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OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students

Memo

To Board of Education
From Marion McWilliams, General Counsel

Board Meeting Date January 25, 2017

Subject **AGREEMENT WITH LEADERSHIP ASSOCIATES TO SUPPORT THE BOARD IN THE SUPERINTENDENT SEARCH PROCESS**

Action Requested Ratification by the Board of Education of a contract agreement between LEADERSHIP ASSOCIATES of Santa Barbara, California, an executive search firm, for the latter to provide specialized search services in the District's search for a superintendent for the period of January 13, 2017 through June 30, 2017.

Background and Discussion The Board is engaging LEADERSHIP ASSOCIATES of Santa Barbara, California an executive search firm to support the Board in the Superintendent search process. The term is from January 13, 2017, in an amount not to exceed \$29,500.

Recommendation **Ratification of Agreement with LEADERSHIP ASSOCIATES To Support the Board in the Superintendent Search Process**

Fiscal Impact General Purpose funds not to exceed \$29,500

Attachments

- Agreement



CONTRACT JUSTIFICATION FORM
This Form Shall Be Submitted to the Board Office
With *Every* Consent Agenda Contract.

Legislative File ID No. 17-0097

Department: General Counsel

Vendor Name: Leadership Associates

Contract Term: Start Date: January 13, 2017 End Date: June 30, 2017

Annual Cost: \$ 29,500.00

Approved by: General Counsel

Is Vendor a local Oakland business? Yes No

Why was this Vendor selected?

Leadership Associates was selected because they specialize in conducting executive searches and has assisted several California school boards in their selection of superintendents and other executives.

Summarize the services this Vendor will be providing.

Leadership Associates will conduct the search for the Superintendent.

Was this contract competitively bid? Yes No

If No, answer the following:

1) How did you determine the price is competitive?

[Empty box for answer]

2) Please check the competitive bid exception relied upon:

- Educational Materials**
- Special Services** contracts for financial, economic, accounting, legal or administrative services
- CUPCCAA exception** (Uniform Public Construction Cost Accounting Act)
- Professional Service Agreements** of less than \$87,800 (increases a small amount on January 1 of each year)
- Construction related Professional Services** such as Architects, DSA Inspectors, Environmental Consultants and Construction Managers (require a "fair, competitive selection process)
- Energy** conservation and alternative energy supply (e.g., solar, energy conservation, co-generation and alternate energy supply sources)
- Emergency** contracts [requires Board resolution declaring an emergency]
- Technology** contracts
 - electronic data-processing systems, supporting software and/or services (including copiers/printers) over the \$87,800 bid limit, must be competitively advertised, but any one of the three lowest responsible bidders may be selected
 - contracts for computers, software, telecommunications equipment, microwave equipment, and other related electronic equipment and apparatus, including E-Rate solicitations, may be procured through an RFP process instead of a competitive, lowest price bid process
 - Western States Contracting Alliance Contracts (WSCA)
 - California Multiple Award Schedule Contracts (CMAS) [contracts are often used for the purchase of information technology and software]
- "Piggyback" Contracts** with other governmental entities
- Perishable Food**
- Sole Source**
- Change Order for Material and Supplies** if the cost agreed upon in writing does not exceed ten percent of the original contract price
- Other, please provide specific exception**

AGREEMENT
BETWEEN THE
OAKLAND UNIFIED SCHOOL DISTRICT
AND
LEADERSHIP ASSOCIATES, EXECUTIVE SEARCH FIRM

This Agreement is entered into between the Oakland Unified School District ("District" or "OUSD") and **LEADERSHIP ASSOCIATES** of Santa Barbara, California, an executive search firm specializing in Superintendent Search. At its meeting on December 19, 2016 the Governing Board of the District ("Board") authorized the General Counsel of the District, subject to ratification by the Board, to negotiate and enter into contract with **LEADERSHIP ASSOCIATES** for the purpose of providing specialized search services in the District's search for a superintendent. **LEADERSHIP ASSOCIATES** is desirous of providing such services. The parties agree as follows:

1. Term. **LEADERSHIP ASSOCIATES** shall commence work immediately upon both Parties' execution of this Agreement. The work shall be completed no later than June 30, 2017, unless the District terminates this Agreement as provided below. The Agreement may be extended by mutual agreement of the Parties.

2. Fees and Expenses.

2.1 The District agrees to pay **LEADERSHIP ASSOCIATES** for services satisfactorily rendered pursuant to this Agreement in the amount of \$29,500 (twenty-nine thousand five hundred dollars), paid as provided in Section 2.3 below.

2.2 The parties agree that any services requested by the District after the new superintendent is hired and the search is closed, will be billed as an additional fee. This fee will be determined based upon the services requested and agreed to in writing prior to the services being rendered.

2.3 The District agrees to pay **LEADERSHIP ASSOCIATES** in two (2) installments. The first installment is due following completion of the Phase I of the search, which includes: the initial meetings with the Board, staff and community input, development of the Superintendent profile and job description and presentation to the Board of the results of the community survey which will be posted on the Board's website. The fees for Phase I shall be \$14,750 (fourteen thousand dollars seven hundred fifty dollars). The second installment is due following completion of Phase II of the search, which includes: advertising, recruitment and reference checking, selection of the finalists, interviews with the finalists, including the community meetings, visit to the finalist(s) district and support for preparation of the new Superintendent's contract. The Phase II final payment shall be \$14,750 (fourteen thousand seven hundred fifty hundred dollars).

LEADERSHIP ASSOCIATES shall invoice the District within 30 days of the completion of Phase I and, for Phase II, within 30 days after the new Superintendent executes her/his employment agreement with the District.

2.4 The District agrees to pay **LEADERSHIP ASSOCIATES** within 30 days of submission of an invoice to the District. **LEADERSHIP ASSOCIATES** agrees to submit requests for payment as provided in Section 2.3.

2.5 All invoices for fees and expenses shall be emailed or personally delivered during normal business hours or sent by U.S. Mail to:

Edgar Rakestraw, Jr.
Executive Assistant, Governing Board
Oakland Unified School District
1000 Broadway, Suite 680
Oakland, CA 94607-4099
Edgar.Rakestraw@ousd.k12.ca.us

3. Candidates' Expenses. **LEADERSHIP ASSOCIATES** agrees that the District shall not be liable for the expenses of a candidate without the District's express prior written approval.

4. Services. **LEADERSHIP ASSOCIATES** provided a response to a Request for Qualifications by the District in December 2016. This Agreement is for the services listed in Option Two of that proposal, but upon majority vote of the Board, such services may be expanded to include services from Option One, so long as the overall contract with **LEADERSHIP ASSOCIATES** does not exceed \$42,500. Both search options provide an expense reimbursement up to \$5,000 that are in addition to the search fee as detailed in the proposal. In addition to the "Overview of Scope of Services for Superintendent Search Process" attached as Exhibit A and hereby incorporated into this Agreement, **LEADERSHIP ASSOCIATES** agrees to provide the following services:

- a. Conduct all aspects of the recruitment process as directed by the Board.
- b. Meet with Board, and with individual Board members as requested, to assess Board priorities, goals, and objectives in order to assist the Board in determining and articulating criteria and qualifications necessary for selecting a Superintendent of Schools.
- c. Review position requirements and provide a limited period in which Leadership Associates would conduct focus groups to solicit opinions from Board members, senior District staff and key District stakeholders as determined by the Board. Leadership Associates would also conduct a customized online survey to be made available to parents, students, community members and interested stakeholders. The information and data gathered will be compiled and shared with the Board and utilized in updating the profile from the previous search.

