



Superintendent Search Proposal for



EST. 1895

**REDWOOD CITY
SCHOOL DISTRICT**

July 8, 2025



 **TABLE OF CONTENTS**

Introductory Letter 1-2

Executive Summary 3

Search Process Flow Chart 4

Search Process Plan 5-6

Proposed Timeline 7

Fee and Summary of Services..... 8

Sample Services Agreement..... 9

References 10

Qualification Statement 11

Partner Qualifications..... 12-16

Leadership Associates Search List 17-21

Commendations 22-24

Search Firm and Consultant Contact Information



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Leadership Associates

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SENT VIA EMAIL

July 8, 2025

Mr. Mike Wells
Board President
Redwood City School District
750 Bradford Street
Redwood City, CA 94063

Dear President Wells and Redwood City 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 700 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.

Our commitment to supporting the diverse student population in California is reflected in our expansive recruitment efforts. We strive to include candidates in our pool who have a proven track record of experience in culturally proficient practices that have proven successful in addressing educational equity gaps. In fact, this past year, 66% of the individuals selected by school boards where Leadership Associates led the search were women or persons of color. This approach is made possible through the extensive network of our diverse partners who have expertise leading school systems through an equity lens. We believe this deep commitment has been the key factor contributing to our unparalleled successful placement of high-quality superintendent candidates across the state. We will dedicate ourselves to ensuring you have the finest and most diverse pool of candidates from which to select to serve as your new superintendent.

Our work includes partnering with Boards in several similar and/or nearby districts including San Mateo Union High School District, San Bruno Park, Millbrae, Brisbane, Mountain View Whisman, Los Altos, Sunnyvale, Las Lomas and Portola Valley. Through the continued participation of several of our partners in organizations such as the California Collaborative for Educational Excellence (CCEE) and the California County Superintendents (CCS), we have remained current on key education policy and 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 the Redwood City School District, we are aware and respectful of the District's accomplishments and priorities:

- CA Distinguished School Award winning schools
- Innovative Mandarin Dual Immersion Program
- Spanish Dual Immersion Program
- Recognition by the San Mateo County SELPA and CAC for Taft Community School's support of students with disabilities
- Expanded after school learning opportunities
- Significant improvement in ELPAC scores
- Long term Facilities Master Plan to reimagine the future of school campuses

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.

If our firm is selected, Dr. Eric Andrew 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 each partner are provided in the Qualification Statement 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 Redwood City School District.

Respectfully,



Dr. Jacki Horejs
Lead Consultant
Leadership Associates



Dr. Eric Andrew
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 active educators and 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 strongly believe Leadership Associates is 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.

SUPERINTENDENT SEARCH PROCESS FLOW CHART

Note: *Blue italicized text* indicates Board Participation

Phase 1
Initial Meeting with Board



- *Review search process*
- *Discuss collectively with the Board:*
 - *Characteristics desired in new Superintendent*
 - *District strengths and challenges*
 - *Community / staff input process*
 - *Online survey*
 - *Search Protocols and Agreements*
- *Finalize timeline*

Phase 2
Community and Staff Input



- Meet with individuals and groups per Board's request to solicit input:
 - Characteristics desired in new Superintendent
 - District strengths and challenges
- Post online survey following Board approval
- Present survey results to board members

Phase 3
Position Description



- Develop Position Description using:
 - Input received
 - Description of District and community
 - Key search dates / timelines
- *Board reviews and approves draft*
- Posted on Leadership Associates website, District website, and provided to candidates

Phase 4
Advertising,
Recruitment,
Reference Checking



- Advertise in trade publication(s)
- Announce to our 1,100+ subscribers
- Actively recruit
- Conduct reference and database checks on all potential candidates
- Conduct individual interviews with all potential finalists

Phase 5
Selection of Finalists



- *Meet with Board to review all applicants*
- *Discussion and determination of top candidates*
- *Board determines finalists to interview*
- *Review of interview process and preparation of interview questions*

Phase 6
Final Interviews



- *Board conducts interviews with assistance from Leadership Associates*
- *Board selects finalist*
- Consultants inform all candidates of outcome

Phases 7, 8 & 9
Validation Process
Contract Offer
Public Approval of
New Superintendent after
New Superintendent is Signed



- *Board conducts a validation process prior to official contract offer*
- *Work with Board and finalist as needed to develop final parameters for contract and to prepare press release*
- *Board takes public action at a regularly scheduled meeting to employ new Superintendent*
- Leadership Associates will provide and review Board and Community input with new Superintendent
- Leadership Associates will provide follow-up services as desired including a 90-day entry plan for new Superintendent



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 search support specialist 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; the process for engaging groups and individuals 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. 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 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 send a notification to over 1,100 subscribers to our website announcing the position. 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 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 the input process 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 90-day 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.



