



ETIWANDA SCHOOL DISTRICT

Etiwanda Education Center Board Room
6061 East Avenue, Etiwanda, CA 91739

BOARD OF TRUSTEES: Brynna Cadman, Robert Garcia, Dayna Karsch, David W. Long, and Mondy M. Taylor

BOARD OF TRUSTEES
SPECIAL MEETING
AGENDA

Thursday, January 6, 2022, 7:00 p.m.

This board meeting will take place in-person on the date, time and location noted above. Members of the public may view a live stream of the meeting using the link below. Public Comment will only be allowed for in-person participants.

In-Person Attendance Requirements: All persons attending the meeting in-person are required to wear a face covering for the entire board meeting and review the health screening questions prior to entering the meeting location. Public comment is only available to in-person meeting participants. Note: Seating is limited. Once the meeting room is full, members of the public will not be admitted.

View the Meeting Livestream: Members of the public can view the live stream of the meeting at: <http://stream.etiwanda.org>. Public comment is not available to live stream viewers.

The agenda and attachments can be found at: <http://meetings.etiwanda.org/A01-06-2022.pdf> or when on the District website, go to About Us, scroll over to the Board of Trustees tab, click on Board Meeting Calendar, and select the January 6, 2022, meeting date.

Members of the public may participate in the Public Comment portion of the meeting by attending the meeting in-person and addressing the Board during Public Comment as noted on the agenda.

Reasonable Accommodations: If you wish to request reasonable accommodations to participate in this meeting, please call (909) 899-2451 ext. 3101 or email Renee Peccoralo at renee_peccoralo@etiwanda.org, no later than noon, two business days preceding the date of the meeting.

1. CALL TO ORDER

- A. Roll call.
- B. Pledge of allegiance.

2. PUBLIC COMMENT ON AGENDA ITEMS

This is the time and place for the general public to address the Board of Trustees on items on the meeting agenda. State law prohibits the Board from acting on any issue not previously included on the agenda. Because there are time limits imposed for public comment, neither the Board nor the Superintendent answer questions or respond to statements made during the public comment. Members of the Board or the Superintendent may choose to take notes and respond briefly after public comment is closed. Individual speakers shall be allowed up to three minutes to address the Board on each agenda item. If a member of the public desires to be heard on more than three items appearing on the agenda, he or she will be allowed up to a total of ten minutes to address all desired agenda items with a maximum of three minutes per agenda item. With Board consent, the President may adjust the time allowed for public input and/or the time allotted for each speaker. The President may take a poll of speakers for or against a particular issue and ask that additional persons speak only if they have something new to add. For agenda items, in order to ensure that non-English speakers receive the same opportunity to directly address the Board, any member of the public

2. PUBLIC COMMENT ON AGENDA ITEMS (continued)

who utilizes a translator shall be provided twice the allotted time to address the Board, unless simultaneous translation equipment is used to allow the Board to hear the translated public testimony simultaneously. Board Policy 9323 limits the total time for public input on each agenda item to thirty minutes. The Board assumes no responsibility for the speaker's liability for any intentionally false or defamatory comments the speaker may make regarding any person during the opportunity for public comment. Persons who have complaints against employees of the district are encouraged to seek resolution of those complaints by utilization of the Etiwanda School District written complaint procedure rather than orally addressing them at a meeting.

A. Comments on agenda items.

3. REVIEW / ADOPT AGENDA AND MINUTES

This is the time to review the agenda and move items from action to Consent Calendar or from Consent Calendar to action. Consent Calendar items are expected to be routine and noncontroversial, and are acted upon by the Board of Trustees at one time without discussion.

A. Adopt the agenda as presented or amended.

4. BUSINESS AND LEGAL

A. Discussion and action regarding selection of a search firm for filling superintendent vacancy, including presentations by possible search firms: Leadership Associates, San Bernardino County District Governance Advisors and Education Support Services Group.

1. Action to select search firm and to authorize the Superintendent/designee to sign any contracts or related documents (not to exceed \$30,000).

5. BOARD/STAFF COMMENTS OR SUGGESTED ITEMS FOR DISCUSSION AT UPCOMING MEETINGS

6. ADJOURNMENT

Submitted by Shawn Judson, Ed.D., Superintendent and Secretary to the Board of Trustees.
Student enrollment as of January 3: 13,375 (TK-8) + 221 (CLOUDS) Total: 13,628
(-32 from December 1, 2021)

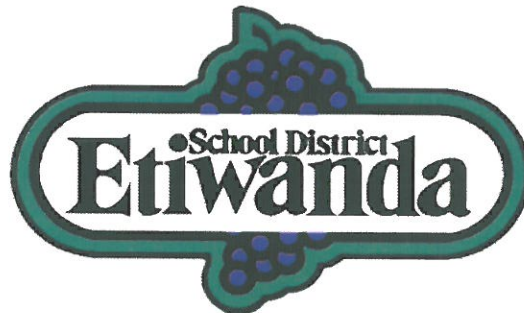
Public records related to the public session agenda that are distributed to the Governing Board less than 72 hours before a regular meeting, may be inspected by the public at the Etiwanda Education Center, 6061 East Avenue, Etiwanda, CA 91739, during regular business hours (7:30 a.m. to 4:00 p.m.).

In accordance with section 54953.2 of the *Government Code*, individuals may make a request for disability related modifications or accommodations, including auxiliary aides or services, in order to participate in a public meeting. Such requests must be submitted in writing no later than noon, two business days preceding the date of the meeting. Requests should be submitted to the attention of: Superintendent Shawn Judson, Ed.D.

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**Superintendent Search
Proposal
for**



Etiwanda School District

December 10, 2021



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Lead Consultants

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kbechler@leadershipassociates.org

Dennis Smith, Ed.D.
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dsmith@leadershipassociates.org

Leadership Associates

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Becky Banning
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ERIC ANDREW + KENT BECHLER + MARC ECKER + RICHARD FISCHER + SALLY FRAZER + JUAN GARZA + PEGGY LYNCH + MIKE MILLER + PHIL QUON + DENNIS SMITH + RICH THOMAS + SANDY THORNTON + DAVID VERUGO

SENT VIA EMAIL

December 10, 2021

Brynna Cadman, President Pro Tempore
Mondi Taylor, President
Etiwanda School District Board of Trustees
% Etiwanda Education Center
6061 East Avenue
Etiwanda, CA 91739

Dear President Taylor, President Pro Tempore Cadman and Etiwanda School District Board of Trustees:

Leadership Associates is pleased to submit a proposal to partner with you and your district to select a new superintendent.

Our firm has worked with a wide variety of school districts throughout California since our founding in 1996. Since that time, Leadership Associates has completed more than 600 executive searches, with the majority being superintendent searches, for California school boards. More than 85% of the superintendents selected have remained in their positions for more than five years. We are also able to meet the diverse needs of California's population. In 2020-21, for example, 67% of finalists selected were women or candidates of color. We are an executive search firm that focuses its work in California, which has helped us deepen our understanding of the ever-changing California educational landscape.

Our most recent experience incorporates conducting most, if not all, of the phases of a search in a virtual format, given the desires of the Board and the circumstances that exist at the time. We understand the challenges your district may be facing during this time, and we are prepared to adapt our processes and protocols to meet or exceed your specific expectations throughout the entire search.

Our work includes partnering with Boards in several similar and/or nearby districts such as Alta Loma SD, Cajon Valley Union, La Habra City SD, Banning Unified, Lake Elsinore Unified, Riverside Unified, Corona-Norco Unified, and Palm Springs Unified. Through the continued participation of several of our partners in education organizations such as the California Collaborative for Educational Excellence (CCEE) and the California County Superintendents Educational Services Association (CCSESA), 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. We have a strong record of success in helping districts find superintendents who meet the profile developed by the Board with extensive engagement from staff, parent leaders and community led by Leadership Associates.

Through our years of experience, we have come to understand and respect the uniqueness of each board and district. 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 your school district. It is our job and our commitment to you to find those candidates that best match your ideals and beliefs as a district.

In considering the uniqueness of Etiwanda School District, we are aware and respectful of the District's accomplishments and priorities:

- Commitment to Excellence and service Etiwanda students and families since 1883
- Successful Passage of Bond Measure I for Classroom Repair, Safety and Education
- Implementation of Effective Learning Conditions through the use of multiple digital tools
- Strong Focus on Pupil Outcomes particularly in math, reading and ELA
- Outstanding teacher engagement and a climate of inclusion, respect and connectedness
- High Priority on Family and Community Engagement in a welcoming, respectful and caring environment
- Resilient, Recovery Based Philosophy providing Positive Based Intervention Strategies (PBIS) and multiple learning opportunities for students who have not yet met academic standards


We would welcome the opportunity to partner with the Board to discuss the search process, including options for staff and community input, an overview of the potential candidate pool, timeline, and the importance of maintaining a confidential process. We also want to obtain from the Board and subsequently from staff, parents and community groups' perspectives on District strengths and challenges as well as the desired qualities and characteristics of the new superintendent. Once this is done, we will prepare a summary report for the Board, develop a position description for Board review, and begin recruiting and vetting candidates who will be an excellent fit for you to choose from to serve as your next superintendent. We have had recent success conducting such meetings remotely.

If our firm is selected, Dr. Dennis Smith and I will be the lead consultants actively involved with this search. We are highly proficient in this field and are also former superintendents with many years of experience. 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. Profiles of all our partners are provided in the *Qualification Statement* section of our proposal. We will use our extensive leadership network at the state and national level to help find the best candidates for this exciting, challenging, and rewarding position.

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 be fully committed to you and will provide the Board with high quality candidates who are a good match for the special community that is the Etiwanda School District.

Respectfully,


Kent Bechler, Ph.D.
Lead Consultant
Leadership Associates


Dennis Smith, Ed.D.
Co-Lead Consultant
Leadership Associates



EXECUTIVE SUMMARY

Leadership Associates is a California executive search firm with a national reach that 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. We have developed processes that lead to the successful hiring of candidates who meet the profile developed by the Board. These processes include conducting extensive recruiting and thorough reference checking, and working with the Board throughout the interview and contract approval process.
3. Our partners are all former superintendents with successful leadership experiences in a variety of districts and in state and national organizations.
4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively throughout the various phases 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. We are proud of the high quality leaders we have been able to bring forward for Board consideration in previous searches.
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 your 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.



SEARCH PROCESS PLAN

Leadership Associates has developed criteria to provide the Board of Education with a 9-phase process for selecting its next superintendent. The following is a brief description of each of the key steps of the search process, including identifying key personnel in each phase. The Board's designated administrative support staff will be guided and supported by our highly experienced executive assistant and provided with guidelines, templates, samples, checklists, and personal communication throughout the entire process.

****Indicates meetings with the Board***

Phase 1: **Initial Meeting with the Board* (Key Personnel: Consultants, Board, LA / district admin support; district I.T. support)

Leadership Associates will confer with the Board upon our selection to represent your district. At this meeting we will discuss all matters addressed in the Request For Proposal (RFP) Scope of Services, including 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; approval of an official 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 meet with Board members individually, in person or by phone to learn each member's unique perspective. We will also be prepared to suggest criteria for consideration based on our own professional expertise. Immediately following the initial meeting, we will work with district staff to create a Superintendent Search webpage on the district's website where members of the community can receive updates on the search process, including timelines, dates of community engagement opportunities, and access to online surveys.

Phase 2: Community and Staff Input (Key Personnel: Consultants, LA / district admin. support)

After working with the Board to develop a community engagement plan, we confer with the individuals and groups you request (community, staff, students). We share the search process, timeline, answer questions, and solicit input regarding the desired qualities, characteristics, background, and experiences of the new superintendent, and we discuss 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, but 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 in various languages 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 (Key Personnel: Consultants, LA / district admin. support)

The Position Description will clearly state the criteria which applicants for the position should address in completing their application. It will also reflect input received 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 posted on our website, distributed widely, and can be posted on the District's website.

Phase 4: Advertising, Recruitment, Reference Checking (Key Personnel: Consultants)

After our sessions 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 (Key Personnel: Consultants, Board, LA / district admin. support)

At this Closed Session 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 developed by consultants and assist the Board in finalizing them with a focus on the specific needs of the District as gleaned from community and staff input and reflected in the position description. 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 (Key Personnel: Consultants, Board, LA / district admin. support)

The Board conducts the interviews in Closed Session 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: Validation Process; Contract (Key Personnel: Consultants, Board, LA / district admin. support)

The purpose of the validation process is to confirm the Board's choice prior to the official contract offer. The Board will determine participants for this process. While the consultants will not participate, we will 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.