- d. Recruit 3-5 internal and/or external candidates who meet that profile. These candidates will be presented to the Board and the Board will determine whether to proceed with interviews pursuant to Option Two. Should the Board determine that it wishes to pursue a wider search, then a decision would be made by the Board, and agreed upon by Leadership Associates to proceed to Option One, Phase Four as described in the proposal and referenced in Section 4 of this contract.
- e. Leadership Associates will coordinate and facilitate the interview process and provide support with the interview process, which could include a stakeholder panel that would meet with the finalists and the Board in Closed Session. Upon request, **LEADERSHIP ASSOCIATES** will evaluate and rank the qualified applicants in accordance with criteria developed in conjunction with the Board. The Board will make the final decision regarding selection of the Superintendent.
- f. Prepare and distribute materials (e.g. leadership profile, survey results) as necessary to advertise position.
- g. Assist the Board in developing an appropriate compensation package for the Superintendent that facilitates a successful recruitment effort.
- h. Screen all applications using criteria to be developed with the Board (but provide summary of all candidates to the Board.)
- i. Conduct appropriate background checks and interviews of qualified applicants and include the results as part of the information provided to the Board for those recommended for consideration by Board.
- j. Maintain strict confidentiality throughout the search process as directed by the Board.
- k. Prepare reports and recommendations to the Board, as requested at intervals established by the Board.
- l. Provide any other assistance to the Board as necessary to facilitate its final selection of a superintendent for a term to begin on July 1, 2017.
- m. Assist the Board in developing a transition plan.

5. Confidentiality. **LEADERSHIP ASSOCIATES** will preserve the confidential nature of any information that becomes available to it, including that information which is obtained during the closed session of the Board.

6. Termination. The District may terminate this Agreement at any time with 30 days prior written notice to **LEADERSHIP ASSOCIATES**. In the event the District terminates this Agreement prior to the selection of a new Superintendent, the District agrees to pay **LEADERSHIP ASSOCIATES** for services satisfactorily provided and expenses reasonably incurred through the date of the termination.

7. **Satisfaction Guaranteed.** If the Board is dissatisfied with the Superintendent within eighteen months from the date of employment of the Superintendent, and if the Board of Education has not changed, if either party (i.e., the District or new Superintendent) dissolves that relationship by resignation or termination within the first eighteen month period of the initial employment, **LEADERSHIP ASSOCIATES** will conduct a new Superintendent search at no cost to the District, except for expenses, and in accordance with all other terms set forth herein.

8. **Non-Solicitation.** Leadership Associates will not recruit a candidate it has recommended during the duration of that person's service as superintendent of the Oakland Unified School District without the express written permission of the Board.

9. **MISCELLANEOUS PROVISIONS**

a. **Laws Governing Contract.** This contract shall be in accordance with the laws of the State of California. The parties stipulate that this contract was entered into in the County of Alameda, in the State of California. The parties further stipulate that the County of Alameda, California, is the only appropriate forum for any litigation resulting from a breach hereof or any questions risen here from. All claims, disputes, and controversies arising out of or in relation to the performance, interpretation, application, or enforcement of this Agreement, including but not limited to breach thereof, shall be referred to mediation before, and as a condition precedent to, the initiation of any adjudicative action or proceeding, including arbitration. The Parties further agree that the final resolution of any dispute in the event mediation is not successful shall be by binding arbitration.

b. **Time.** Time is of the essence of this Contract.

c. **Severability.** If any provisions, or portions of any provisions, of this contract are held invalid, illegal, or unenforceable, they shall be severed from the contract and the remaining provisions shall be valid and enforceable.

d. **Assignment.** The Agreement shall not be assigned without the prior written consent of the District.

e. **Status As Independent Contractor.** This is not an employment contract. **LEADERSHIP ASSOCIATES**, in the performance of this Agreement, shall be and act as an independent Contractor. **LEADERSHIP ASSOCIATES** understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. **LEADERSHIP ASSOCIATES** shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to **LEADERSHIP ASSOCIATES'** employees. In the performance of the work herein contemplated, **LEADERSHIP ASSOCIATES** is an independent Contractor or

business entity, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.

f. Insurance.

i. Unless specifically waived by OUSD, the following insurance is required:

If **LEADERSHIP ASSOCIATES** employs any person to perform work in connection with this Agreement, **LEADERSHIP ASSOCIATES** shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.

ii. **LEADERSHIP ASSOCIATES** shall maintain Commercial General Liability insurance, including automobile coverage with limits of One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured. Evidence of insurance must be attached. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against **LEADERSHIP ASSOCIATES**. The policy shall protect **LEADERSHIP ASSOCIATES** and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.

iii. **LEADERSHIP ASSOCIATES** shall maintain errors and omissions insurance or professional liability insurance with coverage limits of One Million (\$1,000,000) per claim.

g. Non-Discrimination. It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination against anyone engaged in the work because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, **LEADERSHIP ASSOCIATES** agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, **LEADERSHIP ASSOCIATES** agrees to require like compliance by all its subcontractors. **LEADERSHIP ASSOCIATES** shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation.

h. Indemnification. **LEADERSHIP ASSOCIATES** agrees to hold harmless, indemnify, and defend the District and its officers, agents and employees from

any and all claims or losses resulting from injury, damage, or death of any person, firm or corporation in connection with the performance of this Agreement. **LEADERSHIP ASSOCIATES** also agrees to hold harmless, indemnify and defend the District and its elective Board, officers, agents and employees from any and all claims or losses incurred by any supplier, contractor, or subcontractor, furnishing work, services or materials to **LEADERSHIP ASSOCIATES** in connection with the performance of this Agreement. The District shall indemnify and defend **LEADERSHIP ASSOCIATES** from third-party claims or losses that are brought as a result of the services performed under this Agreement, and which are determined by a court of competent jurisdiction to have been caused by the sole negligence or willful misconduct of the District and its officers, agents and employees. This provision survives the termination of this Agreement.

- i. **Assignment.** The obligations of **LEADERSHIP ASSOCIATES** under this Agreement shall not be assigned without the express prior written consent of the District.
- j. **Drug-Free/Smoke Free Policy.** No drugs, alcohol and/or smoking are allowed at any time in any building and/or grounds on District property. No students, staff, visitors, or contractors are permitted to use drugs on these sites.
- k. **Waiver.** No delay or omission by either party in exercising any right under this Agreement shall operate as a waiver of that or any other right or prevent a similar subsequent act from constituting a violation of the Agreement.
- l. **Integration/Entire Agreement of Parties.** This Agreement constitutes the entire agreement between the parties and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both parties.
- m. **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion:** The District certifies to the best of its knowledge and belief, that it and its officials: Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, certifies that this vendor does not appear on the Excluded Parties List.
<https://www.sam.gov/portal/public/SAM>

WHEREAS, the parties have agreed upon the above terms and conditions, they have this date set their signatures as evidence of said agreement.

File ID Number: 17-0097
Introduction Date: 1/25/17
Enactment Number: 17-0165
Enactment Date: 1/25/17
By: [Signature]

LEADERSHIP ASSOCIATES

[Signature: Dennis M. Smith]

THE OAKLAND UNIFIED SCHOOL DISTRICT

[Signature: James Harris]
James Harris, President, Board of Education
Oakland Unified School District

[Signature: Antwan Wilson]
Antwan Wilson, Superintendent and Secretary, Board of Education
Oakland Unified School District

Approved As to Form

[Signature: Marion McWilliams]
Marion McWilliams
General Counsel

EXHIBIT A

Overview of Scope of Services for Superintendent Search Process



PROPOSAL TO CONDUCT A SUPERINTENDENT SEARCH

FOR



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students

DECEMBER, 2016



COVER SHEET

Leadership Associates
3905 State Street, #7-407
Santa Barbara, CA 93105
www.leadershipassociates.org

Office Contact: Becky Banning, Executive Assistant
bbanning@leadershipassociates.org
(805)364-2775

Consultant Contact Information:

Dennis Smith, Ed.D, Lead Partner
dsmith@leadershipassociates.org
(714) 612-1708

Peggy Lynch, Ed.D, Co-Lead
Plynch@leadershipassociates.org
(760) 519-8506

Mike Escalante, Ed.D, Co-Lead
mescalante@leadershipassociates.org
(818) 802-4769

Rich Thome, Co-Lead
rthome@leadershipassociates.org
(949) 842-0659

- Leadership Associates is applying as a Firm.
- Leadership Associates is not currently an OUSD contractor.
- Leadership Associates has served as an OUSD contractor in past years.