PROPOSED TIMELINE

(Flexible based on Board direction)

Redwood City School District Superintendent Search

Note: *Blue italicized text* indicates Board Participation

JULY - SEPTEMBER 2025 Preliminary Phase	July/August	District receives proposals
	September 10, 2025	<i>Proposal Presentations / Board Selects Firm</i>
OCTOBER 2025 Community Engagement	October 8 Regular Meeting	<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>
	October 13 - 24	Online survey dates
	Week of October 13	Consultants confer with staff and community designated by the Board to receive input
OCTOBER - NOVEMBER 2025 Advertisement and Recruitment	October	Consultants identify potential candidates; Development and posting of recruitment materials and Position Description
	October 13 and 20	Advertising and active recruitment; Ad appears in <u>EdCa!</u> , (Two consecutive publications) (Click here for publication schedule)
	November 7, 5:00 PM	Deadline for applications
NOVEMBER - DECEMBER 2025 Interviews and Selection	November	Consultants complete comprehensive reference and background checks on applicants
	November 21	<i>Board confers with consultants, reviews all applications and selects candidates to be interviewed (Closed Session; approx. 3 hours)</i>
	December 13	<i>Board interviews candidates; selects finalist(s) (Closed Session; all-day meeting)</i>
DECEMBER 2025 - JANUARY 2026 Contract Approval	December	<i>Board completes the validation process of the leading candidate and makes final determination</i>
	January 14 or 21, 2026	<i>Board approves superintendent contract at a regularly scheduled board meeting</i>
July 2026 Start Date	July 1, 2026 (as mutually agreed)	New superintendent begins



FEE AND SUMMARY OF SERVICES

REDWOOD CITY SCHOOL DISTRICT SUPERINTENDENT SEARCH

TOTAL FEE TO CONDUCT SEARCH: \$24,000, plus advertising costs

This fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- 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 visit
- 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, online posting updates and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification visit, if conducted
- The above search cost is an all-inclusive cost for all services outlined. If at the request of the Board, additional services are requested, there may be an added cost.
- Should the superintendent leave within two years, Leadership Associates will conduct a new targeted search identifying specific qualified candidates for administrative overhead costs, (approximately 25% of the original search fee), provided the Board majority has remained the same and the Board had established annual goals for the superintendent and conducted an initial six-month performance review and annual written evaluations.



SAMPLE SERVICES AGREEMENT

LEADERSHIP ASSOCIATES

www.leadershipassociates.org

449 W. Foothill Blvd., #427

Glendora, CA 91741

(916) 520-4951

AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made this ____ **day of September 2025** between **LEADERSHIP ASSOCIATES**, hereinafter called the Contractor, and **REDWOOD CITY 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 proposal.

The District agrees to pay the Contractor **TWENTY-FOUR THOUSAND DOLLARS (\$24,000)** plus advertising costs for services provided. Payment is to take place in two increments: **(1) \$12,000** upon completion of educational partner input, and **(2), \$12,000** plus advertising costs 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 September __, 2025.

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#: 68-038 3653

DISTRICT:
REDWOOD CITY SCHOOL DISTRICT

By: _____

By: _____

Name: Betty Hall

Name: _____

Dept: Fiscal Services

Title: _____

Date: _____

Date: _____



REFERENCES

**REDWOOD CITY SCHOOL DISTRICT
SUPERINTENDENT SEARCH**

	DISTRICT NAME AND ADDRESS	CONTACT NAME	TITLE	PHONE	EMAIL
1	Las Lomas ESD 1011 Altschul Ave Menlo Park, CA 94025	Paige Winikoff	Board President	415-819-7409	pwinikoff@llesd.org
2	Mountain View Whisman SD 1400 Montecito Ave Mountain View, CA 94043	William Lambert	Board President	650-575-6981	wlambert@mwwsd.org
3	San Mateo UHSD 650 N. Delaware St San Mateo, CA 94401	Robert Griffin	Board President	415-987-1944	rgriffin@smuhsd.org
4	Sunnyvale SD 819 W. Iowa Ave Sunnyvale, CA 94086	Bridget Watson	Board President	408-540-8598	Bridget.watson@sesd.org



QUALIFICATION STATEMENT

EXPERIENCE AND QUALIFICATIONS OF THE FIRM

Leadership Associates has conducted over 650 executive searches in California since 1996. We have 16 partners, 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 Association of Asian and Pacific Learners in Education (CAAPLE); 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 bilingual 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



PARTNER QUALIFICATIONS

QUALIFICATIONS OF LEAD CONSULTANTS

Jacqueline Horejs, Ed.D. – Partner

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 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.

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.



QUALIFICATIONS OF SUPPORTING CONSULTANTS

William Banning – Partner

William Banning served as Superintendent of the Goleta Union School District from July 2012 through his retirement in June 2017. He is currently a member of the Board of Trustees in the Santa Barbara Unified School District. He served as an Interim Superintendent (2018-19) and Board consultant (2019-20) in the Vista Del Mar Union School District and has supported aspiring educational leaders as a coach and lecturer in the Santa Barbara County Education Office's Preliminary and Clear Administrative Services Credentialing programs. He holds master's degrees in organizational leadership and educational Administration. His 40-year career includes work in Administrative Services and Human Resources in the Solana Beach School District. He also served as a principal in elementary and secondary schools in the Fallbrook Union Elementary School District. His teaching experience includes elementary and junior high school music instruction in Capistrano Unified School District, high school music in the Escondido Union High School District, middle school computer science instruction in the Fallbrook Union Elementary School District, and Research Statistics at California State University, San Marcos. Mr. Banning has been recognized by the Association of California School Administrators (ACSA) as the Region 13 recipient of the Leadership Matters Award in 2014 and 2017. He and his wife, Becky, live in Santa Barbara, California. They have three grown children.

Kent L. Bechler, Ph.D. – Partner, Executive Leadership Development

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

Blanca Cavazos, Ed.D., – Partner

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 serves as a Director-At-Large on the State Board of Directors for the Association of California School Administrators (ACSA). 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 – Partner

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. Tom played intercollegiate baseball while at Stanford University and was drafted by the Houston Astros Baseball organization as a left-handed pitcher. He played a few years in the minor leagues before an arm injury ended his career. He still is an active snow and water ski enthusiast and loves camping and flyfishing. Spending time with his two children's families and the four grandchildren are a high priority for Tom as he lives his life with passion!

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) and served as the Interim Executive Director for 2021-22. 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 a sitting Executive Member 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.

Donald Evans, Ed.D. – Partner

Donald Evans, Ed.D. served as the superintendent of Berkeley Unified School District for six years before retiring in 2019. Dr. Evans came out of retirement for 2022-23 to serve as Interim Superintendent for Piedmont Unified School District. Prior to Berkeley Unified School District, he was the Superintendent of Hayward Unified School District. During his tenure in Berkeley, Dr. Evans was Superintendent of the Year for the California Association of African American Superintendents and Administrators. Dr. Evans started his education career in 1988 in San Diego Unified School District where he taught grades 4-6 and later became vice principal of an elementary school. He served as principal in Ravenswood and Area Superintendent/Network Officer in Oakland Unified School District. He was the Associate Superintendent of Secondary Education for Compton Unified School District. Dr. Evans received his BA from University of Delaware and MA from United States International University and earned his Doctorate of Education from the University of California, Berkeley. Dr. Evans has led many initiatives and reforms. His areas of expertise include school systems and management, multi-tiered systems for students, community engagement and managing complex political issues in school environments. After retiring, Dr. Evans worked with the California Collaborative for Educational Excellence that supports local educational agencies (LEAs). He also provided executive coaching for new superintendents and district leaders in the Bay Area. In 2022, Dr. Evans joined California State University, East Bay as a Lecturer.

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, Lead Facilitator

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.

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*.

Dennis M. Smith, Ed.D. – Partner, Search Lead

Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (27,000 ADA) in Orange County for 12 years prior to his retirement. 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 85 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.



Rich Thome – Partner

Rich Thome served as Superintendent of the South Bay Union and Cardiff School Districts in San Diego County, as well as the Assistant Superintendent of Technology and Human Resources at the San Diego County Office of Education. He is a Partner in Leadership Associates, a Superintendent Search Firm. In these capacities he has conducted over 142 executive searches, including 103 Superintendent searches, 39 Administrative searches (non-superintendent), and 203 Board Workshops since 2003. Rich joined Leadership Associates and has been in the firm for 17 years, joining in 2006 as a search consultant. Of these searches, Rich has conducted 56 Superintendent searches in Unified School District, 16 in High School Districts and 31 in Elementary School Districts. He also served as Director, Professional Learning in the Mobile Technology Learning Center (MTLC), a research center in the School of Leadership and Education Sciences (SOLES), at the University of San Diego. He, prior to that assignment, served as Director Educational Leadership Development Center at the University. In addition, Rich was an Executive Coach for Pivot Learning Partners in Los Angeles and San Diego Counties. Previously, he served for 23 years in the (now 49,974 enrollment) Capistrano Unified School District as Assistant Superintendent in charge of 29 elementary schools, Director, Elementary Education Coordinator, Research and Instructional Technology, Elementary Principal and High School Teacher. Prior to that Rich served as a Middle School Teacher in the Pasadena Unified School District. He received his bachelor's degree from California State University, Los Angeles, and his master's from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual, Cross Cultural Specialist credential in California. Rich was awarded the prestigious Ohtli Award, awarded rarely by the Government of Mexico 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 awarded 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.

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. San Diego County – 2024 | 500,000 ADA |
| 3. Santa Clara County – 2008 | 275,000+ ADA |
| 4. Ventura County – 2021 | 135,312 ADA |
| 5. Yuba County – 2023 | 15,000 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	35,461
11. Fremont USD	Alameda	33,107
12. San Jose USD	Santa Clara	32,938
13. Anaheim Union HSD	Orange	32,085
14. San Ramon Valley USD	Contra Costa	31,900
15. Mt. Diablo USD	Contra Costa	31,013
16. West Contra Costa USD	Contra Costa	30,596
17. Bakersfield City SD	Kern	30,262
18. Modesto City Schools	Stanislaus	30,718
19. Orange USD	Orange	28,522
20. Saddleback Valley USD	Orange	27,803
21. East Side UHSD	Santa Clara	26,537
22. Rialto USD	San Bernardino	26,468
23. Placentia-Yorba Linda USD	Orange	25,821
24. Palm Springs USD	Riverside	23,332
25. Murrieta Valley JUSD	Riverside	22,950
26. Antelope Valley UHSD	Los Angeles	22,792
27. Tustin USD	Orange	22,761
28. Grossmont UHSD	San Diego	22,021
29. Lake Elsinore USD	Riverside	22,000
30. Hemet USD	Riverside	21,977
31. William S. Hart UHSD	Los Angeles	21,000
32. Fairfield-Suisun USD	Solano	20,559
33. Pajaro Valley USD	Santa Cruz	20,438
34. Folsom-Cordova USD	Sacramento	19,865
35. Val Verde USD	Riverside	19,500
36. Anaheim City SD	Orange	19,312
37. Alvorad USD	Riverside	19,255
38. ABC Unified	Los Angeles	18,889
39. Coachella Valley USD	Riverside	18,861
40. Newport-Mesa USD	Orange	18,559
41. Antioch USD	Contra Costa	18,352
42. Panama-Buena Vista Union SD	Kern	18,250
43. Ventura USD	Ventura	17,430
44. Santa Rosa City Schools	Sonoma	16,700
45. Santa Maria-Bonita SD	Santa Barbara	16,665

<u>District</u>	<u>County</u>	<u>ADA</u>
46. Oxnard SD	Ventura	16,533
47. Burbank USD	Los Angeles	16,207
48. Cajon Valley Union SD	San Diego	16,059
49. Pasadena USD	Los Angeles	15,866
50. Santa Clara USD	Santa Clara	15,509
51. Lancaster SD	Los Angeles	14,743
52. Walnut Valley USD	Los Angeles	14,658
53. Vallejo City USD	Solano	14,554
54. West Covina USD	Los Angeles	14,402
55. Fullerton JUHSD	Orange	13,661
56. Etiwanda SD	San Bernardino	13,478
57. Livermore Valley USD	Alameda	13,305
58. Paramount USD	Los Angeles	13,160
59. Sanger USD	Fresno	13,087
60. Vacaville USD	Solano	12,561
61. Inglewood USD	Los Angeles	12,570
62. Acton-Agua Dulce USD	Los Angeles	12,523
63. San Dieguito UHSD	San Diego	12,485
64. