obispo	810

Other:

Santa Clara COE (superintendent)	Santa Clara	
Santa Monica-Malibu (Interim Superintendent)	Los Angeles	
Green Dot Public Schools (Chief Academic Officer)	Los Angeles	2,500
City Heights Educational (Exec. Director.)	San Diego	5,000
Tri-Cities ROP	Los Angeles	
East San Gabriel SELPA	Los Angeles	
Pasadena USD (Asst. Superintendent)	Los Angeles	
Claremont USD (Special Ed Director)	Los Angeles	

Board Member Recommendations

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 professionals, 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



Pasadena Unified School District Board of Education

PETER M. SOELTER, President
SCOTT PHELPS, Vice President
MIKE BABCOCK
PRENTICE DEADRICK
WILLIAM BIBBIANI
ESTEBAN LIZARDO
ED HONOWITZ

January 24, 2007

To Whom It May Concern:

I am very pleased to have the opportunity to recommend Leadership Associates. As President of the Board of Education of the Pasadena Unified School District, I worked extensively with Leadership Associates when we engaged the firm to conduct a search for a new superintendent for our school district. I was impressed with the professionalism and wisdom of the Leadership Associates team.

Our Board had been divided for many months over a number of issues including the decision to begin a process of searching for a new superintendent. As one of the board members that had wanted to postpone this effort until closer to the end of our then superintendent's term, I was skeptical about the likelihood of conducting such an important task during the middle of the school year. Leadership Associates quickly dispelled my doubts and presented our board with an outstanding slate of candidates. The process was handled with the utmost dignity and respected the confidentiality of those candidates.

I also doubted whether a divided board would be able to conclude such a process in a positive manner. Jim Brown counseled me on more than one occasion to "trust the process" and he was absolutely right. At the conclusion of our interview process, we were able to conduct a private site visit to our top candidate's home town and then made an employment offer followed by a contract offer, both on unanimous 7-0 votes. And we never violated the confidentiality of the other candidates.

I would never have believed it possible to have such a positive outcome and I believe it was Leadership Associates that made it possible and allowed us to reclaim our dignity by uniting our board around an outstanding new superintendent.

I would be happy to provide any additional information that might be helpful.

Sincerely,

A handwritten signature in cursive script, appearing to read "Peter M. Soelter".

Peter M. Soelter
President, Board of Education
Pasadena Unified School District



CORONA-NORCO UNIFIED SCHOOL DISTRICT
2820 CLARK AVENUE • NORCO, CALIFORNIA 92860-1903
TELEPHONE: (951) 736-5000 • <http://www.cnusd.k12.ca.us>

Lee V. Pollard
Superintendent
Tel.: (951) 736-5010 / Fax: (951) 736-5015

David M. LaVelle
Deputy Superintendent
Human Resources
Tel.: (951) 736-5060 / Fax: (951) 736-5077

Anita LaVelle
Assistant Superintendent
Curriculum and Instruction
Tel.: (951) 736-5080 / Fax: (951) 736-5087

Thomas R. Pike
Assistant Superintendent
Student Services
Tel.: (951) 736-5111 / Fax: (951) 736-5172

Ted E. Rozzi
Assistant Superintendent
Facilities
Tel.: (951) 736-5045 / Fax: (951) 736-5047

Dale Saugstad
Assistant Superintendent
Business Services
Tel.: (951) 736-5020 / Fax: (951) 736-5055

Bob Brew
Assistant to the Superintendent
Tel.: (951) 736-5003 / Fax: (951) 736-5015

May 15, 2007

Marty Butt, Ed.D.
Leadership Associates
PMB 455
23052-H Alicia Parkway
Mission Viejo, CA 92692

Dear Marty:

On behalf of the entire Governing Board of Trustees of the Corona-Norco Unified School District, I wish to thank you for the professional manner in which you, Jim and Larry conducted our recent superintendent search. We are truly delighted with our choice, and I know that your hard work certainly led us to our anticipated success.

Your first presentation led us to believe you would be personally involved in our District's welfare and would take a very personal interest in our search. Your calendar helped us meet our goal of making our decision by April 2007. You listened to all stakeholders and certainly did bring to us an excellent pool of candidates.

We sincerely appreciate how you guided us through the entire process. Additionally, we appreciate your confidentiality and professionalism. We are very pleased to use our name as a reference.

Sincerely,

Pat A. Scott
Member, Corona-Norco Unified School District Board of Education

PAS:lb

Board of Education

Bill Hedrick

Maggie Little

Sharon R. Martinez

Cathy L. Sciortino

Pat A. Scott





Members of the Board
Jeanette J. Billingsly
Pollyanna Cooper-LeVangie
Priscilla S. Cox
Pamela A. Irely
William H. Lugg, Jr.
Chet Madison, Sr.
Brian D. Myers

David W. Gordon
Superintendent

(916) 686-7700
(916) 686-7787 (FAX) *
dgordon@edcenter.egusd.k12.ca

9510 Elk Grove-Florin Road, Elk Grove, California 95624

September 21, 2004

Leadership Associates
PMB 455 23052-H
Alicia Parkway
Mission Viejo, CA 92692

To Whom It May Concern:


On behalf of the Elk Grove Unified School District Board of Education I would like to thank Mr. Robert Trigg and Mr. Jake Abbott from Leadership Associates for their guidance and support during our recent superintendent search. 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 toward making an important decision. They were careful to remain objective, yet gave us all the information we needed.

Mr. Trigg and Mr. Abbott were patient in walking us through each step and letting us know the appropriate time frame in advance. We also appreciated the recommendation to choose an interim superintendent which allowed us to be more thoughtful in our selection.

Our employees, parents, and community members genuinely valued their professional manner and considerate questioning when asking for recommendations for qualities in a superintendent. We had several letters from people at our community meetings thanking us for selecting this firm! They felt they were listened to and their input was respected.

Though selecting a superintendent is not a quick or easy process, Bob and Jake's helpfulness and accessibility were instrumental in providing a smooth and successful outcome. We would highly recommend the firm to any district seeking the best in searches for candidates.

Sincerely,


Priscilla S. Cox, President
EGUSD Board of Education



Hayward Unified School District

Building a Culture of Success: "ALL Means ALL"

Dale Vigil
Superintendent

BOARD OF TRUSTEES

Sarah Gonzales, Ed.D.
President

Grant Peterson
Vice President

Jeff Cook
Board Clerk

Myrna Truehill
Board Member

Paul Frumkin III
Board Member

July 28, 2005

Jake Abbott and Bob Trigg
Leadership Associates
XXX
Mission Viejo, CA

Dear Jake and Bob:

I would like to express my appreciation for the excellent and profession manner in which you conducted our successful search for a new superintendent. We are very pleased that we were able to attract such a competent and well prepared candidate as Dr. Dale Vigil.

What I appreciate most is the honest and straightforward way in which you interacted with the Board in the Hayward Unified School District. After having concluded a failed superintendent search with another consulting firm, you helped focus our attention and resources to find the best candidates from which to chose our new superintendent. You helped us identify our challenges as an AB 1200 school district and yet you help bring to light the great assets of our educational community.

I also appreciate the thoroughness of your background search of all the candidates. The candidates you brought forward were all highly qualified candidates. Also, the highly organized process that you lead us through helped our diverse board reach a unanimous decision on our superintendent selection.

I would highly recommend your firm to any school board that wishes to hire a high-quality superintendent. Please do not hesitate to use me as a reference with other school boards.

Sincerely,

Sarah Gonzales, Ed.D.
Board President



BOARD OF EDUCATION

5735 47th Avenue, Sacramento, CA 95824
(916) 643-9314 • Fax (916) 643-9440

Robert King Fong, President
Jay Schenirer, Vice President
Karen Young, Second Vice President
Roy Grimes
Manny Hernandez
Richard Jennings II
Dawn McCoy
Lamonte Jones, Student Member

December 1, 2003

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Leadership Associates for the exemplary work they did in assisting us with our Superintendent Search. We are so pleased to have found the ideal candidate to fill the vacancy left by Dr. Jim Sweeney, who announced his retirement in June of this year.

Jake Abbott, Bob Trigg and Harry Weinberg were with us all the way. One of the first things they did was to help us find an Interim Superintendent who stepped into the job during a very challenging time. 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. During the whole process they were very thorough and listened to not only the Board members, but to staff, parents and the community. In order to design a brochure to include all the desired characteristics and qualities of the District Superintendent, they set up community meetings and individual interviews with both central office staff and school site personnel. The result was an outstanding brochure that included information on the district and the diverse make-up of our community.

Leadership Associates received applications from throughout the country and did in-depth reference checks to come up with a list of outstanding candidates for the Board to screen for actual interviews. They kept us informed every step of the way until we made our final decision and were always available to answer our questions.

Selecting a new superintendent was probably the most important decision we have made as a Board, and Jake, Bob and Harry guided us with professionalism and efficiency. We are very fortunate to have found an outstanding person to take the job.

On behalf of the Board of Education, I recommend Leadership Associates enthusiastically and without reservation. Please feel free to contact me through the Board Office at (916) 643-9314, if you have any questions.

Sincerely,


Robert King Fong
Board President

Leadership Associates' Profile

Leadership Associates has conducted over 170 searches in California since 1994. We have nine partners, all 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, CALSE, 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
- Three chaired the California state superintendents committee for ACSA; one was president of ACSA
- One was on the State Board of Education and served as president
- Two are fully 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*; one has co-authored 3 other books: *Eight at the Top*, *Superintendent-School Board Practices*, and *The Superintendent's Planner*

❖ JAMES R. BROWN

Biographical Information

- James R. Brown serves as an education consultant for Springboard Schools.
- Jim served as Superintendent of Schools for the Glendale Unified School District from 1996 until his retirement in 2004.
- Jim also was superintendent at Palo Alto and Lompoc Unified and 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 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.
- 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 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 named Citizen of the Year in 2003 by the Armenian National Committee.
- Jim received the Marcus Foster Award for Administrative Excellence from the Association of California School Administrators in 2004.
- 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 is married and has three children.

❖ **LARRY ACEVES**

Biographical Information

- Larry Aceves served as Superintendent of Schools of the Franklin-McKinley School District in San Jose for twelve years.
- Larry also served as Superintendent of the Alum Rock Union School District, Deputy Superintendent of a K-12 district, Assistant Superintendent of Elementary Education, Director of Instructional Services, Categorical Services, elementary school principal and teacher.
- Larry received his Bachelor of Arts and Masters degrees from San Diego State University.
- He served as president of three leadership organizations: the California City Superintendents' Association, the California Association of Latino Superintendents, and the Association of California School Administrators.
- In 2005, Larry was awarded the Association of California School Administrators Marcus Foster Memorial Award. In 2001, he was named Santa Clara County Superintendent of the Year as well as Catholic Charities' Top Community Partner.
- Larry served on the Board of Directors of the Silicon Valley American Leadership Forum and the Boards of the Santa Clara County United Way, YMCA and Youth Foundation. He is very involved in civic and community groups.
- Larry is married and has four children. He is bilingual and biliterate in Spanish.

❖ WALTER L. BUSTER

Biographical Information

- Walter L. Buster is director of the Central Valley Educational Leadership Institute at California State University, Fresno.
- Walt is the coordinator for the Central Valley partnership with Springboard Schools.
- Walt volunteered as interim superintendent of Fresno Unified in 2004.
- Walt served as superintendent of the Clovis Unified School District from July 1995 until June 2002.
- Previously he served as superintendent in Cotati-Rohnert Park Unified School District, Tamalpais Union High School District and Fairfax School District.
- He received his B.A. from Westmont College, his M.A. from Chapman College, and his doctorate from the University of Montana.
- He spent his career as a teacher at the elementary and secondary levels, assistant principal, principal, assistant superintendent, and superintendent.
- He has taught at the University of Montana and California State University at San Francisco, Sonoma and Fresno.
- Walt is a charter member of ACSA and directs the ACSA Superintendents' Academy in Fresno.
- Walt received the Robert Alioto Award, naming him the Outstanding Instructional Leader in California in 1995.
- Walt received the Noted Alumni Friend of Education Award for California State University, Fresno - Kremen School of Education and Human Development in 2005.
- Walt co-authored *A Practical Guide to Effective School Board Meetings* with Leadership Associates partners Rene Townsend and Jim Brown.
- Walt chairs the board of the Anytime, Anywhere Learning Foundation.
- Walt and his wife, Susan, live in Fresno, California where he enjoys reading and running.