Scope of Work: *Superintendent Search, 2014*
Executive Search for General Counsel



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3905 STATE STREET, #7-407
 SANTA BARBARA, CALIFORNIA 93105
 (805) 364-2775
 WWW.LEADERSHIPASSOCIATES.ORG

KENT L. BECHLER + JAMES R. (JIM) BROWN + MARC ECKER + MICHAEL F. ESCALANTE + RICHARD FISCHER + SALLY FRAZIER + DON IGLESIAS + PEGGY LYNCH + PHIL QUON + DENNIS M. SMITH + RICH THOME + SANDY THORSTENSON + DAVID J. VERUGO

December 12, 2016

Board of Education
 Oakland Unified School District
 c/o Marion McWilliams
 Legal Counsel, Legal Department
 1000 Broadway, Suite 680
 Oakland, CA 94607

Dear Members of the Board:

Leadership Associates is pleased to submit a proposal to partner with the Oakland Unified School District Board of Education to select a new superintendent. We are submitting this proposal in response to the RFQ sent to us by the District on December 8, 2016.

This unique proposal presents different search options to the Board for consideration: Option One provides a full search; Option Two provides an abbreviated version of a full search at a lower cost; and Option Three concerns our interest in supporting the Board in a search for an interim superintendent, should that be deemed helpful by the Board. A brief summary of each of these is as follows:

Option One: Leadership Associates will conduct a full search including meetings with staff, community, and students to gain input for the profile. Leadership Associates will then recruit candidates who meet the profile. These candidates will be presented to the Board and the Board will determine whether to proceed with interviews. Leadership Associates will provide support with the interview process, which could include a stakeholder panel that would meet with the finalists and the Board in Closed Session. The Board will then reconvene and make the final decision. Cost: \$42,500

Option Two: Leadership Associates will assist the Board in updating the profile from the previous search and then recruit 3-5 internal and/or external candidates who meet that profile. These candidates will be presented to the Board and the Board will determine whether to proceed with interviews. Leadership Associates will provide support with the interview process, which could include a stakeholder panel that would meet with the finalists and the Board in Closed Session. The Board will then reconvene and make the final decision. Cost: \$29,500

Option Three: Leadership Associates will help the Board find an Interim Superintendent who could serve for a six to twelve-month period, The Board would then make a decision to stay with the Interim Superintendent or proceed with a search. Cost: \$15,000

By way of background, our firm has worked with a wide variety of school districts throughout

California since our founding in 1996. We have completed more than 350 searches for California school boards since that time. More than 85% of the superintendents selected have remained in their positions more than five years. Our work includes partnering with Boards in several similar districts in terms of geography, size, and/or demographics. These include but are not limited to the Sacramento City, Oakland, San Jose, Pittsburg, and West Contra Costa unified school districts and the Los Angeles County Office of Education. We have also done Executive Director searches for statewide organizations including the Association of California School Administrators (ACSA) and the California Collaborative for Educational Excellence (CCEE). Please note that both the San Jose Unified and West Contra Costa Unified searches were completed in the last 18 months and that both are urban PreK-12 districts.

We are a California-based executive search firm that is mission-driven and values-based. We are committed to helping Boards find strong educational leaders who share our belief that superintendents must always keep students first, share the district's values and beliefs, work diligently with integrity to address issues related to equity and excellence, and keep everyone focused on the power of high quality teaching and learning.

To this end we recruit candidates who are the right match for the District we are serving. Even though we may work with more than one district at any given point in time, we treat each district as unique and deserving of the best candidates. While there are similarities among districts, we believe that each district has a unique culture that is important to respect and understand. There are many good superintendent candidates but only some will be the right match for Oakland Unified School District. Our job is to find those individuals who are that right match. It is also important for you to know we are currently partnering with these districts to select their next superintendent: San Francisco Unified, La Habra City, Carmel Unified, and San Dieguito Union High School Districts. We are prepared to discuss this in greater depth with the Oakland Board particularly with regard to the San Francisco search.

We recruit nationwide and have a deep understanding of the ever-changing California educational landscape and the leaders who will best thrive in that environment. Through the continued participation of several of our partners in education organizations such as the California Collaborative for District Reform, we have remained current on key education policy and system wide developments including Local Control and Accountability Plan (LCAP) and Local Control Funding Formula (LCFF) legislation.

In considering the uniqueness of the Oakland Unified School District, Leadership Associates is very aware and respectful of the strengths of Oakland and will bring you candidates who will build on those strengths and address the challenges that lie ahead. We recognize the need to hire a new superintendent who will build on the good work that has already been accomplished. As an example, Oakland's Pathway to Excellence provides a clear roadmap for the future. The district's work on Social Emotional Learning and Equity is providing students with the social and emotional behaviors required for success in the classroom. The Equity work including the specific support provided to African American males is helping close the achievement gap. The District's core values and your three core priorities help define and shape a culture that motivates everyone to do their best work and improve achievement across the board.

We believe that our familiarity and knowledge of Oakland Unified will be a major asset throughout the search process. We partnered with the Board in the selection of Superintendent Wilson. We also assisted the District in the selection of its General Counsel. Just this last week Leadership Associates partners Kent Bechler and Jim Brown interacted with members of your leadership and instructional teams while attending the California Collaborative for District Reform meeting, which focused on Oakland's Equity and Social Emotional Learning.

We would welcome the opportunity to partner with you to discuss the different search process options including others we may not have identified. We can also discuss options for staff and community input, an overview of the potential candidate pool, timeline, and the importance of maintaining a confidential process.

If our firm is selected, Dr. Dennis Smith will be the lead consultant overseeing the search. Assisting him will be Dr. Michael Escalante, Mr. Rich Thome, and Dr. Peggy Lynch. All will be actively involved with this search. In addition, to ensure the widest possible pool of qualified candidates, all partners who are located in various geographical regions of the state will actively support and assist with the search. We will also use our extensive statewide and national network of qualified education leaders to assist us with recruiting a high quality pool of diverse candidates. Profiles of each partner are provided in this proposal.

We look forward to having an opportunity to discuss this proposal with you and address any questions you may have. We realize how important it is for the Board to have a relationship with its search firm that is based on trust and respect. We will work to build that relationship and provide the Board with high quality candidates who are a good match for the special community that is the Oakland Unified School District.

Respectfully,


Dennis Smith, Ed.D


Michael Escalante, Ed.D


Peggy Lynch, Ed.D


Rich Thome



KEY COMPONENTS OF SEARCH PROCESS

Leadership Associates specializes in helping California School Boards find new superintendents. We have done so since 1996 and have assisted with more superintendent searches than any search firm working in California. Our success is based on the following key factors:

1. We view each district as unique and therefore work as partners with the Board to develop a customized approach that the Board may use to select its new superintendent.
2. Through more than 350 searches in California we have developed processes that lead to the successful hiring of superintendents, and other education executives, who meet the profile developed by the Board. These processes include engaging key stakeholders, conducting extensive recruiting and thorough reference checking, and working with the Board throughout the interview and contract approval processes.
3. Our partners are all former superintendents with successful leadership experiences in a variety of districts and in state and national organizations. We know the work. And we know who will do it well.
4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively with each other throughout the various stages of the selection process. Done well, a search will always strengthen the work of the Board and pave the way for a successful superintendent.
5. We bring the Board highly qualified candidates. In some respects, our job is to make your ultimate decision a difficult one. We are proud of the high quality leaders we have been able to bring forward for Board consideration.
6. Our belief is that in order for superintendents to be successful they must have successful leadership experience leading and managing complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, community, and the Board. They must support powerful teaching and learning, build leadership capacity, and strengthen systems and processes that support high levels of achievement for all students
7. We will always provide our best recommendations to the Board including those related to the hiring of specific candidates and the importance of maintaining a high degree of confidentiality so that the best possible candidates come forward.

In conclusion we believe the strengths of our firm are the right match for Oakland Unified School District. The superintendent position is one of the most challenging leadership positions in this



country. It demands a unique knowledge base and skill set. The new superintendent will need to inspire the confidence of teachers, parents, and community leaders, build on the good work done by so many, but never be afraid to challenge everyone to do better and encourage innovative thinking wherever possible. We are the firm that will help the Board find that leader.