Phase 8: Public Approval of Contract (Key Personnel: Consultants, Board, district admin. support)

Following the validation process, 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 (Key Personnel: Consultants, New Superintendent)

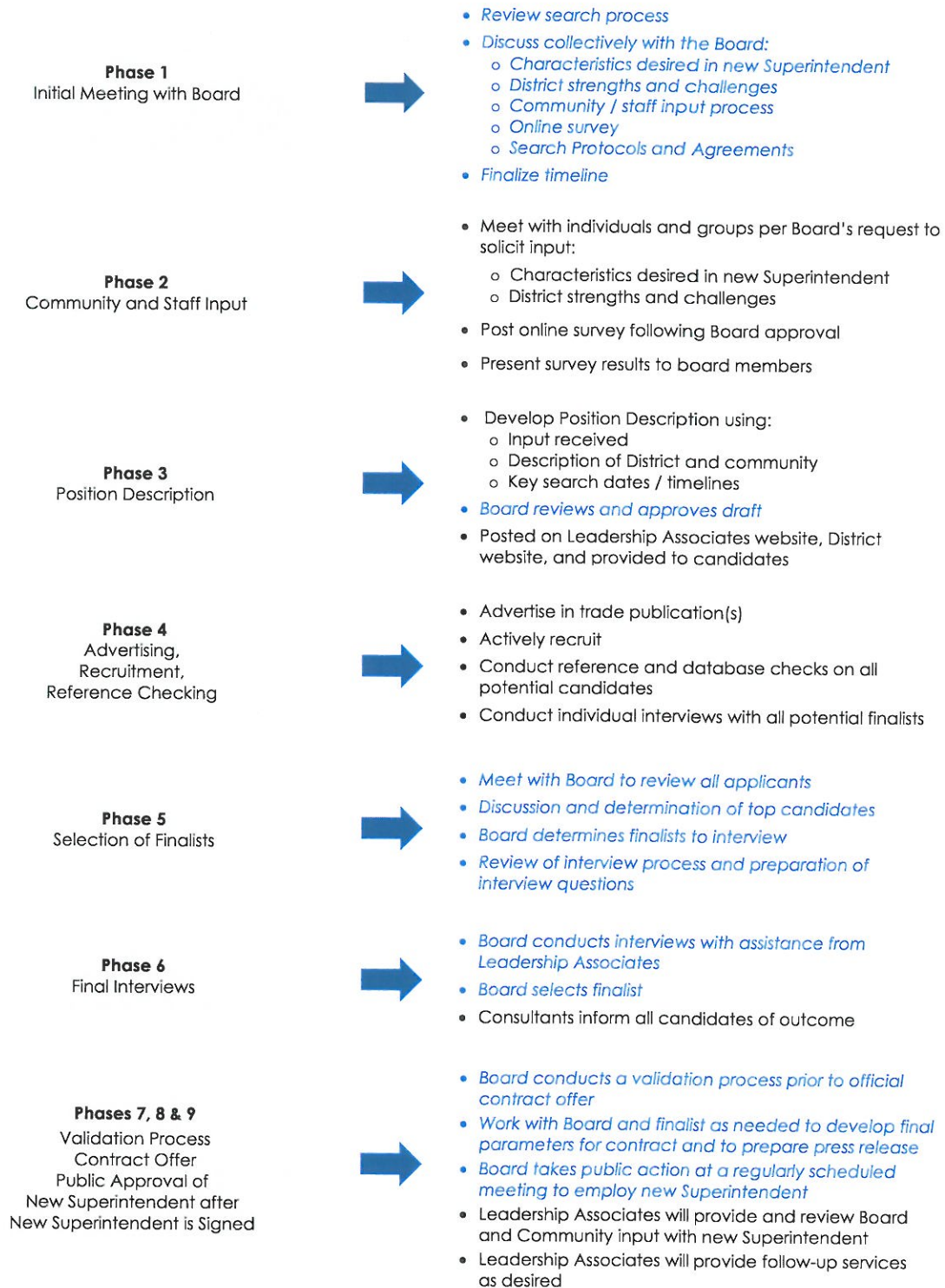
We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired. These services could include developing a transition plan and an initial workshop for the governance team to establish goals for the new superintendent,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



SUPERINTENDENT SEARCH PROCESS FLOW CHART

Note: *Blue italicized text* indicates Board Participation





PROPOSED TIMELINE

(Flexible based on Board direction)

Etiwanda School District Superintendent Search

Note: *Blue italicized text* indicates Board Participation

DECEMBER 2021 Preliminary Phase	December 10	District receives proposals
	December 16	<i>Proposal Presentations / Board Selects Firm</i>
JANUARY 2022 Community Engagement	Mid-January (Special Mtg)	<i>Initial Meeting with the Board; Board determines characteristics, skills & qualities desired in new superintendent; publicly announces timeline and procedures (Open and Closed Session; approx 3 hrs total)</i>
	Mid-January	Online survey dates
JANUARY 2022 Advertisement and Recruitment	Mid-Late January	Consultants confer with staff and community designated by the Board to receive input
	January	Consultants identify potential candidates; Development and posting of recruitment materials and Position Description
	January 24 & 31	Advertising and active recruitment; Ad appears in <u>EdCal</u> , (Two consecutive publications)
FEB/MARCH 2022 Interviews and Selection	February 21, 5:00 PM	Deadline for applications
	February	Consultants complete comprehensive reference and background checks on applicants
	Early March (Special Mtg)	<i>Board confers with consultants, reviews all applications and selects candidates to be interviewed (Closed Session; approx 3 hrs)</i>
MARCH/APRIL 2022 Contract Approval	Mid March (Special Mtg)	<i>Board interviews candidates; selects finalist(s) (Closed Session; all-day meeting)</i>
	Late March	<i>Board completes the validation process of the leading candidate and makes final determination</i>
JULY 2022 Start Date	April 21	<i>Board approves superintendent contract at a regularly scheduled board meeting</i>
	July (as mutually agreed)	New superintendent begins



FEE AND SUMMARY OF SERVICES

ETIWANDA SCHOOL DISTRICT SUPERINTENDENT SEARCH

I. TOTAL FEE TO CONDUCT SEARCH: \$25,500 (all-inclusive)

This fee includes:

- All expenses incurred by consultants
- All consultations with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal (Two consecutive publications)
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report, including online survey
- Coordination of logistics of the search:
 - scheduling appointments
 - notification of unsuccessful candidates
 - scheduling community verification process
- Assisting in the development of interview questions and supporting the Board with the interview process
- Assisting the Board's administrative assistant throughout the process with templates, scheduling of input sessions, checklists, online postings, and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification process, if conducted

II. GUARANTEE

- Should the new superintendent leave within one year, Leadership Associates will conduct a new search at no cost except for travel and advertising expenses, provided the Board majority remains the same.



SAMPLE SERVICE AGREEMENT

LEADERSHIP ASSOCIATES
www.leadershipassociates.org
3905 State Street #7-407
Santa Barbara, CA 93105
(805) 364-2775

AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made this **16th day of December, 2021** between LEADERSHIP ASSOCIATES, hereinafter called the Contractor, and **ETIWANDA SCHOOL DISTRICT**, hereinafter called the District.

The Contractor agrees to perform services for the District as follows:

The Contractor will conduct a Superintendent search, as delineated in the attached Proposal.

The District agrees to pay the Contractor **TWENTY-FIVE THOUSAND, FIVE HUNDRED DOLLARS (\$25,500)** for services provided. Payment is to take place in two increments: **(1) \$12,750** upon completion of stakeholder input, and **(2), \$12,750** upon selection of a finalist. The Contractor will submit invoices to the District for each of the payment increments. Payments are due within 30 days of receipt of invoice.

Remittance payable/forwarded to: Leadership Associates
Attn: Betty Hall
449 W. Foothill Blvd., #427
Glendora, CA 91741

The Contractor is to perform the above services beginning December 17, 2021.

Contractor agrees to hold harmless and indemnify the District, its officers, agents, and employees with respect to all damages, costs, expenses or claims, in law or in equity, arising or asserted because of injuries to or death of person or damage to, destruction, loss, or theft of property arising out of faulty performance of the services to be performed by Contractor hereunder.

It is expressly understood and agreed to by both parties hereto that the Contractor, while engaged in carrying out and complying with any of the terms and conditions of this contract, is an independent contractor and is not an officer, agent, or employee of the aforesaid District. Either party may terminate this agreement by providing the other party with ten (10) days written notice. Upon such termination, fees will be determined on a pro rata basis.

Leadership Associates does not participate in a California public pension system. Leadership Associates and the District understand that the work/services provided should not be considered creditable toward the STRS earnings limit as the work is not normally performed by employees of the District and requires less than 24 months (496 business days). REF. CA Education Code § 26135.7 (2014)

CONTRACTOR:
LEADERSHIP ASSOCIATES
Taxpayer ID#: 68-0383653

DISTRICT:
ETIWANDA SCHOOL DISTRICT

By: _____

By: _____

Name: Kent Bechler, Ph.D.

Name: _____

Title: Lead Consultant

Title: _____

Date: _____

Date: _____



REFERENCES

**ETIWANDA SCHOOL DISTRICT
 SUPERINTENDENT SEARCH**

DISTRICT NAME AND ADDRESS	CONTACT NAME	TITLE	PHONE	EMAIL
1 Cajon Valley Union SD 750 E. Main Street El Cajon, CA 92020	Tamara Otero	Board President	(619) 244-8138 or (619) 588-3005	oterot@cajonvalley.net
2 La Habra City SD 501 North Walnut Street La Habra, CA 90631	Cynthia Aguirre	Board Vice President	(714) 469-4399	caguirre@lahabraschools.org
3 Orange Unified SD 1401 North Handy Street Orange, CA 92867	Kathryn Moffat	Board President	(714) 628-4487	kmoffat@orangeusd.org
4 Tustin Unified SD 300 South C Street Tustin, CA 92780	Lynn Davis	Board President	(714) 730-7312 (Supt's Ofc)	ldavis@tustin.k12.ca.us



QUALIFICATION STATEMENT

EXPERIENCE AND QUALIFICATIONS OF THE FIRM

Leadership Associates has conducted over 600 executive searches in California since 1996. We have 14 partners and associates, all active educators and former, successful California superintendents who reside throughout the state – north, south, and central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted many school boards in finding top candidates from outside the state.

A few other facts about the partners of the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including Council of the Great City Schools; Urban Education Dialogue (UED); Association of California School Administrators (ACSA); California Association of Latino Superintendents and Administrators (CALSA); California Association of African-American School Administrators (CAAASA); California Collaborative for District Reform; (CCDR); American Association of School Administrators (AASA); Suburban School Superintendents; and California City School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California State Superintendent of the Year
- Three chaired ACSA's California state superintendent's committee; two were ACSA presidents
- A number are bi-lingual in Spanish
- Many facilitate workshops in districts throughout the state: board/superintendent relations; board/superintendent protocols; strategic planning; superintendent evaluations; team building; and 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
- 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
- District/Board Executive Assistant and administrative staff receive ongoing support and guidance from highly qualified personnel with parallel district office experience

DIVERSITY POLICY

We value diversity in the workforce and embrace the cultural and demographic dimensions of our state and country. We work diligently to recruit candidates that represent the range of personal and professional backgrounds, and experiences and perspectives that arise from differences of culture and circumstances. This includes persons of varying age, ethnicity, gender, disability, race, sexual orientation, gender identity, religion, national origin, political affiliation, socioeconomic and family status, and geographic region.

QUALIFICATIONS OF LEAD CONSULTANTS

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

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).

Dennis M. Smith, Ed.D. – Managing Search Partner / Co-Lead

Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (27,000 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 70 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.

QUALIFICATIONS OF SUPPORTING CONSULTANTS

Eric D. Andrew, Ed.D. – Partner

Dr. Andrew began his education career in 1979 as a teacher in Claremont Unified School District, where he taught students in kindergarten through sixth grade, and later became a site principal for elementary, middle and high school levels. Dr. Andrew served as Director of Student Services in Redlands Unified School District, served as an Assistant Superintendent of Educational Services in Glendora Unified School District, and later became Superintendent of the Campbell Union School District, a position he held for seven and a half years. Dr. Andrew is currently the President of the Region 8 Retiree Charter, a Region 8 Executive Consultant, and is on board California Association of African American School Administrators (CAAASA) and Santa Clara County Alliance of Black Educators (SCCABE). He also serves as an active member of the California Association of Latino School Administrators (CALSA). As a well-respected equity-focused administrator and instructional leader, he has earned several distinctions, including being named a finalist for the National Association of School Superintendents (NASS) Superintendent of the Year (2017). Dr. Andrew has been recognized by the Association of California School Administrators (ACSA) as the Region 8 Superintendent of the Year (2014), the State and Region 15 Central Office Administrator of the Year (2009), and the Region 12 Pupil Services Administrator of the Year award (2005). He holds a master's in education from Cal-Poly, Pomona, an administrative credential from Cal State San Bernardino and a doctorate in education from the University of LaVerne.

Blanca Cavazos, Ed.D., – Associate

Blanca Cavazos served as Superintendent of the Taft Union High School District for over eight years. Prior to becoming Superintendent, she served as Chief Instructional Officer for Kern County Superintendent of Schools. Her previous administrative roles include Task Force Administrator, High School Principal, Assistant Principal of Instruction and Assistant Principal of Special Services. Dr. Cavazos is the Co-Director of the Association of California School Administrators (ACSA) Principals Academy and serves as the

Region XI representative to the ACSA Superintendents Council. She has also served as adjunct lecturer for the Educational Administration, Secondary Education, Bilingual Cross-cultural Education and Modern Languages programs at California State University, Bakersfield. Her experience includes coaching administrators at the high school and elementary levels, building collaborative labor-management partnerships, and leadership development. Recognitions include Educational Leadership Award from ACSA Region XI, (2021); induction into the California State University, Bakersfield Alumni Hall of Fame, Businesswoman of the Year by the Kern County Hispanic Chamber of Commerce, (2020); runner up for the National Association of School Superintendents Superintendent of the Year Award; and Superintendent of the Year Award from ACSA Region XI, (2019). An educator for 39 years, Dr. Cavazos graduated from Arvin High School, (Kern High School District), where she taught and later served as principal for 13 years. Her three sons, who also attended Arvin High, graduated during her tenure there.

Tom Changnon – Associate

Tom served as Stanislaus County Superintendent of Schools from 2007-2019. In his 12 years in office, Tom championed Civics Education, Character Development, Parent Involvement and Career Technical Education (CTE) programs. He earned his BA degree from Stanford University, Master Degree(s) in School Administration (St. Mary's, USF), and Teaching Certifications from College of Notre Dame. Tom has over 40 years of education experience at the elementary, middle, and high school levels. He also served as Assistant Superintendent and Superintendent prior to his election as the County Superintendent. Tom is an active member of the Association of California School Administrators (ACSA) serving on many local, regional and state committees including ACSA's Small School District Committee. Tom has received a number of awards, including being selected twice for the Bill Ullom Award and twice a recipient as the regional Superintendent of the Year award. In 2018 he received the Chamber Lifetime Citizen Achievement Award.

Marc A. Ecker, Ph.D. – Partner, Chief Financial Officer

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. He is currently the Chief Financial Officer for the firm.

Richard Fischer – Partner

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. He has been honored as ACSA Regions 1,2,3 Superintendent of the Year and Administrator of the year as well as being named Los Altos of the Year in 2006. 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, Member at Large

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.

Juan Garza – Partner

Juan has been a superintendent for 15 years in Kings Canyon Unified School District, a district that has 22 schools. He has worked 27 years in the district that serves Reedley, Orange Cove and the communities of Navelencia, Squaw Valley, Dunlap and Miramonte. He was inducted into the Reedley Chamber of Commerce Hall of Fame, has been awarded Administrator of the Year, and has been a featured keynote speaker in various workshops on topics such as *Building Effective Governance Teams*, and *Working With the Members of your Rural Communities*, sponsored by Lozano Smith. Mr. Garza is also an active member of the California Association of Latino Superintendents and Administrators, (CALSA), where he has presented as part of a panel featured in CALSA workshops.

Jaqueline Horejs, Ed.D. – Associate

Dr. Horejs is a seasoned educational professional with a firm belief that leadership matters for student, school, and district success. Her professional experiences over 40 years in education have provided her with a multi-faceted skill set and understanding of the needs of educational leadership. Dr. Horejs successfully served nine years as the Superintendent of Union Elementary School District, in San Jose, CA. Prior to serving as Superintendent, she worked as the Director of Instructional Services at the County Office and the Regional Director for the Statewide System of School Support, and later as the Assistant Superintendent for Educational Services in Gilroy Unified School District. In those roles she has led initiatives for organizational alignment, strategic planning, community engagement, multi-tiered systems for student support, and school improvement. She has served as the Interim Director of the Preliminary Administrative Credential Program at the Santa Clara County Office of Education and is currently a coach and instructor in the Tier 2 Clear Administrative Credential Program. She holds a Bachelor of Arts Degree from the University of Illinois, a Masters in Educational Administration from San Jose State, and a Doctorate in Educational Leadership from USC. Since retiring in 2015, she has been conducting Executive Searches, facilitating Governance Workshops and Superintendent Evaluations, and coaching Superintendents and other administrators.

Peggy Lynch, Ed.D. – Partner

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 60 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*.

Phil Quon – Partner

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.

Rich Thome – Partner

Rich Thome has conducted over 115 executive searches and 186 Board Workshops since 2003. Rich joined Leadership Associates in 2006. Prior to joining Leadership Associates, he served as Superintendent of the South Bay Union School District, (10,000+ student enrollment), and the Cardiff School District, (1,000+ student enrollment). Rich also served as Assistant Superintendent of Human Resources and Technology and Superintendent Search Consultant for San Diego County Office of Education. (500,000 student enrollment). During this time he taught leadership and human resources courses at San Diego State University. Immediately after his school district and county office work, he also served at the University of San Diego as Director, Professional Learning in the Mobile Technology Learning Center (MTLC), a research center in the School of Leadership and Education Sciences (SOLES). Prior to that assignment, he served as Director of Educational Leadership Development Center at the University. Rich was also an Executive Coach for Pivot Learning Partners in Los Angeles and San Diego Counties and served for 23 years as Teacher, Principal, Coordinator, Director and Assistant superintendent in the Capistrano Unified School District. 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 CSU, Los Angeles, and his master's from Pepperdine University. He is fluently bilingual in Spanish and English and received his Bilingual, Cross Cultural Specialist credential in California. Rich was awarded the prestigious Ohtii Award in 2008 for his 40 years of services to the Latino Community. In 2007 Rich was awarded the Excellence in Leadership Award by the University of California, San Diego and in 2006 he was the recipient of the Willie Velasquez Community Service Award. He has received the Honorary Service Award from the California Congress of Parents, Teachers and Students, and the Orange County Hispanic Educator of the Year Award.

Sandy Sánchez Thorstenson – Partner

Sandy Sánchez 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, Ms. Sánchez 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. Ms. Sánchez 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 and currently serves on the board of directors of the Soroptimist International of Whittier.

Fred Van Leuven, Ed.D. – Associate

Fred served as President of Accrediting Commission for Schools of the Western Association of Schools and Colleges, (ACS WASC) for the San Francisco Bay Area from 2013 through 2018. He has served as the School Assistance Intervention Team Lead for Roosevelt High School in Fresno Unified and DAIT Team

Member in Palmdale Elementary School District. He has assisted school boards, school districts and schools throughout California, Hawaii and Guam in a variety of key areas. He served as Superintendent of Santa Ynez Valley Union High School District for 12 years beginning in 1996, after three years as Director of Secondary Education for the Conejo Valley Unified School District and retired in 2008. He also served as teacher and administrator for 13 years in the Saddleback Valley Unified School District and four years as Poway High School Principal in San Diego County. Fred is a graduate of the University of Southern California and holds a Doctorate in Education.

David J. Verdugo, Ed.D. – Partner

David served as Superintendent for the Paramount Unified School District (17,000 ADA) in Los Angeles County for 9 years. He also served as Assistant Superintendent of the Placentia-Yorba Unified School District (25,000 ADA, Director of Secondary Education, Principal at both Elementary and High School levels, teacher, and coach. He has a total of 43 years in the field of education spanning Grades K-12. 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 serving students of diverse populations and socioeconomic levels in urban and suburban settings. He was named the Association of California Administrators (ACSA) Region XIV Superintendent of the Year; received the California State University, Long Beach Outstanding Superintendent Leadership Award in 2012; the ALAS, Association of Latino Administrators and Superintendents; National Outstanding Educator Award in 2013; and, in 2020, was inducted into the University of Southern California USC Rossier School of Education "Hall of Fame", making him only the 23rd recipient of this prestigious award. 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. He was the Executive Director of the California Association of Latino Superintendents and Administrators (CALSA) until 2019, as well as the former Superintendents' Leadership Academy Director for the Association of Latino Administrators and Superintendents (ALAS) based in Washington, D.C.



EXECUTIVE SEARCHES 2013-CURRENT

STATEWIDE

- | | |
|--|--------------------|
| 1. Association of California School Administrators (ACSA) | Executive Director |
| 2. California Collaborative for Educational Excellence (CCEE) | Executive Director |
| 3. California County Superintendents Educational Services Association (CCSESA) | Executive Director |
| 4. WestEd/GATES | Executive Director |

POSITION: COUNTY OFFICE OF EDUCATION SUPERINTENDENT

- | | |
|------------------------------|----------------|
| 1. Los Angeles County – 2011 | 1,500,000+ ADA |
| 2. Santa Clara County – 2008 | 275,000+ ADA |
| 3. Ventura County – 2021 | 135,312 ADA |

POSITION: SCHOOL DISTRICT SUPERINTENDENT (2013-Current)

<u>District</u>	<u>County</u>	<u>ADA</u>
1. Fresno USD	Fresno	73,356
2. San Francisco USD	San Francisco	58,865
3. Santa Ana USD	Orange	57,410
4. Capistrano USD	Orange	53,833
5. Corona-Norco USD	Riverside	53,148
6. Sacramento City USD	Sacramento	47,616
7. Oakland USD	Alameda	46,486
8. Riverside USD	Riverside	42,560
9. Stockton USD	San Joaquin	40,984
10. Fontana USD	San Bernardino	40,374
11. San Jose USD	Santa Clara	32,938
12. Anaheim Union HSD	Orange	32,085
13. San Ramon Valley USD	Contra Costa	31,900
14. Mt. Diablo USD	Contra Costa	31,013
15. West Contra Costa USD	Contra Costa	30,596
16. Bakersfield City SD	Kern	30,262
17. Modesto City Schools	Stanislaus	30,718
18. Orange USD	Orange	28,522
19. Saddleback Valley USD	Orange	27,803
20. East Side UHSD	Santa Clara	26,537
21. Rialto USD	San Bernardino	26,468
22. Placentia-Yorba Linda USD	Orange	25,821
23. Palm Springs USD	Riverside	23,332
24. Lake Elsinore USD	Riverside	22,000
25. Hemet USD	Riverside	21,977
26. Pajaro Valley USD	Santa Cruz	20,438
27. Folsom-Cordova USD	Sacramento	19,865
28. Anaheim City SD	Orange	19,312
29. Alvord USD	Riverside	19,255
30. Coachella Valley USD	Riverside	18,861
31. Riverbank USD	Stanislaus	18,750
32. Newport-Mesa USD	Orange	18,559
33. Antioch USD	Contra Costa	18,352
34. Panama-Buena Vista Union SD	Kern	18,250
35. Ventura USD	Ventura	17,430
36. Santa Rosa City Schools	Sonoma	16,700
37. Oxnard SD	Ventura	16,533
38. Burbank USD	Los Angeles	16,207
39. Cajon Valley Union SD	San Diego	16,059
40. Paramount USD	Los Angeles	15,681
41. Santa Clara USD	Santa Clara	15,509
42. Walnut Valley USD	Los Angeles	14,658
43. Vallejo City USD	Solano	14,554
44. West Covina USD	Los Angeles	14,402
45. Fullerton SD	Orange	13,661
46. Vacaville USD	Solano	12,561
47. Inglewood USD	Los Angeles	12,570
48. Acton-Agua Dulce USD	Los Angeles	12,523

<u>District</u>	<u>County</u>	<u>ADA</u>
49. San Dieguito UHSD	San Diego	12,485
50. Palo Alto USD	Santa Clara	12,357
51. Natomas USD	Sacramento	12,300
52. Metropolitan Education	San Jose	12,000
53. Oak Grove SD	Santa Clara	11,800
54. Upland USD	San Bernardino	11,665
55. Victor ESD	San Bernardino	11,531
56. San Lorenzo USD	Alameda	11,530
57. Evergreen School District	Santa Clara	11,385
58. Alameda USD	Alameda	11,299
59. Franklin-McKinley SD	Santa Clara	11,269
60. Merced City USD	Merced	11,009
61. Lucia Mar USD	San Luis Obispo	10,710
62. Pittsburg USD	Contra Costa	10,560
63. Azusa USD	Los Angeles	10,518
64. Berkeley USD	Alameda	10,340
65. Sequoia UHSD	San Mateo	10,238
66. Dublin USD	Alameda	10,000
67. Roseville City ESD	Placer	9,943
68. Los Alamitos USD	Orange	9,833
69. Yucaipa—Calimesa Joint USD	San Bernardino	9,655
70. Ocean View SD	Orange	9,461
71. Westminster SD	Orange	9,264
72. Morgan Hill USD	Santa Clara	9,022
73. Santa Maria JUHSD	Santa Barbara	7,633
74. East Whittier City ESD	Los Angeles	8,829
75. Davis Jt. USD	Yolo	8,626
76. San Mateo Union HSD	San Mateo	8,163
77. Novato USD	Marin	8,078
78. South Bay UESD	San Diego	7,682
79. San Rafael City Schools	Marin	7,200
80. Santa Cruz City Schools	Santa Cruz	7,092
81. Newhall SD	Santa Clarita	6,831
82. Fountain Valley USD	Orange	6,337
83. Newark USD	Alameda	6,294
84. Selma USD	Fresno	6,258
85. Ukiah USD	Mendocino	6,214
86. Brea Olinda USD	Orange	5,973
87. Alta Loma SD	San Bernardino	5,900
88. Santa Paula USD	Ventura	5,454
89. Monrovia USD	Los Angeles	5,404
90. Orcutt Union ESD	Santa Barbara	5,087
91. Oakley Union SD	Contra Costa	4,871
92. Buena Park SD	Orange	4,684
93. Moreland SD	Santa Clara	4,670
94. Charter Oak USD	Los Angeles	4,581
95. Sonoma Valley USD	Sonoma	4,564
96. Oak Park USD	Ventura	4,527
97. San Lorenzo Valley USD	Santa Cruz	4,444
98. Belmont-Redwood Shores SD	San Mateo	4,308
99. Wiseburn USD	Los Angeles	4,301
100. Ravenswood City SD	San Mateo	4,296
101. Paradise USD	Butte	4,261
102. Duarte USD	Los Angeles	4,247
103. Martinez USD	Contra Costa	4,156
104. Lindsay USD	Tulare	4,150
105. Central UHSD	Imperial	4,104
106. Cypress SD	Orange	4,000
107. Brawley ESD	Imperial	3,980
108. Eureka City Schools	Humboldt	3,884
109. Lake Tahoe USD	El Dorado	3,872
110. Enterprise ESD	Shasta	3,846
111. Hanford Joint Union HSD	Kings	3,802

<u>District</u>	<u>County</u>	<u>ADA</u>
112. Amador County USD	Amador	3,829
113. Lemon Grove SD	San Diego	3,797
114. Mountain View-Los Altos UHSD	Santa Clara	3,753
115. Fillmore USD	Ventura	3,734
116. Goleta Union SD	Santa Barbara	3,718
117. Del Norte County USD	Del Norte	3,591
118. Cabrillo USD	San Mateo	3,357
119. Cambrian SD	Santa Clara	3,349
120. Pacifica SD	San Mateo	3,150
121. San Marino USD	Los Angeles	3,146
122. Mill Valley Elementary SD	Marin	3,086
123. Exeter Public Schools	Tulare	3,000
124. Standard ESD	Kern	2,979
125. South Whittier ESD	Los Angeles	2,918
126. San Bruno Park ESD	San Mateo	2,785
127. Oroville City ESD	Butte	2,696
128. Castaic Union SD	Los Angeles	2,568
129. Fowler USD	Fresno	2,562
130. Scotts Valley USD	Santa Cruz	2,482
131. Jefferson SD	San Joaquin	2,477
132. Carmel USD	Monterey	2,468
133. Bear Valley USD	San Bernardino	2,453
134. Galt JUHSD	Sacramento	2,287
135. Lammersville JUSD	San Joaquin	2,200
136. Woodlake USD	Tulare	2,192
137. Red Bluff Union ESD	Tehama	2,178
138. Plumas USD	Plumas	2,130
139. Fort Bragg USD	Mendocino	1,917
140. Willits USD	Mendocino	1,907
141. Mariposa County USD	Mariposa	1,816
142. Byron Union SD	Contra Costa	1,686
143. Reed Union SD	Marin	1,556
144. Larkspur-Corte Madera SD	Marin	1,523
145. Colusa USD	Colusa	1,450
146. Chawanakee USD	Madera	1,423
147. Williams USD	Colusa	1,375
148. Las Lomitas ESD	San Mateo	1,336
149. Sierra USD	Fresno	1,323
150. Wilsona SD	Los Angeles	1,315
151. St. Helena USD	Napa	1,295
152. Guadalupe Union SD	Santa Barbara	1,280
153. Fall River JUSD	Shasta	1,209
154. Kentfield SD	Marin	1,177
155. Chowchilla UHSD	Madera	1,103
156. Taft UHSD	Kern	1,045
157. University Preparatory School	Shasta	900
158. Bass Lake JUSD	Madera	891
159. Lassen UHSD	Lassen	825
160. Banta ESD	San Joaquin	770
161. Wheatland UHSD	Yuba	739
162. Rancho Santa Fe SD	San Diego	700
163. Emery USD	Alameda	687
164. San Pasqual Valley USD	Imperial	654
165. Summerville UHSD	Tuolumne	624
166. Shoreline USD	Marin	504
167. Fort Sage USD	Lassen	483
168. Calaveras COE	Calavera	450
169. Eastern Sierra USD	Mono	417
170. Le Grand Union ESD	Merced	401
171. Kings River Union ESD	Tulare	476
172. Alview-Dairyland Union SD	Madera	367
173. Clay Joint ESD	Fresno	250
174. Ballard SD	Santa Barbara	143

POSITION: EXECUTIVE DIRECTOR/DIRECTOR

175. Amethod Public Schools (Charter)	Alameda/Contra Costa
176. Baldy View ROP	San Bernardino
177. Birmingham Community Charter HS	Los Angeles
178. Clayton Valley Charter High School	Contra Costa
179. East San Gabriel Valley SELPA	Los Angeles
180. Oxford Preparatory Academy	Orange
181. River Charter School	Sac/Yolo
182. San Ramon Valley SELPA	Contra Costa
183. So Orange County SELPA	Orange
184. West End SELPA, San Bernardino COE	San Bernardino
185. West San Gabriel Valley SELPA	Los Angeles



COMMENDATIONS FROM BOARD MEMBERS

Newport Mesa USD: Thank you and your team for helping us with our search to ultimately find our new Superintendent! We were all impressed with the timeliness and thoroughness of the search performed by Leadership Associates. Your initial schedule was followed to the day, and we are all so appreciative of your professionalism in ultimately bringing Wes [Smith] to NMUSD. Additionally, your support in finding our Interim superintendent made the perfect addition to NMUSD for the 2-month bridge. The transition was seamless!

Mt. Pleasant ESD: At every step of the way we found the services of the staff at Leadership Associates to be responsive to the specific needs of our district and the rapidly changing circumstances surrounding the [COVID-19] crisis. I highly recommend the services of Leadership Associates and specifically Eric Andrew and David Verdugo.

CCSESA: It was a pleasure to have your outstanding team provide such an important service to this process! This is a critical position, and your team did a superb job in helping to ensure the process was collaborative, transparent and resulted in a selection of a top-notch person!"

East San Gabriel Valley SELPA: Thank you for assisting in getting us a great leader. He is collaborative, understanding of every member, parent's needs, inclusive of students, proactive, compassionate, and caring."

Lucia Mar USD: Thank you to Leadership Associates, especially Phil Quon and Fred Van Leuven, for leading our district through a professional and successful superintendent search. Your pre-search activities, outreach, screening, organization of materials and leadership was outstanding. We found our new superintendent and are confident we found a perfect fit."

Fresno USD: Thank you to Leadership Associates for all your assistance in the process. As you know, only two of us were on the Board the last time a Superintendent was hired and at that time, there was no search process. It was invaluable to have the assistance of a team that has experience in the selection of a Superintendent.

Wiseburn SD: Thank you for your thoughtful leadership and guidance in the process. It was an absolute pleasure meeting you, getting to know you and working with you. I think we made two excellent choices in Leadership Associates and Dr. Blake Silvers.

Bass Lake JUESD: Thank you Sally. I cannot express enough how grateful I am that we chose you and Leadership Associates for this process. The confidence I felt, throughout this process, in your ability to guide us, was tremendous. The step-by-step process that you led us through was focused, intentional, and direct. It was a pleasure to be a part of something that was so well thought out, with excellence as your minimum standard. You are so good at what you do! I wish you continued success for all the districts that you work with in the future. They need you whether they know it or not!

Coachella Valley USD: I know it's easy to say "it's your job", but you and your group have always gone above and beyond for our district and we sincerely appreciate it.

East Whittier City SD: Thank you for appointing Sandy Sanchez Thorstenson and Marc Ecker to supervise and coordinate our superintendent search. They ran the interviews like clockwork with plenty of time for reflection of each candidate at the end of the interview. We were presented with six outstanding candidates. It was challenging to decide which of them was the best fit for our District. We are confident that our choice of superintendent is that best choice. We were delighted to work with Sandy and Marc and will gladly recommend them as the premier search team.

Carmel USD: The entire process was extremely smooth and conducted with utmost respect for all parties involved. We were on time, and communication was regular, open and transparent. The most difficult part of the process was at the end of the interview process. The board had to choose only one candidate from the experienced pool of multiple candidates presented by Leadership Associates. We consider the superintendent search led by Leadership Associates an absolute success. The individual we hired is the perfect match for our students, staff and community.

Panama-Buena Vista SD: Leadership Associates is well connected throughout the state. The process from beginning to end was well communicated and very organized. Leadership Associates is literally a "who's who" of educators in the state. A successful superintendent search and hiring was our goal and Leadership Associates delivered!

Ft. Bragg USD: Leadership Associates brought to the search an impressive wealth and breadth of experience and contacts from large and small, urban and rural, coastal and inland school districts. Leadership Associates listened to us and recognized that although we are a small, rural district, we have high, twenty-first century goals for our kids.

Palo Alto USD: We recognize the selection of a superintendent is the most important decision we make as a school board, Leadership Associates designed an effective process to get to know us and to meet our needs - including recruiting candidates who were not looking for a new position.

Summerville JUHSD: Thank you for all the work you and the firm have completed. We know we were demanding because we have a really involved community. But you just moved forward and got the job done Great work!! We will highly recommend your service to any District in our County.

University Preparatory School: Leadership Associates was constantly available to us. Leadership Associates brought much more than guidance and experience; (the consultant) brought genuine kindness, creative vision and integrity that underpin all great endeavors. I highly recommend Leadership Associates.

Encinitas Union: 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.

Irvine USD: 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.

Corcoran USD: We greatly appreciate how poised and supportive [Juan Garza] was with all our efforts as he guided us through the search. Working with [Leadership Associates] has been very enjoyable and we learned a lot.

Placentia-Yorba Linda 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.

Palo Alto USD: Not only does 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.

Oceanside 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.

Walnut Valley USD: 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 hiring points for our new superintendent.

Standard SD: 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.

Fullerton SD: 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.

Eureka City Schools: 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.

Folsom-Cordova USD: Leadership Associates 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.

Fowler USD: Leadership Associates was completely thorough from their initial proposal to the Board, through the actual hiring of a successful superintendent candidate. The communication to all members of the Board and the designated District contact was exemplary throughout the process. Parents/community members/staff felt very comfortable sharing with Leadership Associates representatives the various traits valued in our next Superintendent. The on-line survey they utilized was especially helpful for members of the community and parents, as it gave them an opportunity for their voice to be heard if they were unavailable to schedule a meeting in person.

Fremont USD: Thank you all so much for your support and diligent work finding a great pool of candidates and helping us to select the best of the best.

Evergreen SD: Leadership Associates did an excellent job in our recent Superintendent Search process. This was the first time that our district has ever engaged in an external search process, and I found it much more rewarding and less stressful because of the superb support of Eric and Fred.

Santa Maria JUHSD: Great candidates! Appreciate your thorough vetting; best work yet for this district. My first-choice search firm does it again!!

Kentfield: Each of us is grateful for your great work on the search for Kentfield. We could not be more pleased by the thoughtful and extremely thorough search process. We particularly appreciated your flexibility, responsiveness, and creativity with the search over the past several weeks. Quite simply, you never skipped a beat with the search process, despite a global pandemic looming in the background. If there is ever a potential client on the fence about hiring you guys have them call me. They would be lucky to have you guys in their corner.



San Bernardino County Superintendent of Schools

Transforming lives through education

Superintendent Search Proposal for Etiwanda School District

Submitted by:

San Bernardino County District Governance Advisors

Mitch Hovey, Ed.D., Lead Consultant
Lori Rhodes, Consultant

December 17, 2021



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Introductory Letter

December 17, 2021

To: Members of the Etiwanda School District Board of Education
From: Mitch Hovey, Ed.D., SBCSS District Governance Advisor
Subject: **Etiwanda School District Superintendent Search**

Attention: Dr. Shawn Judson, Superintendent Etiwanda School District

Dear Board Members:

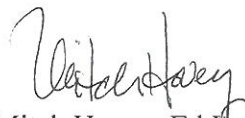
On behalf of the San Bernardino County Superintendent of Schools it is our pleasure to submit a proposal to assist the Etiwanda School District Board of Education in the search for a new superintendent.

The San Bernardino County Superintendent of Schools Office has a vested interest in securing superintendent candidates that will serve in the best interest of the Etiwanda School District. We have been conducting superintendent searches exclusively within San Bernardino County since 1995.


Our goal is to increase Board and Superintendent Longevity as we believe this improves student learning and district effectiveness. We further believe this is achieved through effective Board-Superintendent teamwork beginning with clear roles and defined outcomes as well as a process to achieve both.

We look forward to meeting with the Board on Thursday, January 6, 2022.

Respectfully,



Mitch Hovey, Ed.D.
SBCSS District Governance Advisor



Lori Rhodes
SBCSS District Governance Advisor



Superintendent Search Proposal

Executive Summary

Etiwanda School District

The Etiwanda School District has a long tradition of educational excellence and stability of leadership resulting in being repeatedly recognized as a top performing school district in California. Etiwanda School District’s success deserves the special attention that has been justly earned. We know the Etiwanda Board/Superintendent leadership team creates the conditions for a successful educational program for students and is the pride of the community.

Our uncompromising integrity and attention to detail concentrates on customizing a search process that delivers to the Board that perfect fit in a Superintendent which will continue the journey of *Excellence in Education* and maintain the traditions and culture that is distinctly Etiwanda.

Superintendent Search Services Provided by SBCSS

Our services focus on creating a customized search process that reflects the unique identity and needs of the Etiwanda School District. This begins with an initial meeting to gather reflective input from the Board. This input allows us to create a community and staff survey tailored to the requirements of the Board, leading to the drafting of a search brochure that pinpoints exactly what the Board wants in a new superintendent. Using this information, we develop interview questions that reflect specific Board aspirations, and then facilitate the interview process. The Etiwanda School District Board can be confident that our services will lead to a strong, highly qualified pool of candidates from which to select a superintendent.

Based upon the Etiwanda School District Board’s desires, our *Scope of Services* may include any or all of the following items:

1. The generation of a position description and qualifications, including specific identified desires of the Etiwanda School District.
2. Assistance in the solicitation of public, parent, and staff input regarding the criteria for a new Superintendent, including suggested meetings and surveys to be conducted as determined by, and under the direction of, the Etiwanda School District Board of Education.
3. Advisory services to the Board regarding the recruitment of candidates for the Superintendent position.
4. Advertising the position and recruiting highly qualified applicants to apply.

5. Identification and assessment of each candidate through a thorough application review process.
6. Scheduling and facilitating Board/candidate interviews; developing a pool of interview questions for the Board to select from.
7. Screening resumes and completing in-depth reference checks and background searches/reviews in compliance with the law.
8. Assisting the Board with evaluating the applicants.
9. Assisting the Board with final interviews and employment of the new superintendent, including assisting the Board in determining a salary and fringe benefits package, and assisting the Board in contract negotiations with the selected candidate.
10. Performing other functions as determined through discussion with the Board or designated individual(s) following award of the contract.

Relationship Between Etiwanda School District and SBCSS

The relationship between the Governing Board of Etiwanda School District, the office of the San Bernardino County Superintendent, and the Etiwanda School District Superintendent has always been strong. Conducting the search for the Etiwanda School District will not provide the County Office with any additional authority as the County will serve only in an advisor's role.

1. The Etiwanda School District Board holds all decision-making powers.
2. The relationship of the County Superintendent's office to the Etiwanda School District Board will be advisory only.
3. If selected, and once the search process agreement goes into effect, the Etiwanda School District Board will allow the process to take its full course. Board members will not contact candidates and a candidate contacting any board member to influence selection outcome may be disqualified from candidacy.
4. The Board will take full responsibility for keeping all candidate application materials confidential, and will agree to follow SBCSS's *Guidelines for Reviewing Superintendent Applicant Files*.
5. With facilitation from the Consultants, the Etiwanda School District Board will make the decision as to which of the eligible candidates will be interviewed, will conduct all interviews, and will select the candidate it deems best to serve as Etiwanda School District's next Superintendent.
6. The Etiwanda School District Board will keep all candidate related information and all closed session discussions throughout the search process at an absolute level of confidentiality.

Proposed Search Plan

If selected, the San Bernardino County District Advisors will serve as advisors to the Etiwanda School District Board in the search for a new Superintendent. SBCSS District Governance Advisors will provide support as follows:

1. *Initial meeting with the Etiwanda School District Board:* We will meet with the Board to finalize parameters of the superintendent search; discuss characteristics the Board would like to see in their next superintendent; discuss the qualifications desired; discuss contract parameters for the new superintendent; discuss the process the board would like to use to gather community, parent, and staff input, and other items as needed.
2. *Website Support:* If desired, we will develop appropriate content and information for the district to use if they choose to add a Superintendent Search component to the district's website.
3. *Community Input:* Schedule and receive input regarding qualities desired of a new superintendent from board, administration, teachers, classified staff, parents and community members. Based upon the Board's preference, this may be done through electronic surveys and/or in-person meetings. This information will be compiled for the Board and SBCSS consultants to use during the search process.
4. *Recruiting Materials:* We will develop vacancy announcements and brochures based on the input received from input sessions. Materials will be provided to the Board for input and will not be published until the Board has reviewed and approved materials.
5. *Publication of Vacancy:* We will publicize the position vacancy in several job-posting websites such as ACSA (State), and EDJOIN as well as in ACSA's EdCal publication. We will also mail out brochures to all County Superintendents and District Superintendents throughout California, and to all Assistant Superintendents in San Bernardino and Riverside Counties with a cover letter from Ted Alejandro, San Bernardino County Superintendent of Schools.
6. *Application Support:* We will send application packets to interested candidates, as well as receive and track all applications, credentials, and support materials.
7. *Screening of Applications:* We will conduct paper and background screening for all candidates that apply for the position. All files of candidates will be electronically provided by SBCSS to the Etiwanda School District Board for review through a Google link.
8. *Reference Checks:* We will conduct detailed reference checks on candidates that meet the screening criteria.
9. *Selection of Finalists:* During a closed session Board meeting, SBCSS consultants will bring eligible candidate names forward to the Etiwanda School District Board, and share screening committee's feedback. The Board will determine who will be invited for an interview. We will also discuss the process for interviews, establish interview location and time, and finalize interview questions.

10. *Interviews:* The Etiwanda School District Board conducts interviews of the selected candidates in Closed Session. We will schedule and facilitate the Board's interview of candidates and handle the logistics. We will remain present during the interview in a support capacity and assist in leading Board discussions as you select your next superintendent.
11. *Visitation:* If desired, a community visitation may be arranged so that selected representatives of the Etiwanda School District Board of Education may visit the community and district of the selected candidate. We will assist in arranging the visit, and accompany representative Board members on the community visit.
12. *Follow-up with Candidates:* We will inform all candidates regarding the outcome of their application.
13. *Contract Negotiations:* We will assist the Board in negotiating a contract with the new superintendent based upon discussions with the Board during the search process.
14. *After the Search Process:* We will provide five (5) days of support services to the new superintendent and Board during the first year, at no cost to the Etiwanda School District.

SBCSS Support After the Search Concludes

San Bernardino County Superintendent of Schools is vested in the success of the Etiwanda School District. This is accomplished by offering mentoring and coaching services as well as conducting Board/Superintendent workshops and facilitating the Superintendent evaluation process both formally and informally. These services are supported by the County Superintendent and done without cost for the first year after the Superintendent is hired. We realize your District is special to you and our goal is to find and support the candidate that absolutely reflects your needs to lead your District into the future.

1. **Superintendent Mentoring:** Having completed the Superintendent search process facilitated by SBCSS, individual coaching and mentoring services are provided to the Superintendent at no cost through the County Superintendent to the district for up to 5 days during the first year.
2. **Facilitation of Informal and Formal Evaluation Process:** In addition to coaching and mentoring services provided during the first year, facilitation of the formal and informal Superintendent evaluation process is provided at no cost to the school district.
3. **Facilitation of Board Workshops:** Board governance workshops and study sessions may also be arranged with SBCSS with the goal of increasing effectiveness and promoting a culture of trust within the Governance Team.
4. **Additional Support Services:** Additional support services through SBCSS are available after the first year at the discretion of the Superintendent and district.

Benefits of SBCSS Conducting Superintendent Search

1. *Knows Etiwanda:* San Bernardino County Superintendent of Schools Office knows and is familiar with Etiwanda School District. We believe that we can find a Superintendent that is the best fit of personality and experience that will work hand in hand with the Etiwanda School District Board to form a strong leadership team continuing to move the district forward.
2. *Common Central Mission:* The County Office serves as the voice for all school districts in San Bernardino County, representing more than 400,000 students from broad and diverse backgrounds. The County Office works in concert with school districts to achieve excellence and transform lives through education.
3. *Not for Profit:* Our Search Services are provided strictly on a cost recovery basis which will be significantly less expensive than commercial search services. Our service is offered free of charge for districts in San Bernardino County that are under 5,000 students. Districts over 5,000 students are charged at 50% of the actual cost of the search.
4. *Vested Interest and Personal Stake:* The County Superintendent is personally vested in the success of each of the local school districts within the County. Recruiting highly qualified superintendents ensures the success of school districts. Failure of any local school district within the county requires the County Superintendent's involvement in providing support to rectify occurring failures. Preventing such failures by recruiting highly effective superintendents is most expeditious for the County Superintendent.
5. *Statewide Network of County Superintendents:* The San Bernardino County Superintendent of Schools is an active and leading member of the California County Superintendents Educational Services Association (CCSESA) which meets regularly throughout the year with the 58 California County Superintendents of Schools and their Deputy, Associate, and Assistant Superintendents. CCSESA provides the organizational mechanism for the 58 County Superintendents of Schools to design and implement statewide programs to identify and promote quality cost-effective educational practices and services, and provides support to school districts throughout the State. As such, it provides our County Superintendent and his Superintendent Search Team with the opportunity to recruit highly qualified candidates for our superintendent search efforts.
6. *San Bernardino County Network of School District Superintendents and Assistant Superintendents:* The San Bernardino County Superintendent of Schools has established forums for District Superintendents and Assistant Superintendents of Curriculum, Human Resources, and Business Services to meet with their counterparts regularly throughout the year under the leadership of the County Superintendent and his respective Assistant Superintendents. These forums provide the Search Team with great opportunities for recruitment of highly qualified and reputable candidates.
7. *Legally Reviewed Superintendent Contract Template:* After the Board has made a final candidate selection, we facilitate contract negotiations, and have available a draft superintendent contract template that has been reviewed by Atkinson, Andelson, Loya, Rudd & Romo (AALRR) Law Firm to guide the Board at no additional cost to the District.

Executive Searches Conducted by SBCSS District Governance Advisors

The San Bernardino County Superintendent of Schools office has been providing superintendent search services since 1995 and has conducted numerous superintendent searches for school districts and SELPA's within the San Bernardino County. The following have been recipients of our search services:

Adelanto School District	Mt. Baldy Joint School District
Alta Loma School District	Needles Unified School District
Baker Valley Unified School District	Oro Grande School District
Bear Valley Unified School District	Rim of the World Unified School District
CAHELP JPA	Silver Valley Unified School District
Colton-Redland-Yucaipa ROP	Trona Joint Unified School District
Fontana Unified School District	Victor Elementary School District
Helendale School District	Victor Valley Union High School District
Lucerne Valley Unified School District	

Cost to Etiwanda School District

Our superintendent search process is full-service and provided in-person with electronic and virtual components as may be needed. To minimize costs to districts, San Bernardino County Superintendent of Schools (SBCSS), Ted Alejandre, provides this service for 50% of actual costs to districts over 5,000 students, with SBCSS absorbing one-half of the actual costs.

We estimate the full expense for the Etiwanda School District superintendent search should not exceed \$24,000. Therefore, the cost to Etiwanda School District will be one-half of actual expenses, not to exceed \$12,000. Should the actual full expense be greater than the \$24,000 estimate, SBCSS will absorb any cost above the estimate. If the actual full cost is less than \$24,000 then the cost to Etiwanda School District will be less than \$12,000.



Proposed Search Timeline

Etiwanda School District Superintendent Search Process

January 2022	Special Board Meeting January 6, 2022 (Open Session)	Etiwanda School District Board selects SBCSS to conduct Superintendent search and tentatively approves timeline and parameters.
	Special Board Meeting January 13, 2022 (Open Session)	Board confers with SBCSS consultants on characteristics, skills, and qualities desired in their new Superintendent.
February 2022	February 1-22, 2022	Consultants receive feedback from staff, parents, and community members via process identified by the Board (Online survey and/or in-person meetings).
	Regular Board Meeting February 24, 2022 (Open Session)	Consultants compile feedback from input sessions and provide to the Board; Consultants share draft position announcement, brochure, and any updates to timeline with the Board for their input and feedback.
	February 28, 2022	POSITION OPENS
March/April 2022	March 7 – April 11, 2022	Position announcement publicized in job-posting websites such as ACSA (State) and EDJOIN as well as in ACSA's EdCal publication. Brochures mailed out to all County Superintendents and District Superintendents throughout California, and to all Assistant Superintendents in San Bernardino and Riverside counties with cover letter from Ted Alejandro, San Bernardino County Superintendent.
	March – April 2022	Consultants complete comprehensive reference and background checks as applications are submitted. All eligible applicant information forwarded to Board members electronically as it is received. Board members required to sign confidentiality agreement prior to receiving personnel information.
	Regular Board Meeting March 10, 2022 (Closed Session)	Consultants brief Board on candidates, review interview questions, and discuss interview process.
	April 22, 2022	POSITION CLOSES
	April 22-29, 2022	Consultants complete reference and background checks as well as develop screening and recommendation report.
May 2022	Special Board Meeting Thursday, May 5, 2022 (Closed Session)	Board receives Search Team's screening and recommendation report. Search Team assists the Board in determining which candidates to be invited for an interview with the Board as well as finalizing the interview questions and assessment process.
	Special Board Meeting Saturday, May 14, 2022 (Closed Session)	Board will interview invited candidates. Board gives Search Team direction on finalist and contract parameters.
	Week of May 16-20, 2022	In consultation with the Search Team, representatives of the board conduct a community and district visit for Finalist candidate if desired. Search Team facilitates community/district visit.
	Regular Board Meeting May 26, 2022 (Open Session)	Board approves the new Superintendent's Contract (Action item) and introduces new Superintendent to the Etiwanda Community.
July 2022- June 2023	July 1, 2022	NEW SUPERINTENDENT BEGINS
	July 2022 – June 2023	SBCSS Investment and Additional Support Services Provided In consultation with the new Superintendent and Board, SBCSS includes 5 days, at no cost to the Etiwanda School District, to – Provide mentoring/coaching services for new Superintendent; Facilitate the informal/formal evaluation process with new Superintendent and Board; and Conduct Board Governance Workshop(s) as desired by the Board.

Proposed Search Team

Superintendent Search Services are provided by the SBCSS District Governance Advisory team exclusively within San Bernardino County. This benefits districts as we are local, we are familiar with our Districts, and we stay connected to serve Boards and Superintendents long after the search is completed. Our Superintendent Search Services are conducted by retired Superintendents all of whom served districts in San Bernardino County.

The proposed consultants for the Etiwanda School District Superintendent Search process are:

Dr. Mitch Hovey, Lead and primary contact:

Mitch Hovey began his educational career teaching physical education and coaching sports at a small parochial school, Grades 1-8, in South Central Los Angeles in the fall of 1972 while attending the University of Southern California (USC). Beginning in 1980, he transitioned to public school education as a teacher, coach, and bilingual program director in the Pomona Unified School District. He quickly moved into administrative roles as principal for the Selma Unified School District in Fresno County and later in the Rialto Unified School District in San Bernardino County.

Dr. Hovey received his Doctorate in Education (Ed.D.) in 1999 at Azusa Pacific University and in 2000 he moved into senior management taking a position as Director of Administrative Services in the Jurupa Unified School District, followed by Bonita Unified School District as Assistant Superintendent of Educational Services, Yucaipa-Calimesa Joint Unified School District as Superintendent, and retired from the Fullerton School District as Superintendent in July 2012.

Dr. Hovey received *Hope International University's Spirit of Hope Award* in 2009, awarded the *City of Fullerton Educator of the Year* in 2012, and recognized as *ACSA Region 17 Orange County Superintendent of the Year* in 2012. Dr. Hovey also served as an adjunct professor at Azusa Pacific University for eighteen years and then later worked as a full-time professor at California Baptist University in Online Professional Studies (OPS) developing courses and teaching in the Master of Science in Educational Leadership (MSEL) program. He currently serves as a District Governance Advisor with the San Bernardino County Superintendent of Schools.

Mrs. Lori Rhodes, Support and secondary contact:

Lori Rhodes served in the public school system for over thirty years including serving as Superintendent of Schools for the Redlands Unified School District from 2008 until her retirement in 2017. Prior to being named Superintendent, Lori was Redlands' Assistant Superintendent Educational Services, and Redlands' Deputy Superintendent.

Beginning her career in education with the Fontana Unified School District, Lori served as teacher, assistant principal, elementary principal, and Director of Elementary Education, K-12 Programs. Lori was named the *Fontana Teacher of the Year*, and received the *Eagle Award* presented to the outstanding administrator. Prior to entering the

field of public education, Lori worked in higher education in several capacities, including as Assistant Dean of Admissions for the University of Redlands.

Lori has been a recognized leader in the areas of both curriculum development, and program implementation. While Superintendent, Redlands Unified schools consistently ranked at the top of California's public schools and dramatically increased academic achievement during her tenure. Lori has also been noted for her work in budget reduction processes, school facilities building, and developing collaborative structures of leadership.

While superintendent, she served as her region's representative on the *State Superintendency Council*, was the superintendent representative on the *California Education Legal Alliance*, and served as the superintendent advisor for the *California State Superintendent Executive Leadership Center*. She also served as superintendent representative on CSBA's annual conference committee.

Lori has been named ACSA Region 12 *Superintendent of the Year*, received Phi Delta Kappa *Educator of the Year* award, was named Kiwanis *Educator of the Year*, and received both the University of Redlands *Gordon Atkins Alumni Award*, and the Northside Impact Committee's *Latino/a Leadership Award*. Lori currently serves as a District Governance Advisor with the San Bernardino County Superintendent of Schools.

Supporting Consultants

SBCSS District Governance Advisory team will work collaboratively to conduct the Etiwanda School District Superintendent search process. Additional SBCSS District Governance Advisory team members that may participate in supporting the process include:

Dr. Ralph Baker

Ralph Baker has served as a SBCSS District Governance Advisor since 2015. On retirement from education he served 5 years assisting superintendents in drafting and negotiating their contracts resulting in his book, "Dancing with the Bear: negotiating the superintendent employment contract". He served as superintendent of Victor Elementary School District for 24 years and was recently honored to have the VESD Board recognize his leadership by naming their newest school after him.

He has had administrative and teaching experience in four districts and as a Charter High School executive director, junior high school principal, assistant principal, high school athletic director, dean of students, human relations specialist and junior high school and high school teacher. He taught Leadership at Cal State University San Bernardino and at Brandman University in their Doctoral and Master's Degree Programs.

His greatest satisfaction was in the creation of the VESD Foundation to pay for the first two years of college or vocational training for their students.

Dr. Kegham Tashjian

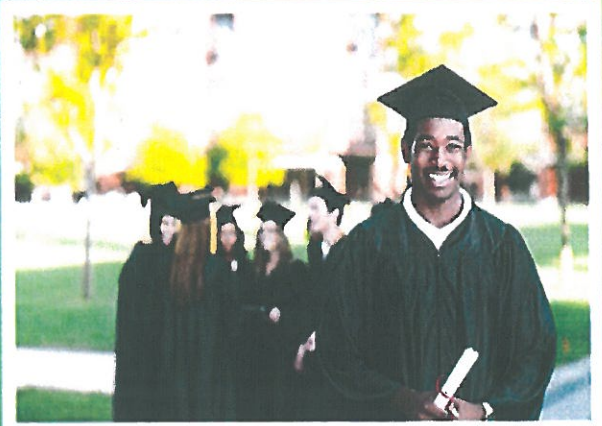
Kegham Tashjian has dedicated his career since 1995 to promoting effective governance and leadership of school districts in San Bernardino County under the umbrella of the County Superintendent of Schools where he served as Assistant Superintendent of Administrative Services, and since his retirement in 2001, as Advisor to the County Superintendent. Through these years, he developed the District Governance Support Services Model and provided training to retired superintendents, selected by the California Association of School Administrators (ACSA) and funded and organized by the California Collaborative for Educational Excellence (CCEE), for the implementation of the model with interested school districts throughout California. He also served for 12 years as a member of the Governing Board of Upland Unified School District.

Dr. Tashjian began his educational career in teaching in Beirut, Lebanon and continued serving in Los Angeles and San Bernardino Counties as a teacher, principal, district director, and County Assistant Superintendent, as well as Interim Superintendent during retirement. He served as a Professor of Education for eight years at Azusa Pacific University where he developed its first Doctoral Program in Educational Administration and served as President of its Faculty Senate. Dr. Tashjian received his Doctorate in Education at the University of Southern California.



ess Education Support
Services Group

A subdivision of Atkinson, Andelson, Loya, Ruud & Romo



Superintendent Search Proposal
December 14, 2021

Education Support Services Group
a subdivision of aalrr

December 14, 2021

Superintendent, Shawn Judson
Etiwanda School District
6061 East Avenue
Etiwanda, CA 91739

Dear Superintendent Judson and Members of the Board of Education:

Thank you for your consideration of the Education Support Services (ESS) Group to assist the Etiwanda School District in its search for your next Superintendent.

The ESS Consulting Group has been a subdivision of the legal firm Atkinson, Andelson, Loya, Ruud & Romo (AALRR) since 2006. Our team offers a variety of specialized services that address an array of human resource, leadership and governance needs of California school districts. Based on client interest and demand, our services have grown in recent years to include the facilitation of superintendent searches.

In the following pages, you will find the key elements that underscore each phase of an ESS search. What makes our services unique is that any aspect of the activities described herein can be modified to align with ESD's priorities, organizational needs and timelines.

If ESS is invited to conduct the search for your next Superintendent, our top advisors Dr. Gary Rutherford and Dr. Suzette Lovely will lead the search. Collectively, they represent talented educational leaders who have served in every position from instructional aide to classroom teacher to principal to director to assistant/deputy superintendent to superintendent in small, medium and large California school districts.

In the past few years, Dr. Rutherford and Dr. Lovely have completed several high profile searches that have resulted in the placement of exceptional superintendents including: West Covina USD, Manhattan Beach USD; San Marcos USD; Placentia Yorba Linda USD; Claremont USD; Menifee Union School District; Central School District; Anaheim Elementary; and Redlands USD. On page 4 of this proposal, you will find a more complete list of searches facilitated by ESS advisors along with the retention rates of selected candidates.

Included in this proposal, you will find our advisors' biographies, letters of recommendation, and client contact information, offering an in-depth perspective of ESS's track record of success.

If you have any questions about the Education Support Services (ESS) Group or our proposal, please feel free to contact me directly at 714-907-3634 or arasmussen@aalrr.com.

Sincerely,

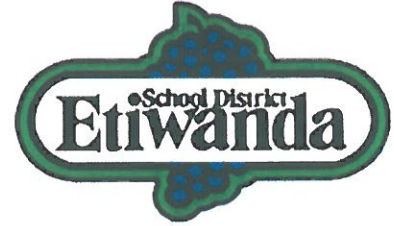
Alan Rasmussen

Alan Rasmussen, Ed.D
Managing Consultant



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Search Overview

THE ESS DIFFERENCE

- Etiwanda School District trustees have major involvement in directing the search
- ESS advisors facilitate key tasks and processes, per Board direction
- Advisors work with the Board to solidify a search timeline that aligns with current circumstances (e.g. retirement date of Dr. Judson, board meeting schedules, district holidays, community expectations, etc.) to ensure the most qualified and exceptional candidates emerge.
- A track record of assembling applicant pools that represent diverse racial, ethnic, cultural, and gender backgrounds
- Use of existing District resources/staff (as appropriate) to expedite the process and reduce costs
- Perspective and working knowledge of the needs/dynamics of your district and how those needs/dynamics influence candidate recruitment
- Access to legal advice from AALRR attorneys at no additional cost to the district
- Ability to embed search contract into district's existing legal contract with AALRR, previously approved by ESD Board
- Fees based on scope of work and desired levels of consultant involvement. However, the depth and breadth of stakeholder outreach or other aspects of the search can be modified in order to reduce costs **(Total Fee: NTE \$23,700)**

KEY ELEMENTS OF SEARCH PROCESS

- Client-centric and confidential
- Applicant qualifications, experiences, attributes, and job description established by the Board of Education
- Development of a *Leadership Profile* outlining the desired characteristics of ESD's new superintendent based on Board input, stakeholder group data, on-line survey results, and other information made available to the ESS advisors
- Weekly communication surrounding the progress of the search to all trustees
- Vacancy posted on EDJOIN, EDCAL print and on-line publications, and other platforms determined by the Board
- Trustees have access to all applications and supporting materials



Section 2: Candidate Placements, Retention Rates & References

Below is a list of superintendents placed by ESS consultants within the past five years along with their respective tenure in each district.

District	ADA	Superintendent	Hire Date
West Covina Unified School District	8,440 (K-12)	Emy Flores	December 7, 2021
Manhattan Beach Unified School District	6,030 (K-12)	John Bowes	July 7, 2021
West San Gabriel Valley SELPA	9,150 (K-12)	Tamara Schiern	July 1, 2021
Pleasant Valley School District	6,802 (K-8)	Danielle Cortes	May 20, 2021
Claremont Unified School District	6,744 (K-12)	Jeff Wilson	May 6, 2021
Central School District	4,219 (K-8)	Amy Nguyen-Hernandez	April 29, 2021
San Marcos Unified School District	19,894 (K-12)	Andy Johnsen	April 20, 2021
Huntington Beach City School District	5,588 (K-8)	Leisa Winston	December 15, 2020
Placentia-Yorba Linda Unified School District	24,296 (K-12)	Jim Elsasser	November 10, 2020
Menifee Union School District	12,142 (K-8)	Jennifer Root	September 22, 2020
Santa Ana Unified School District	46,593 (K-12)	Jerry Almendarez	November 21, 2019
Anaheim Elementary School District	16,928(K-8)	Chris Downing	May 9, 2018
Gustine USD	1,765 (K-12)	Bryan Ballenger	March 1, 2018
Redlands USD	21,062 (K-12)	Mauricio Arellano	August 22, 2017
Huntington Beach Union High School District	16,239 (9-12)	Clint Harwick	January 1, 2017

Below is contact information of clients who have worked with ESS consultants. Letters attesting to the firm's personalized (and comprehensive) services can be found in Appendix A:

Reference	Email	Phone
Duane Dishno, Trustee, Huntington Beach Union HSD	ddishno@hbusd.edu	714-292-0632
Karin Freeman, Board President, Placentia-Yorba Linda Unified SD	kfreeman@pylud.org	714-777-0686
Kathy Thompson, Board President, Central School District	rckathy9216@gmail.com	909-241-5754
Jen Fenton, Board President, Manhattan Beach USD	jfenton@mbusd.org	310-993-2926
Jackie Johansen, Trustee, Menifee Union School District	jjohansen@menifeeusd.org	951-746-0668
Stacy Carlson, Board President, San Marcos Unified SD	stacy.carlson@smusd.org	714-833-6701
Eileen Miranda Jimenez, Board President, West Covina USD	eileenmiranda@charter.net	626-374-7972

Section 3: Proposed Search Plan and Approximate Timelines

An ESS search involves four distinct phases represented by the acronym **EAST- Engagement, Activation, Selection, Transition**. Respective activities and timelines can be modified to meet board priorities, district needs, scheduling opportunities, and unforeseen circumstances. The role of ESS is to orchestrate key tasks with efficiency and ease in order to bring forward exemplary candidates to guide Etiwanda School District into the future.

Engagement Phase: January 17 - February 24, 2022	
<p>Board Workshop Search Protocols, Prospective Candidates Week of January 17, 2022 (Closed Session)</p>	<p>Special study session to assist governing board become 'search ready.' Workshop includes: review of member responsibilities, search protocols, confidentiality commitments, compensation parameters, and candidate outreach. Search advisors confirm process, timelines, and prospective candidates. Board identifies district needs, leadership priorities, applicant qualifications/criteria, and stakeholder groups invited for input sessions. Content of on-line stakeholder survey is finalized.</p>
<p>Stakeholder Input January 24- February 11, 2022</p>	<p>Search advisors meet with individuals and groups to identify district strengths, issues/needs, and important qualities of ESD's next superintendent. An on-line survey is launched to gather additional input from employees, students, families and the community-at-large. (See Sample Survey, pp. 9-11)</p>
<p>Presentation of Leadership Profile February 24, 2022 (Open Session)</p>	<p>Advisors present a draft Leadership Profile to the board summarizing stakeholder input. The board reviews and affirms the selection criteria to attract candidates that best match the needs of the district.</p>
Activation Phase: February 1 – March 11, 2022	
<p>Job Posting Opens: February 1, 2022 Closes: March 7, 2022</p>	<p>Superintendent vacancy posted in a variety of sources and on-line platforms, including EDJOIN, EdCal and other board-determined publications</p>
<p>Recruitment</p>	<p>ESS advisors utilize an array of local/statewide networks to actively recruit, engage, and screen qualified candidates who match the <i>Leadership Profile</i>.</p>
<p>Reference Checks</p>	<p>ESS advisors contact candidate references and conduct "blind" appraisals of each applicant, including review of social media and digital footprint.</p>

Selection Phase: March 14 – April 10, 2022

<p>Review of Applications Week of March 14 2022</p>	<p>Once advisors complete an appraisal and reference check on each eligible applicant, candidates are ranked against the <i>Leadership Profile</i> into three tiers. Board members will schedule a time to review all application files prior to Closed Session where an interview slate will be confirmed.</p>
<p>Slate of Candidates Special Meeting: TBD Week of March 21* (Closed Session) *Spring Break</p>	<p>Board meets with ESS advisors to identify the best qualified candidates and determine who will be invited for interviews. Candidates not selected for an interview will be notified.</p> <p>Board finalizes Round 1 interview questions. Protocols are reviewed to ensure a compliant, fair, and effective interview process. Contract parameters are reviewed.</p>
<p>First Level Interviews Saturday, April 9 (Closed Session)</p>	<p>First round interviews conducted by governing board at a location to be determined. At the conclusion of the daylong interviews, the search advisors will guide the Board in narrowing the pool to determine which individuals to invite back for a Round 2 interview. Round 2 questions are drafted.</p>
<p>Second Level Interviews Sunday, April 10 (Closed Session)</p>	<p>Second round interviews with finalists conducted by governing board, assisted by the search advisors.</p> <p>Board makes selection of its preferred candidate. ESS notifies candidates not moving forward in the process.</p>
<p>Employment Contract Negotiations</p>	<p>Board identifies agency negotiators to draft an employment agreement for the Board's consideration. Typically, the Board President and legal counsel are assigned to this role.</p> <p>The Superintendent's first day of work will be mutually agreed upon as part of this process.</p>
<p>Due Diligence Review</p>	<p>Search advisors engage with a 3rd party to conduct a thorough due diligence review of the finalist, including criminal, civil, credit, and social media/digital history.</p>
<p>Approval of New Superintendent May 12, 2022 (Open Session)</p>	<p>Following the successful due diligence review and negotiation of employment contract, the governing board takes formal action to hire the new superintendent, approve the employment agreement, and introduce the candidate to the community.</p>

Transition Phase: TBD

Debriefing with New Superintendent	ESS advisors provide a facilitated transition meeting with the new superintendent and Board regarding information learned through the search process.
Optional Support Services	Depending on District needs and experience of the new superintendent, ESS advisors are available to provide governance training, superintendent goal setting, evaluation development, and/or executive coaching.



Section 4: Stakeholder Engagement

Staff/Stakeholder Meetings

ESS advisors will schedule staff/stakeholder input meetings virtually, telephonically, or in person based on availability.

Once groups are identified by the Board, an email is sent informing participants of trustees' interest in hearing their voices to help determine the core attributes and experiences desired in the next Superintendent.

The Etiwanda School District Board of Educators has retained Dr. Suzette Lovely and Dr. Gary Rutherford from Education Support Services (ESS) to facilitate the search for ESD's next Superintendent. Your voice is vitally important as candidates are recruited and vetted for this process.

*With this in mind, the search advisors would like to meet with you on **(date/time)** to seek your input surrounding three key questions:*

- *What are the best things about ESD? What are the district's strengths?*
- *What are the greatest challenges/needs Etiwanda is facing in the next few years?*
- *What qualities or characteristics are important in order for ESD's new Superintendent to be successful in the position?*

Please respond to this email to confirm your participation. If, however, you are unable to attend this meeting but wish to speak with the search advisors directly, please include your phone number in your response so they may contact you.

On-Line Community Engagement Survey

In addition to Stakeholder Focus Group meetings, ESS enlists input from all employees, parents, students, and the broader Etiwanda community through an on-line survey. A sample survey is provided on pp. 9-11, with the caveat that the Board has the ability to modify or eliminate survey questions as deemed appropriate.

How Will Stakeholder Input Be Used?

Data from stakeholder meetings and on-line survey results will be synthesized into a *Leadership Profile* report and organized around universal themes. Input gathered during the engagement process will assist the Board of Education to:

- Better understand Etiwanda School District needs and challenges from a variety of perspectives/points of view.
- Align/integrate Board priorities with staff and community desires.
- Gain valuable insight that will inform the Board in its selection of your next Superintendent.
- Provide a roadmap of essential actions for the newly hired Superintendent.
- Hold up a mirror to district culture and climate as a tool to organize for the future.



Etiwanda School District Superintendent Search-On Line Survey

Introduction: The Etiwanda School District Board of Education is seeking staff and community input in its search for a new superintendent. This survey is designed to gather your perceptions about the current state of the district along with the experiences and characteristics you believe are important for the incoming superintendent to possess.

The survey is being conducted by outside search advisors who are assisting the Board in this important endeavor. All individual responses will remain anonymous.

Section I: Participant's Role

Please indicate your current role in the district (drop down menu).

1. Administrator
2. Certificated staff
3. Classified staff
4. Parent
5. Student
6. Community member
7. Other

Section II: State of the District

Please rate the overall quality of teaching and learning in ESD **before the disruptions brought on by the pandemic.**

Excellent	Above Average	Average	Below Average	Poor

For the next series of questions, select the response that best describes your agreement with each statement. In determining your response, consider how the District existed **before COVID-related school closures and/or changes:**

Education Support Services Group
 a subdivision of aalrr

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
1. The district provides a clear vision for the future.					
2. The district maintains high expectations for student performance.					
3. The district is working to close achievement gaps.					
4. Schools in our district are safe.					
5. The district engages the community as a partner to improve the system.					
6. Communication from the district is transparent and ongoing.					
7. The district embraces diverse racial, cultural and socio-economic groups.					
8. Facilities are clean and well-maintained.					
9. The district provides adequate technology to support student learning.					
10. The district is heading in the right direction.					

Section III: Expertise and Experience

Below are specific areas of expertise that candidates for the Superintendent position may possess. From your perspective, how much weight should the Board place on each area based on the scale of importance?

	Critically Important	Mildly Important	Unimportant
Teaching and Learning			
Experience as a Site Principal			
Understanding School and Community Culture			
Negotiations/Labor Relations			
Facilities Management			
Fiscal Management			
Public Relations			
Board Governance			

Section IV: Leadership Skills

This next section asks you to consider the leadership skills of an effective Superintendent. While all the skills are important, please select the five skills you feel are **MOST IMPORTANT**.

- Is present/visible throughout the district and community
- Is sensitive to and understands the needs of diverse learners
- Is a forward thinker and open to new ideas
- Is knowledgeable about current practices surrounding teaching and learning
- Is able to build internal capacity and teamwork
- Is able to work effectively with the Board of Education
- Develops a clear and compelling vision for the future
- Ensures the District remains fiscally solvent
- Maintains a culture of high expectations for students and employees
- Fosters a climate of trust and mutual respect
- Recognizes/celebrates staff contributions

Section V: Personal Attributes

From your perspective which personal attributes should be given the most attention by the Board of Education when assessing applicants? While each quality may be important, please select the four that are **MOST IMPORTANT** to you.

- Approachable and personable
- Strong communicator
- Good listener
- Humble
- Honest and ethical
- Inclusive (seeks broad input in making decisions)
- Problem solver
- Resourceful
- Risk taker
- Sense of humor
- Tenacious (doesn't give up)

Section VI: Additional Considerations

In choosing ESD's next Superintendent, which path or strategy do you feel the Board of Education should take (Select only **ONE** answer):

- Find a candidate who will stay the course and continue the good work of the previous administration.
- Find a candidate with the same general leadership style and educational philosophy, but who is able to make some necessary changes.
- Find a different kind of candidate—someone who is ready to take the district in a significantly different direction.

Section 5: Primary Contact/Team Member Bios

If ESS is selected to conduct the Superintendent search, Dr. Gary Rutherford will serve as the primary point of contact for the Board.

Gary Rutherford, Ed.D.

ESS Consultant
Education Support Services Group
grutherford@aalrr.com
760-578-2096



Dr. Rutherford is a consultant with Education Support Services Group (ESS). ESS provides a comprehensive menu of services for governing boards, superintendents, senior management teams, school districts and community colleges. The divisions of service include: leadership and governance; executive search services; curriculum and instruction; human resource management; and business and fiscal services.

Gary Rutherford retired as superintendent of the Desert Sands Unified School District in 2017, culminating a career in public education spanning 40 years. His 16 years as a superintendent also included service as Superintendent of the Upland Unified School District and the Huntington Beach City School District. A native Californian, Gary began his career in public education in 1976, enjoying successful teaching and site administrator assignments at the elementary, middle grades, and high school levels, before moving on to the central office as a specialist in curriculum and instruction.

Since retirement, Dr. Rutherford applies his decades of experience in K-12 public education as an executive search advisor, interim superintendent of schools, executive leadership coach, and consultant for governance team training and workshops. Districts engaging his services include Fontana USD, Westminster SD, Romoland SD, Menifee USD, Central SD, Palm Springs USD, Claremont USD, Redlands USD, Manhattan Beach USD, and West Covina USD.

Dr. Rutherford supports the work of California administrators as an Advocate with ACSA's Member Assistance and Legal Services Team. As an active and involved member of ACSA for decades, he has led a number of committees and institutes that support professional growth and build the capacity of school leaders. In addition, Dr. Rutherford demonstrates his commitment to develop the next generation of school leaders as an adjunct professor in graduate programs for school administrators and doctoral candidates.

Dr. Rutherford earned his Bachelor of Arts degree at Pepperdine University, a Master of Arts at California State University at Los Angeles, and a doctoral degree in Organizational Management from the University of La Verne. In 2012, Dr. Rutherford was named Superintendent of the Year for ACSA's Region 12. The following year, he was selected to represent ACSA in the American Association of School Administrators (AASA) National Superintendent of the Year recognition program. More recently, Dr. Rutherford was honored with the Visionary Leader Award by the Coachella Valley Economic Partnership in recognition of his work to develop, refine, and sustain career pathways for more than 71,000 in the region's K-12 schools

Suzette Lovely, Ed.D.
ESS Consultant
Education Support Services Group
slovely@aalrr.com
949-283-7862



Dr. Lovely is a consultant with Education Support Services Group (ESS). ESS provides a comprehensive menu of services for governing boards, superintendents, senior management teams, school districts, and community colleges. ESS offers direct support in: leadership development, governance, executive search services, labor relations, human resource management, fiscal services, and facility planning.

Dr. Lovely's career spanned 35 years in K-12 education. As a young college student, her love of teaching materialized while serving as an instructional aide. She subsequently spent 27 years as a teacher, assistant principal, principal, director, deputy superintendent, and acting superintendent in Capistrano Unified School District. In 2009, she became Assistant Superintendent of Human Resources in Placentia-Yorba Linda. Dr. Lovely finished her public school journey as Superintendent in Carlsbad Unified before retiring in 2016.

Following her undergraduate work at UC, Irvine Suzette earned a Master's Degree in Educational Administration from National University and a Doctorate from Cal State University, Fullerton. She has mentored and trained hundreds of aspiring school leaders with affiliations at: CSU, Fullerton; Chapman University, Brandman University; the School Superintendent's Association (AASA), the Association of California School Administrators (ACSA), and Orange County Department of Education (OCDE).

During her superintendency, Dr. Lovely spearheaded several efforts to engage stakeholders in the work of public education including: implementation of a \$13 million county-wide Career Pathways Grant; facilitation of the Legislative Action Network (LAN) to engage state/local legislators in public policy discussions; and collective impact work with local industry giants Qualcomm, Viasat, NRG, and Thermo Fisher. Dr. Lovely was among a select group of San Diego superintendents invited to meet with the Governor to discuss LCAP implementation, ESEA reauthorization, and state education priorities.

Since retiring, Dr. Lovely has remained active in strategic planning work, leadership coaching, and executive searches. She is the author of four books and co-founder of the Women in Education Leadership (WEL) Network. Dr. Lovely has been recognized for her influential leadership by Senator Patricia Bates, the California PTA, the Hi-Noon Rotary, the Carlsbad Chamber of Commerce, the Master Teacher Publication,

Section 6: Budget Overview (Breakdown of Fees & Expenses)

The total fee for a full service search is \$23,700. This includes advisors' planning time, research, travel, and services related to each phase of the search. The comprehensive list of activities is designed to ensure ESD attracts, screens, hires, and supports the most qualified candidates. However, in the event the Board wishes to streamline the process in some way, our services can be modified accordingly.

Service/Activity	Hourly Rate @ \$150/hr.	Projected Cost
Engagement Phase		
Initial planning workshop with Governing Board; conduct current salary study	4 hours	\$600
Stakeholder Group Meetings (Zoom, in-person, and/or telephonic)	35 hours	\$5,250
Activation Phase		
Candidate outreach & communication	25 hours	\$3,750
On-line Stakeholder Survey data analysis; Draft <i>Leadership Profile</i> Report	3 hours	\$450
<i>Leadership Profile</i> presentation to Board	1 hour	\$150
Selection Phase		
Candidate correspondence; applicant screening; reference checks; blind appraisals; document prep for Board review	35 hours	\$5,250
Determination of candidate slate; finalize Round 1 interview questions with Board	5 hours	\$750
Candidate Interviews (Rounds 1 & 2); Board deliberations; Selection of Finalist (includes candidate correspondence, announcement timeline; press release; etc.)	40 hours	\$6,000
Transition Phase		
Transition Meeting	Included in Fee	
Other/Misc.		
EDCAL Job Posting	District Paid	
Weekly Updates & outreach w/Trustees	8 hours	\$1,200
Support employment contract negotiations with Board President & legal counsel	2 hours	\$300
Due Diligence Background Check	Included in Fee	
Travel	Included in Fee	
	Total NTE	\$23,700

Appendix A

Client Letters of Recommendation



Board of Trustees

Kathy A. Thompson
President

Joan R. Weiss
Board Clerk

Stacy C. Henry
Trustee

Hugh M. Jackson
Trustee

Vacancy
Trustee

Administrators

Amy Nguyen-Hernandez
Superintendent

Lizette Diaz
Assistant Superintendent,
Student Achievement /
Educational Services

Michelle Dynes
Assistant Superintendent,
Human Resources /
Safety Preparedness

Lori L. Isom
Assistant Superintendent,
Business Services

There is no more important undertaking for a board of trustees than the search and hiring of a new superintendent. The Central School District has been fortunate to have had many years of stability, and our most recent superintendents have all come from within the organization. This made the task even more daunting for us. It was critical that we found a search firm that could help us find the perfect match for our district and its needs.

The Education Support Services Group became that firm for us. Having known Dr. Gary Rutherford for many years in mutual groups within the county, there was a fantastic basis of trust. Dr. Suzette Lovely was the perfect partner and the two were able to work together to determine the interests and needs of our district and reach out to those that could meet those needs.

The multi-step approach to the search was thorough in every detail. A clear overview of the services that would be provided allowed us to know every step of the process. The four phases, Engagement, Activation, Selection and Transition helped us as a district to determine our focus, refine our priorities and hear from all stakeholders. The board was involved in each phase and had input on everything from questions to be asked, whom to reach out to and timelines that would be most effective. Drs. Rutherford and Lovely provided frequent updates and were available anytime the need for clarification or concerns arose.

As president, what I most appreciated was the personal care that was taken to make sure that every trustee was involved, and their concerns and priorities were heard. No issue was too small or deemed inconsequential. There was a mutual goal to find just the right person to take us into the future. Every effort was taken to ensure that we got to that result. Having ESS to do the candidate screening, background checks and their knowledge of local professionals was a great reassurance to us as trustees, as there is no more valuable asset than the reputation of the district.

Our district is excited as we anticipate the future with our new superintendent. We look forward to forming a new governance team and know that we can reach out to ESS should the need arise. Drs. Rutherford and Lovely took an overwhelming task and made it a very positive experience for us as a leadership team. We are unified and ready to move into the future with great confidence for success for all stakeholders.

Sincerely,

Kathy Thompson
President, Board of Trustees

15A

John A. Bowes, Ed.D.
Superintendent



Board of Trustees

Jason Boxer
Jennifer Cochran
Jen Fenton
Cathey Graves
Sally Peel

Manhattan Beach Unified School District

325 South Peck Avenue • Manhattan Beach • California 90266 • (310) 318-7345 • FAX (310) 303-3822

August 16, 2021

To Whom It May Concern:

Last spring, while managing school reopenings, in-person and distance learning platforms, curriculum changes, and second interim budget reports, the Board of Trustees for the Manhattan Beach Unified School District (MBUSD) was given an additional task. Our incredible Superintendent for over eleven years decided he would not renew his contract in June, and thus we needed to find a new leader. What felt impossible, given our own self-imposed deadline of hiring someone by July 1, was met with ease and professional integrity from the moment Education Support Services Group (ESS) submitted their RFP.

After reading eight applications from search firms across the nation, ESS stood out as the frontrunner. In addition to their experience with similar districts, they researched our community, watched previous board meetings, and had an expansive network of potential candidates to recruit from. During the public interview, ESS continued to shine. The firm presented a comprehensive timeline that corresponded to our district's calendar, explained the level of engagement and listening that would be conducted with various stakeholder groups, and most importantly, talked about utilizing this search process as a road for healing.

And as soon as ESS was hired, they prioritized MBUSD and finding our new Superintendent. In addition to analyzing previously compiled survey data about desired characteristics or experience from students, parents, and staff, ESS drafted a supplemental constituent questionnaire to develop a leadership profile and job description. ESS simultaneously conducted a compensation study and immediately began scheduling meetings with focus groups consisting of over 220 people. At every step of the way, our consultants provided in-depth updates, communicated regularly with the board, and made presentations at meetings to inform the public about the search.

As July 1 drew near, ESS remained calm, focused, and continued to demonstrate a level of expertise that aligned with our district's goals. They brought several highly-qualified candidates to the board for consideration and did extensive background research on each applicant. Not only did ESS coordinate two back-to-back days of interviews, they helped guide our conversation as we deliberated for several hours on which individual would best serve our district.

When our new Superintendent was finally selected, by the deadline we set, the consultants prepared a press-release, created a multi-tiered action plan to disseminate the news, and checked in daily to ensure a smooth transition. ESS constantly supported the board with resources that went beyond the scope of our search, and developed long-term relationships with those in our district. In fact, if we could hire ESS for every task or issue that falls within the scope of the board's purview, we would!

Our experience with the firm was truly exceptional from start to finish. And while it was sad to say goodbye to the former Superintendent, the board is confident that we found the best person to lead MBUSD into the future.

Best,

Jen Fenton
Manhattan Beach Unified School District, Board President

15B

August 18th, 2021

To whom it may concern,

It is my absolute pleasure to recommend Education Support Services Group (ESS) Beverly Hempstead and Suzette Lovely as extremely competent and capable experts for any district engaged in a superintendent search. The San Marcos Unified School District Governing Board was fortunate to employ ESS through the 2020-21 school year as we searched for our next superintendent, and I cannot recommend them highly enough.

With three newly elected Board members, there was a lot of learning for us. Beverly and Suzette provided clear direction on the importance of finding the perfect superintendent during a difficult time when the district was absent of leadership. These incredibly professional women took us step-by-step through the process of defining what we were looking for in a candidate, collecting information from all stakeholders, and compiling this information to create a job posting that would cast a wide net.

Suzette and Beverly directed the Board through a painstaking process of vetting dozens of highly qualified applicants to narrow down the search. They took their time to help us understand the process, see things from multiple angles, and helped us create an interview process that landed the perfect candidate for our district.

ESS was consistent with their messaging, very professional in every interaction, and demonstrated a deep understanding of this process which made every step a learning experience for all our board members. I believe the extensive experience both Beverly and Suzette have as former superintendents provides them with a unique perspective from which both new and existing board members will greatly benefit.

As a board member I was always fully informed as the process unfolded, with open lines of communication from beginning to end. I don't know how we would have completed the task of hiring a new superintendent without their assistance and guidance. I would highly recommend ESS and I look forward to working with them again.

If you have any questions, please feel free to contact me.

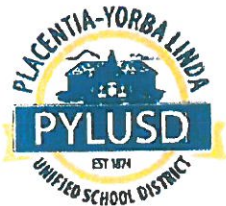
Sincerely,



Jaime Chamberlin

jaime.chamberlin@smusd.org
310-415-2115

15C



**PLACENTIA-YORBA LINDA
UNIFIED SCHOOL DISTRICT**

1301 E. Orangethorpe Avenue
Placentia, CA 92870
www.pylusd.org

James Elsasser, Ed.D.
Superintendent

Board of Education
Marilyn Anderson
Leandra Blades
Carrie Buck
Karin Freeman
Shawn Youngblood

June 14, 2021

Dr. Suzette Lovely
Dr. Alan Rasmussen
Education Support Services
12800 Center Court Drive, Suite 300
Cerritos, California 90703

Dear Dr. Lovely and Dr. Rasmussen,

The Placentia-Yorba Linda Unified School District Board of Education recently conducted a superintendent search and contracted with ESS to facilitate this effort. The selection of a new superintendent is the most important decision that a school board can make. Therefore, it was of utmost importance to feel confident and comfortable with whomever we would select. Our Board has conducted a superintendent search in the past and knew what we wanted in a search firm. We are pleased to say that from the beginning to the conclusion of this search, the working relationship with the search team went as we hoped, and the results confirm that we made a good choice in hiring ESS.

The professionalism of Dr. Lovely and Dr. Rasmussen was evident. Their thoroughness in the initial presentation before the Board greatly aided in our decision of which firm to hire. They were very open to questions and transparent about all the steps that would be taken during the search timeline. At no time during the search were there any surprises.

Their recruitment brought forth highly qualified candidates to consider for interviews. We were impressed with the caliber of the candidates and the in-depth background checks of these individuals which assisted us in the determination of those we would interview.

Dr. Lovely and Dr. Rasmussen kept us current as we moved through the various steps. They were always easy to access, supportive, and responsive to any questions we had. They set a positive tone for the days we conducted interviews. Clearly, it was important that all participants (candidates and Board members) felt at ease and ready to have a conversation about the candidate's suitability for the position.

Without hesitation, we would recommend ESS and the search team of Dr. Lovely and Dr. Rasmussen to other school boards which find themselves in need of selecting a new superintendent. ESS will listen to you, work with you, and professionally guide you through this experience. We are grateful for the outcome, namely our new superintendent.

Sincerely,

Karin M. Freeman
Board President

15D

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