Our Best Practices Include:

<u>Best Practices</u>	<u>Leadership Associates</u>
• Determine and clarify needs of the organization	✓
• Select a qualified search firm	✓
• Develop search protocols	✓
• Solicit meaningful engagement, input and feedback from all stakeholders	✓
• Use relevant data in developing the position description	✓
• Develop search transition agreements	✓
• Communicate superintendent search updates	✓
• Strategic recruiting and advertising	✓
• Thoughtful review of candidates	✓
• Rigorous interview process	✓
• Select the final candidate	✓

- ✓ **Determining and Clarifying Needs of the Organization** – School districts, employees and communities should pay close attention to the organizational needs of the district, students and employees prior to hiring a new superintendent. These should be well understood at the beginning of the search process and reflected in the Position Description. Leadership Associates will assist the Board in this process.
- ✓ **Selection of a Qualified Search Firm** – This includes preparation of a Request for Proposal (RFP) which provides background on the county office, lists questions to which the firm should respond and indicates the criteria that will be used to select a firm. Boards should seek references and background information on firms before making a final decision. Interviews with search firms should have ample time allotted for Board questions and Search Firm responses. Leadership Associates encourages Boards to contact references and use the Internet and other sources to obtain background information on the work of all interested search firms.
- ✓ **Developing Search Protocols** – The Board and Search Firm should agree on protocols to guide the search and any potential issues related to contract parameters.



- ✓ **Soliciting Meaningful Engagement, Input and Feedback from All Stakeholders** – An extensive process for stakeholder engagement is critical before the hiring process begins. This ensures accurate data, buy-in and support for both the process and the final candidate. Multiple opportunities should be provided for people to participate.
- ✓ **Using Relevant Data in Developing the Position Description** – This is a key document because it informs the recruiting, reference checking, and interview processes. It should include the information identified and collected from the County's database as well as the input received from the various County focus groups on qualities and characteristics desired, including a description of the County and community. It is critical that the selected candidate is hired for the district he/she will lead and not just the position.
- ✓ **Development of Search Transition Agreements** – Prior to the selection of the superintendent there should be a discussion of the leadership transition process, the roles and responsibilities for the next superintendent, and County Office and Superintendent goals for the coming year.
- ✓ **Communicating Superintendent Search Updates** – Opportunities for regular Board and community updates are critical to both the process and the calibrating of the search criteria as needed.
- ✓ **Strategic Recruiting and Advertising** – Utilizing and tapping into key professional educational networks, outside organizations, business leaders, labor groups, and media outlets are critical in identifying the "match" of candidates for the next superintendent.
- ✓ **Thoughtful Review of Candidates** – The application process provides an initial screening of qualifications; however, an in-depth confidential review of each candidate is critical as a predictor of future performance and success. Reference checking should include people not listed by the candidates. Checking databases is also essential as well as background checks for the finalists.
- ✓ **Rigorous Interview Process** – Leadership Associates remains with the Board during the entire interview process. We help the Board develop questions which are linked to the position description and are carefully analyzed and discussed prior to the interview. Additionally, each question response should be independently rated to assist in the review of candidate performance. All interviewees should be asked a similar set of questions in the first round. The second round with finalists is more informal.

Search committee members commonly make decisions about candidates within the first three minutes of an interview and base these decisions upon personal attraction, candidate reputation or candidate connections to a Board member. Well coached candidates know this. In hiring, it is important to consider these initial reactions but remain focused on the goals and criteria for the hire. The hiring process should be methodical in surfacing these initial reactions and helping Board members make a well-informed decision and to resist the quick and emotional decision.

- ✓ **Selecting the Final Candidate** – The Search Firm should provide protocols to assist the Board with its deliberations about the final candidates and be prepared to assist in arranging a site visit if desired. Representatives of the firm should be available to facilitate the deliberation process.



PROPOSED SEARCH OPTIONS / WORK PLAN

Leadership Associates has identified several options for the Oakland Unified School District Board of Education to consider for selecting its next superintendent.

Option 1: Full Search Process

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*.

Phase 1 - **Initial Meeting with the Board*

Leadership Associates will meet with the Board once we have been selected to represent your district. At this meeting we will discuss all matters addressed in the Request For Proposal (RFP) Scope of Services. These will certainly include the characteristics the Board is seeking in the 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 meeting dates; Board and Search Firm 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 all other matters addressed in the RFP Scope of Services which the Board may wish to discuss.

We will also meet with Board members individually, in person or by phone to learn each member's unique perspective.

Phase 2 - Community and Staff Input

After working with the Board and staff to develop a student, staff, and community engagement plan, we meet with the individuals and groups per your request (Community, staff, students). 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, strengths, and future challenges and issues. We spend the time necessary to ensure full input. If individuals are unable to attend the meetings, would like to provide additional information, or prefer to submit their ideas in a different format, opportunities are provided to contact us via email or telephone.

We also have an online survey that can be posted on the District website to encourage broader participation of staff and community.

We prepare a thorough report containing the comments from each group, individuals, and the survey, 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.

Phase 3 - 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.

Phase 4 - Advertising, Recruitment, Reference Checking

After our meetings with the Board, staff and community, we advertise and actively recruit both statewide and nationally. We will also conduct reference and database checks on all potential candidates. All partners participate in this process in order to take advantage of our extensive state and national network. These are very critical activities as we work diligently to find the candidates that best match those qualities and characteristics on the Position Description. We verify degrees, credentials and professional experiences. We do extensive confidential reference checking including conversations with people not listed on the candidate's application. We keep the Board informed on a regular basis about the progress of the search.

Phase 5 - *Selection of Finalists

At this meeting we will review and discuss all applicants, recommend candidates you should consider interviewing, and explain our rationale for recommending some and not others. We will provide an executive summary on each candidate that will include a tiered ranking of candidates for your review. The Board, however, makes the final decision on those to be interviewed and determines the interview schedule and location. We offer sample interview questions and assist the Board in finalizing them. In addition to making 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 or designated district liaison.

Phase 6 - *Final Interviews

The Board conducts the interviews with the consultants observing and handling all the logistics. We are present during the interviews and will help facilitate discussions assisting the Board as needed to help 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.

Phase 7 - 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. We recommend prior discussions with the Board on this topic since it is our intention to recruit candidates who will work within the contract parameters established by the Board.

We particularly want to note the importance of building longevity incentives into the contract. For example, Leadership Associates is comfortable with a "non-solicitation clause" which will bind us not to recruit the Oakland superintendent for any period of time. We also ask the Board to consider compensation incentives based on longevity and performance and a clause requiring the Superintendent to advise the Board if he/she is applying for another position.

Phase 8 - Public Approval of the New Superintendent

Following the validation visit, the Board takes public action at a regularly scheduled board meeting to employ the new superintendent. Leadership Associates will assist the Board and staff with a communication plan and other activities to support the approval of the new superintendent's contract.



Phase 9 - After the New Superintendent is Signed

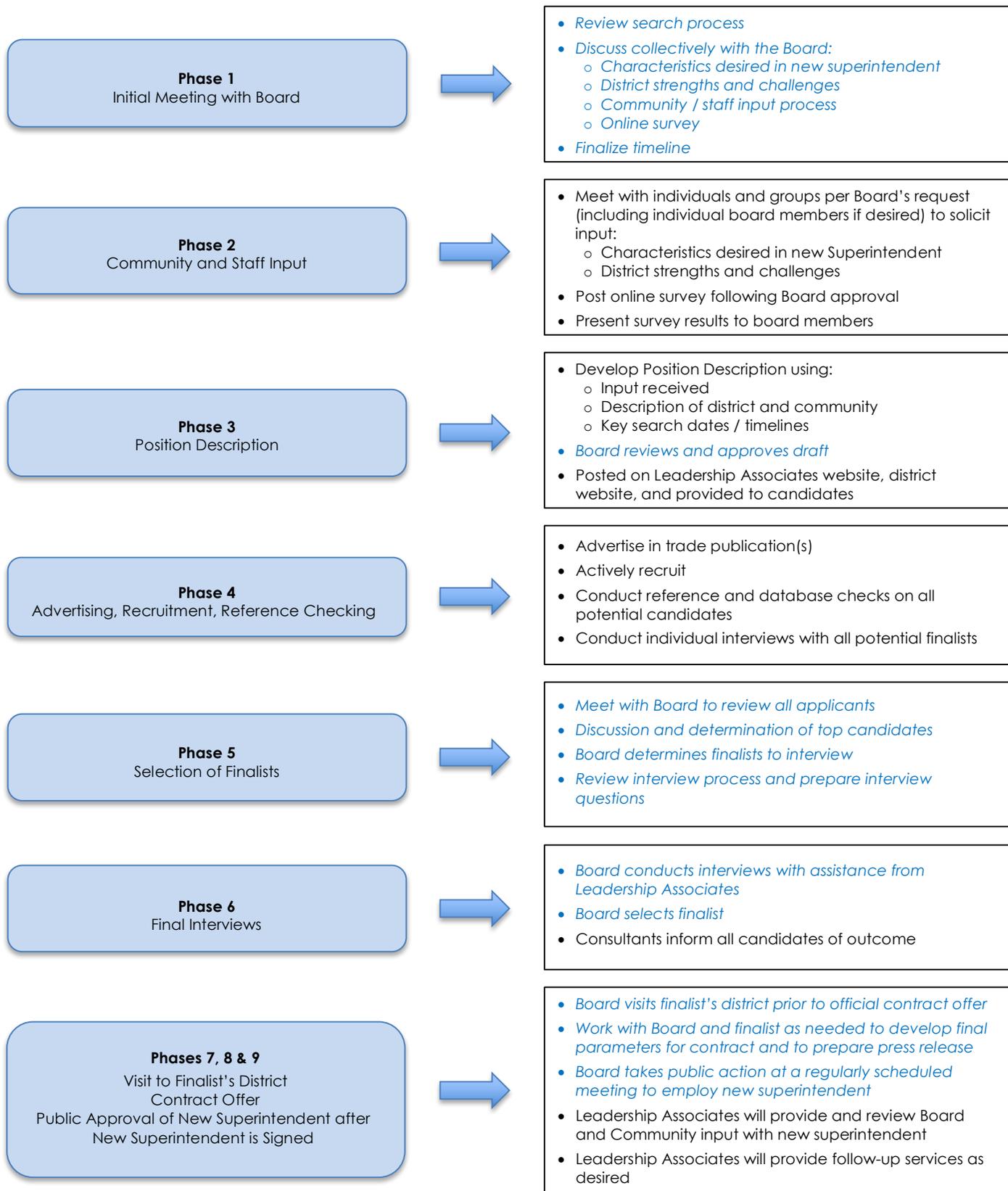
We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired. These services could include developing a transition plan and an initial workshop for the governance team to establish goals for the new superintendent and the superintendent's evaluation process.

Confidentiality: Leadership Associates strongly believes the quality of the applicant pool is directly dependent on the confidentiality of the process. Leadership Associates will not divulge the names of interested applicants to any party other than the Board within Closed Session. Reference checks will also be conducted using strategies that will maintain the confidentiality of the process.

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



OPTION 1 SUPERINTENDENT SEARCH PROCESS



Note: *Blue italicized text* indicates Board Participation



Proposal for Executive Search
Oakland Unified School District
Superintendent Search, 2016-17

PROPOSED SEARCH PROCESSES, OTHER OPTIONS

Option Two

Leadership Associates will assist the Board in updating the profile from the previous search and then recruit 3-5 internal and/or external candidates who meet that profile. These candidates will be presented to the Board and the Board will determine whether to proceed with interviews. Leadership Associates will provide support with the interview process, which may include a stakeholder panel that could meet with the finalists and the Board in Closed Session. The Board will then reconvene and make the final decision.

Cost: \$29,500

Option Three

Leadership Associates will help the Board find an Interim Superintendent who could serve for a six to twelve-month period, The Board would then make a decision to stay with the Interim Superintendent or proceed with a search.

Cost: \$15,000.



SCOPE OF SERVICES

1. Meet with the Board and individual Board members to assess Board priorities, goals, and objectives to develop a recruitment plan. The Board will determine the scope of the search.
2. Conduct all aspects of the recruitment process as directed by the Board.
3. Develop and implement a plan to engage with relevant stakeholders to help determine desirable attributes for a successful OUSD Superintendent. Create a profile of attributes, knowledge, skills, experience, and values needed for success as an OUSD Superintendent. Synthesize the key criteria for evaluating candidates and establish a related rubric.
4. Work with staff and the Board to develop a plan and timeline for the search that includes community involvement while balancing the need for confidentiality of applicants.
5. Assist the Board in conducting a search that generates a diversified pool of highly qualified candidates that demonstrate a knowledge of and commitment to Oakland's quality community schools.
6. Prepare and distribute and broadly post materials to advertise the position.
7. Assist the Board in developing an appropriate compensation package that supports the recruitment and retention efforts.
8. Timely communicate with candidates in a professional manner, maintain confidentiality of other candidates, and respond to inquiries as appropriate.
9. Screen, evaluate and rank qualified applicants and provide a report on each applicant using criteria established by the Board.
10. Conduct reference and background checks, including unsolicited references, on all interviewees.
11. Provide regular updates to the Board on the status of the search, including any recommendations to improve the process.
12. Coordinate and facilitate the interview process and make necessary arrangements for candidate travel and accommodations.
13. Maintain strict confidentiality throughout the search process, as directed by the Board. Maintain confidentiality of all interviews and closed sessions of the Board.
14. Assist the Board in developing a transition plan for the new Superintendent.
15. Perform other related services and assistance in the conduct of the search.

OPTION 1 SUGGESTED TIMELINE

Timeline is flexible based on Board direction

DATE	EVENT	
December, 2016 – January, 2017	December 12	Leadership Associates submits Proposal to District
	December / January	Consultants present proposal to Board
	December / January	Board selects search firm
January- February, 2017 (Phases 1-4)	January	<i>Board meets with consultants and determines characteristics, skills & qualities desired in a new superintendent, Board publicly announces timeline and procedures for superintendent selection</i>
	January / February	Consultants meet with staff and community designated by Board to receive input; online survey posted
	February	Development and approval of Position Description; Position description posted; Online survey completed
	February	Advertising and active recruitment; Ad appears in AASA and EdCal
February-March, 2017 (Phase 5)	Early March	Deadline for applications
	February / March	Consultants identify candidates
	Mid-March	Consultants complete comprehensive reference and background checks on applicants
	Late March	<i>Board meets with consultants, reviews all applications and selects finalists to be interviewed</i>
April, 2017 (Phases 6-8)	April	<i>Board interviews finalists; schedules meeting for contact approval</i>
	April	<i>Board visits community of leading candidate</i>
	April	<i>Board approves / offers contract</i>
July 1, 2017 (Phase 9)	(or as mutually agreed)	New Superintendent begins

Note: *Blue italicized text* indicates Board Participation

***OPTION 2 SUGGESTED TIMELINE**

Timeline is flexible based on Board direction

DATE	EVENT	
December, 2016 – January, 2017	December 12	Leadership Associates submits Proposal to District
	December / January	<i>Consultants present proposal to Board</i>
	December / January	<i>Board selects search firm</i>
January-February, 2017	January	<i>Board meets with consultants and determines characteristics, skills & qualities desired in a new superintendent, Board publicly announces timeline and procedures for superintendent selection</i>
	January / February	Consultants meet with staff and community designated by Board to receive input; online survey posted
	February	Development and approval of Position Description; Position description posted; Online survey completed
February – April, 2017	February	Recruitment notice; Ad appears in AASA and EdCal; selection of candidates for interview
	March	<i>Board meets with consultants, reviews all applications and selects finalists to be interviewed</i>
	April	<i>Board interviews finalists; visits community of final candidate</i>
	April	<i>Board approves / offers contract</i>
July 1, 2017	(or as mutually agreed)	New Superintendent begins

*** Option 3 – Timeline to be determined**

Note: *Blue italicized text* indicates Board Participation

ORGANIZATIONAL EXPERIENCE

I. PROFILE OF FIRM

Leadership Associates specializes in helping California School Boards find new superintendents. We have done so since 1996 and have assisted with more superintendent searches than any search firm working in California. Our success is based on the following key factors:

1. We view each district as unique and therefore work as partners with the Board to develop a customized approach that the Board may use to select its new superintendent.
2. Through more than 350 searches in California we have developed processes that lead to the successful hiring of superintendents, and other education executives, who meet the profile developed by the Board. These processes include engaging key stakeholders, conducting extensive recruiting and thorough reference checking, and working with the Board throughout the interview and contract approval processes.
3. Our partners are all former superintendents with successful leadership experiences in a variety of districts and in state and national organizations. We know the work. And we know who will do it well.
4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively with each other throughout the various stages of the selection process. Done well, a search will always strengthen the work of the Board and pave the way for a successful superintendent.
5. We bring the Board highly qualified candidates. In some respects our job is to make your ultimate decision a difficult one. We are proud of the high quality leaders we have been able to bring forward for Board consideration.
6. Our belief is that in order for superintendents to be successful they must have successful leadership experience leading and managing complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, community, and the Board. They must support powerful teaching and learning, build leadership capacity, and strengthen systems and processes that support high levels of achievement for all students.
7. We will always provide our best recommendations to the Board including those related to the hiring of specific candidates and the importance of maintaining a high degree of confidentiality so that the best possible candidates come forward.

In conclusion we believe the strengths of our firm are the right match for Oakland Unified School District. The superintendent position is one of the most challenging leadership positions in this country. It demands a unique knowledge base and skill set. The new superintendent will need to inspire the confidence of teachers, parents, and community leaders, build on the good

work done by so many, but never be afraid to challenge everyone to do better and encourage innovative thinking wherever possible. We are the firm that will help the Board find that leader.

II. PROFILE OF CONSULTANTS

1. All keep superintendent searches as their core work
2. All have national and state-wide networks and alliances including Council of the Great City Schools; Urban Dialogue; Association of California School Administrators (ACSA), California Association of Latino School Administrators (CALSA); American Association of School Administrators (AASA); Suburban School Superintendents; and California City School Superintendents
3. All belong to organizations which include top and emerging leaders
4. Three were California State Superintendent of the Year
5. Three chaired the California state superintendents committee for ACSA; two were presidents of ACSA
6. A number are bi-lingual in Spanish
7. Many facilitate workshops in districts throughout the state: board/superintendent relations; board/superintendent protocols; strategic planning; superintendent evaluations; team building; and instructional improvement. Several coach and mentor superintendents and other top district leaders
8. Most have taught or are currently teaching leadership courses at universities
9. All have received awards for educational and community work, regionally, statewide, and nationally; and one was honored by the Mexican Consulate
10. Partners have authored or co-authored the following publications; A Practical Guide to Effective School Board Meetings; Eight at the Top; Superintendent-School Board Practices; and The Superintendent's Planner

III. KEY TEAM MEMBERS

Lead Consultants

Dennis Smith, Ed.D, Lead Partner

Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (25,000 ADA) in Orange County until his retirement in June 2012. He also served as superintendent of the Orange County Public Schools in Orlando, Florida, the 16th largest school district in the United States. Prior to that, he served as superintendent of the Irvine Unified, Cajon Valley Union and Laguna Beach Unified School Districts. Dennis served a total of 26 years as a Superintendent of Schools. Dennis has experience conducting executive searches since 2005, and has facilitated or assisted in the facilitation of more than 20 executive searches. Dennis was recognized as one of the top 100 Executive Educators in North America by the National School Boards Association, one of the 89 Rising Stars to Watch by the Los Angeles Times, one of the 100 Most Influential Business Leaders in Central Florida by the Orlando Business Journal, and the ACSA Region XVII Superintendent of the Year. He also served as



President of the Southern California Superintendents' Association. Dennis received his Bachelor of Arts and Master's Degree from Arizona State University and his Doctorate from the University of Arizona. In addition, he has been an adjunct faculty member at California State University, Fullerton. Dennis has spoken at the local, state and national level on Board-Superintendent relations, Strategic Planning and Goal Setting and Organizational Management. He has consulted with school districts across the United States assisting school boards with superintendent searches and conducting workshops, trainings and organizational efficiency audits.

Michael Escalante, Ed.D, Co-Lead

Mike served as Superintendent of the Glendale Unified School District in Los Angeles County and the Fullerton Joint High School District in North Orange County for a total of 13 years, 6 ½ in each district. He earned his Bachelor's Degree from San Diego State University, Master's Degree in Education from Loyola Marymount University and Doctorate in Educational Leadership from the University of Southern California. Mike serves as a doctoral level instructor at the University of Southern California Rossier School Of Education. He teaches educational leadership and has responsibility for chairing doctoral dissertations. Mike's academic interest is in the area of building effective board superintendent relationships. During his 38 year career in public education, he served in professional organizations including Association of California School Administrators (ACSA), The USC Dean/Superintendent Advisory Committee Southern (DSAC), Southern California Superintendents, Urban Superintendent Dialogue, Educational Research Development Institute (ERDI), California Latino Superintendents' and Administrators' Association (CALSA), Association of Latino Administrators and Superintendents (ALAS).

Peggy Lynch, Ed.D, Co-Lead

Peggy served as Superintendent for San Dieguito Union High School District in San Diego County until her retirement in April 2008. She also served as Superintendent of the Brea Olinda Unified School District in North Orange County for seven years, part of her nearly 14 years serving as a superintendent. Peggy has experience conducting executive searches since 2009, and has facilitated or assisted in the facilitation of more than 30 executive searches. She received her doctorate from the University of La Verne, her Master's Degree from Fullerton and her Bachelor's Degree from Parsons College in Iowa. Peggy chaired the ACSA Orange County and San Diego County Superintendents, was chair of the ACSA Superintendents' Symposium and ACSA's State Annual Conference. Peggy has received recognition from various organizations, including Southern California Women in Educational Management, Stanford University School of Engineering and the PTA. She has also co-authored several books, including Effective Superintendent-School Board Practices; The Superintendent's Planner, A Monthly Guide and Reflective Journal; and Eight at the Top: A View Inside Public Education.

Rich Thome, Co-Lead

Rich served as Superintendent of Schools for South Bay Union School District and Cardiff Elementary School District. He has conducted more than 65 executive searches and more than 104 Board workshops or Superintendent Evaluations with School Boards. He also serves as part-time as Director of Partnerships for the Institute for Entrepreneurship in Education (IEE), a professional development and research center in the School of Leadership and Education Sciences (SOLES), at the University of San Diego. Rich recently served on the University of San Diego School of Leadership and Education Sciences Advisory Board and on the Classroom of

the Future Foundation Board of Directors. He received his Bachelor's Degree from California State University, Los Angeles, and his Master's Degree from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual, Cross Cultural Specialist credential in California. Rich has been honored with the Honorary Service Award from the California Congress of Parents, Teachers and Students; The Orange County Hispanic Educator of the Year Award; and the Apple Distinguished Educator Award. Rich gained state-wide distinction while serving as Chairperson of the Superintendents' Technology Advisory Committee and leading the expansion of technology centers and efforts of school districts throughout the region as the Assistant Superintendent of Technology and Human Resources for the County of San Diego.

Other Partners

James R. (Jim) Brown – Partner, Senior Advisor

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. Jim received his Master's Degree from the University of Kansas and his B.S.F.S. Degree from Georgetown University, Washington, D.C. He chaired the ACSA Superintendents Committee and the ACSA Urban Superintendents Committee. He also served as co-chair of the California State Mathematics Task Force and the High School Exit Exam Panel. He was a member of the It's Elementary Task Force. He was President of the National Suburban School Superintendents' Association and Schools for Sound Finance. Jim has experience conducting executive searches since 2004, and has facilitated or assisted in the facilitation of more than 55 executive searches since that time. Jim served as senior advisor for Pivot Learning Partners. His areas of focus were: 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.

Kent L. Bechler, Ph.D – Lead Partner, Leadership & Organizational Development

Kent served as superintendent of the Corona-Norco Unified School District, the 9th largest school district in California until his retirement in 2012. The district was named a 2012 finalist for the \$1 million Broad Prize for Urban Education. He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. Kent received a Bachelor's Degree in social work from Azusa Pacific University, a Master's Degree in educational administration from California State University, Los Angeles and a Ph.D. in education from Claremont Graduate University. Kent has extensive training experience in management, leadership, systems, policies and procedures, strategic planning, labor relations, and developing collaboration and teamwork within organizations. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses and other organizations. During Kent's 32 year career in K-12 education, he served in professional organizations including Association of California School Administrators (ACSA), California Collaborative on District Reform, American Association of School Administrators (AASA), Southern California Superintendents, Urban Education Dialogue and Educational Research Development Institute (ERDI).

Marc A. Ecker, Ph.D – Partner

Marc retired in December, 2014 as Superintendent of the Fountain Valley School District for 18 ½ years in that position. He served as Chair of the Orange County Special Education Alliance and is a past president of the Orange County Superintendents' Organization. Marc is a past State President of the Association of California School Administrators (ACSA). He served with other leading superintendents in providing input and advice on the development of the Local Control Funding Formula to the Governor and his staff. He also served on the State Public Schools Accountability Act Advisory Committee and two terms on the Financial Crisis Management Assistance Team Advisory Board. Marc is the financial officer for the California League of Schools and served as president of the Association of Middle Level Education. He is a full time faculty member at California State University, Fullerton in the position of Distinguished Professor in the College of Education. He directs the ACSA mentor program and is currently the chairperson of the Schools First Federal Credit Union Board of Directors. Marc received his Bachelor's Degree from UCLA, his Master's Degree from California State University, Fullerton and his Doctorate from Alliant University.

Richard Fischer – Associate

Rich served as Superintendent of Schools for 19 years in the Mountain View Los Altos Union High School District, Lake Tahoe Unified School District and the Harmony Union School District. He currently serves as Director of the Executive Leadership Center and is also a member of the El Dorado County Board of Education. Rich has been Director for the ACSA Superintendents' Academy and presenter and trainer for California Association of School Business Officials, California Foundation for Improvement of Employer-Employee Relations (CFIER), California State Superintendents' Symposium, El Dorado County Instructional Leaders - Series on Effective Leadership Techniques, Leadership Mountain View, and California School Leadership Academy. Rich received his Bachelor of Arts Degree from California State University, Northridge and his Master's Degree from California State University, Sacramento.

Sally Frazier, Ed.D – Partner

Sally was elected Madera County Superintendent of Schools for six consecutive 4-year terms. She 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 Superintendents 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 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.

Don Iglesias – Partner

Don served as Superintendent of San José Unified School District, the South Bay's largest school district with more than 32,000 students K-12. The district is culturally diverse with students speaking 85 languages and more than one-third designated as low income. Don was the State President of the Association of California School Administrators (ACSA), representing over 16,000 members statewide. He received his Bachelor's Degree from the University of California,



Berkeley and his Master's Degree in Multicultural Education from the University of Southern California. During his tenure as Superintendent, San José Unified was recognized by the Editorial Projects in Washington D.C. for having the second highest graduation rate in the nation for urban school districts among the nation's 50 largest cities. Graduation rate for seniors was 93%. Don served as the Chair of the Silicon Valley Chamber of Commerce Education Committee and as the Conference Chair for the California Superintendents' Symposium. He was also President of the California City Superintendents' organization. San José Magazine recognized Don as a member of the Power 100, the most influential people in the Silicon Valley and the Bay Area.

Phil Quon – Partner, Chief Financial Officer

Phil served as Superintendent for 19 years in the Bay Area – 13 years at Union School District in San José and the last six years in Cupertino Union School District. He served as the President of the statewide ACSA Superintendents Council, the Chair of the ACSA Superintendents' Symposium, and the President of the California City School Superintendents. He also served on the American Association of School Administrators (AASA) Governing Board and on the CSBA Annual Education Conference Planning Committee and Education Legal Alliance Advisory Group. He has been the Director of the ACSA Superintendents Academy as well as a presenter in the ACSA "Leading the Leaders" Program for newly appointed superintendents in California. He has chaired numerous WASC accreditation teams in California and Hawaii. Phil was a member of the CTC Teaching Mathematics Advisory Panel and a contributor to the National Journal Online Education Blog. Phil received his Bachelor's Degree in Mathematics from UCLA and his Master's Degree in Education Administration from CSULA.

Sandy Sanchez Thorstenson – Associate

Sandy Sanchez Thorstenson served as the Superintendent of the Whittier Union High School District for fifteen years having spent her entire 39-year career in Whittier Union. Prior to becoming Superintendent, Mrs. Thorstenson served as Assistant Superintendent, Educational Services, High School Principal, Assistant Principal and Teacher. The Whittier Union High School District, a minority-majority high school district with a student enrollment comprised of eighty-six percent Latino and sixty-nine percent socio-economically disadvantaged students, has demonstrated remarkable gains in student achievement at every school, in multiple indicators and over time. Most importantly, Whittier Union has narrowed the achievement gap from 35% to 9% and has proven on behalf of their students that demographics do not determine destiny. The Association of California School Administrators selected Mrs. Thorstenson as California's 2016 recipient of the Marcus Foster Administrator Excellence Award and its 2012 California Superintendent of the Year for AASA. She was selected as ACSA's Region XV Superintendent of the Year for 2007. Sandra Thorstenson served as president of ACSA's State Superintendency Council, president of California City School Superintendents Association, and was a member of Southern California Superintendents' Association and Urban Education Dialogue. She also served on the board for Pivot Learning Partners and the board of directors for the Whittier Chamber of Commerce. Mrs. Thorstenson was appointed by Governor Brown as the superintendent representative of the five-member board of the California Collaborative for Educational Excellence and served as chair helping to launch the state agency focused on providing support and assistance to school districts throughout California. She is a member of the California Collaborative for District Reform, serves on the board of directors of the Soroptimist International of Whittier and is an associate partner with Leadership Associates.



David J. Verdugo, Ed.D – Associate

David served as Superintendent of Schools for the Paramount Unified School District (17,000 ADA) in Los Angeles County for 9 years. He also served as the Assistant Superintendent of the Placentia-Yorba Unified School District (25,000 ADA) and has held positions of Assistant Superintendent, Director of Secondary Education, Principal at both Elementary and High School levels as well as teacher and coach. David has served a total of 43 years in the field of education spanning Grades K-12. During his 43 years in the field of education, his duties have included school facility management; extensive involvement with budget development, implementation of technology programs, employer/employee relations, curriculum and instructional strategies, and organizational development. His experience includes servicing students of diverse populations and socioeconomic levels in urban and suburban settings. He was named ACSA's 2008 Region 14 Superintendent of the Year, and received the California State University Long Beach Outstanding Superintendent Leadership Award in 2012 and the ALAS, Association of Latino Administrators and Superintendents, National Outstanding Educator Award in 2013. He earned his Bachelor's Degree from Whitworth College in Spokane, Washington and his Master's Degree from the University of La Verne. His Doctoral Degree in Educational Administration was earned at the University of Southern California. Dr. Verdugo is a past Governing Board member to AASA and has addressed and spoken on State and National topics from building a case for reform to the importance of Arts in schools. Currently he is the Executive Director of the California Association of Latino Superintendents as well as the former Superintendents Leadership Academy Director for the Association of Latino Administrators and Superintendents based in Washington, D.C.

REFERENCES / SIMILAR PROJECT EXPERIENCE

- 1. District:** SAN JOSE UNIFIED SCHOOL DISTRICT

Contract Service: Superintendent Search

Contact Name: Teresa Castellanos, Board President

Phone: (408) 309-3580

Email: tcastellanos@sjusd.org

Contact Name: Pam Foley, Board Vice President

Phone: (408) 505-1414

Email: pam@effoley.com

Year: 2010 & 2016

Consultants: Don Iglesias, Peggy Lynch, Phil Quon

Project Outcome: Placement of Superintendent, Nancy Albarran (Current)

- 2. District:** WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT

Contract Service: Superintendent Search

Contact Name: Randy Enos, Board President

Phone: (510) 932-2504

Email: randallenos@sbcglobal.net

Year: 2016

Consultants: Jim Brown, Don Iglesias, Dennis Smith

Project Outcome: Placement of Superintendent, Matt Duffy (Current)

- 3. District:** PITTSBURG UNIFIED SCHOOL DISTRICT

Contract Service: Superintendent Search

Contact Name: Duane Smith, Board President

Phone: (925) 473-2336

Year: 2014

Consultants: Don Iglesias, Sally Frazier

Project Outcome: Placement of Superintendent, Jane Schulze (Current)

- 4. District:** RIVERSIDE UNIFIED SCHOOL DISTRICT

Contract Service: Superintendent Search

Contact Name: Tom Hunt, Board President

Phone: (951) 788-7135 ext 80417

Email: thunt@rusd.k12.ca.us

Year: 2014

Consultants: Kent Bechler, Rich Thome, Gwen Gross

Project Outcome: Placement of Superintendent, David Hansen (Current)

- 5. District:** CORONA-NORCO UNIFIED SCHOOL DISTRICT

Contract Service: Superintendent Search

Contact Name: Cathy Sciortino, Board Member

Phone: (951) 316-3272

Email: csciortino@cnusd.k12.ca.us

Year: 2012

Consultants: Larry Aceves, Gwen Gross

Project Outcome: Placement of Superintendent, Michael Lin (Current)

* Oakland Unified Superintendent Search, 2014; Consultants, Dennis Smith, Jim Brown, Mike Escalante
Outcome: Placement of Superintendent, Antwan Wilson (Current)

COST PROPOSAL

***TOTAL FEE TO CONDUCT OPTION 1**

FULL SEARCH FOR NEW SUPERINTENDENT – All Inclusive: **\$42,500**

Plus consultant business expenses not to exceed \$5,000, and candidate travel as approved by the Board.

***TOTAL FEE TO CONDUCT OPTION 2**

ABBREVIATED SEARCH FOR NEW SUPERINTENDENT: **\$29,500**

Plus consultant business expenses not to exceed \$5,000, and candidate travel as approved by the Board.

TOTAL FEE TO CONDUCT OPTION 3

INTERIM SUPERINTENDENT SEARCH: **\$15,000**

*Fee for both, Options 1 and 2 includes:

- All meetings with the Board
- Gathering of community and staff input and providing Board with a written report, including online survey
- Assisting in the development of interview questions
- Acting as an advisor to the Governing Board
- Development and posting of the position description and recruitment announcement
- Cost of advertising in EdCal and AASA
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Coordination of logistics of the search:
 - Scheduling appointments
 - Notifications to unsuccessful candidates
 - Scheduling community visit
- Assisting the superintendent's executive assistant
- Assisting the new superintendent and Board through transition and first year
- Guarantee that should the new superintendent leave within one year, Leadership Associates will conduct a new search with no consultant fee, costs for travel and advertising expenses only, provided the Board majority remains the same

LEADERSHIP ASSOCIATES SEARCHES

STATEWIDE

Association of California School Administrators (ACSA)	Executive Director
California Collaborative for Educational Excellence (CCEE)	Executive Director
WestEd/GATES	Executive Director

COUNTY OFFICE OF EDUCATION SUPERINTENDENT

Los Angeles County – 2011	1,500,000+ ADA
Santa Clara County – 2008	275,000+ ADA

SCHOOL DISTRICT SUPERINTENDENT (2013-Current)

District	County	ADA
San Francisco USD	San Francisco	58,865
Santa Ana USD	Orange	57,410
Capistrano USD	Orange	53,833
Corona-Norco USD	Riverside	53,148
Sacramento City USD	Sacramento	47,616
Oakland USD	Alameda	46,486
Riverside USD	Riverside	42,560
Fontana USD	San Bernardino	40,374
San Jose USD	Santa Clara	32,938
Anaheim Union HSD	Orange	32,085
Mt. Diablo USD	Contra Costa	31,923
San Ramon Valley USD	Contra Costa	31,900
West Contra Costa USD	Contra Costa	30,596
Bakersfield City SD	Kern	30,262
Rialto USD	San Bernardino	26,468
Placentia-Yorba Linda USD	Orange	25,821
Palm Springs USD	Riverside	23,332
Lake Elsinore USD	Riverside	22,000
Hemet USD	Riverside	21,977
Pajaro Valley USD	Santa Cruz	20,438
Anaheim City SD	Orange	19,312
Antioch USD	Contra Costa	18,352
Ventura USD	Ventura	17,430
Santa Rosa City Schools	Sonoma	16,700
Oxnard School District	Ventura	16,533
Burbank USD	Los Angeles	16,207
Cajon Valley Union SD	San Diego	16,059

District	County	ADA
Paramount USD	Los Angeles	15,681
Walnut Valley USD	Los Angeles	14,658
West Covina USD	Los Angeles	14,402
Fullerton SD	Orange	13,661
Vacaville USD	Solano	12,561
San Dieguito Union HSD	San Diego	12,485
Palo Alto USD	Santa Clara	12,357
Natomas USD	Sacramento	12,300
Metropolitan Education	San Jose	12,000
Oak Grove School District	Santa Clara	11,800
Victor ESD	San Bernardino	11,531
Franklin---McKinley SD	Santa Clara	11,269
Lucia Mar USD	San Luis Obispo	10,710
Pittsburg USD	Contra Costa	10,560
Azusa USD	Los Angeles	10,518
Dublin USD	Alameda	10,000
Roseville City ESD	Placer	9,943
Yucaipa---Calimesa Joint USD	San Bernardino	9,655
Ocean View SD	Orange	9,461
Davis Jt. USD	Yolo	8,626
San Mateo Union HSD	San Mateo	8,163
Novato USD	Marin	8,078
South Bay Union ESD	San Diego	7,682
Santa Maria JUHSD	Santa Barbara	7,633
Santa Cruz City Schools	Santa Cruz	7,092
Newhall SD	Santa Clara	6,831
Fountain Valley USD	Orange	6,337
Newark USD	Alameda	6,294
Ukiah USD	Mendocino	6,214
Brea Olinda USD	Orange	5,973
Alta Loma SD	San Bernardino	5,900
Orcutt Union ESD	Santa Barbara	5,087
Oakley Union SD	Contra Costa	4,871
Moreland SD	Santa Clara	4,670
San Lorenzo Valley USD	Santa Cruz	4,444
Ravenswood City SD	San Mateo	4,296
Paradise USD	Butte	4,261
Duarte USD	Los Angeles	4,247
Lindsay USD	Tulare	4,150
Central Union HSD	Imperial	4,104
Cypress SD	Orange	4,000
Eureka City Schools	Humboldt	3,884

District	County	ADA
Amador County USD	Amador	3,829
Mountain View-Los Altos UHSD	Santa Clara	3,753
Goleta Union SD	Santa Barbara	3,718
Del Norte County USD	Del Norte	3,591
Cabrillo USD	San Mateo	3,357
Cambrian SD	Santa Clara	3,349
San Marino USD	Los Angeles	3,146
Exeter Public Schools	Tulare	3,000
Standard ESD	Kern	2,979
San Bruno Park SD	San Mateo	2,785
Castaic Union SD	Los Angeles	2,568
Scotts Valley USD	Santa Cruz	2,482
Jefferson SD	San Joaquin	2,477
Carmel USD	Monterey	2,468
Bear Valley USD	San Bernardino	2,453
Galt JUHSD	Sacramento	2,287
Lammersville USD	San Joaquin	2,200
Red Bluff Union ESD	Tehama	2,178
Plumas USD	Plumas	2,130
Fort Bragg USD	Mendocino	1,917
Willits USD	Mendocino	1,907
Byron Union SD	Contra Costa	1,686
Reed Union SD	Marin	1,556
Las Lomitas Elementary SD	San Mateo	1,336
St. Helena USD	Napa	1,295
Kentfield SD	Marin	1,177
Taft UHSD	Kern	1,045
University Preparatory School	Shasta	900
Rancho Santa Fe SD	San Diego	700
Kings River Union Elementary SD	Tulare	476
Alview-Dairyland Union SD	Madera	367

EXECUTIVE DIRECTOR/DIRECTOR

Baldy View ROP	San Bernardino
Oxford Preparatory Academy	Orange
San Ramon Valley SELPA	Contra Costa
So Orange County SELPA	Orange
West End SELPA	San Bernardino
West San Gabriel Valley SELPA	Los Angeles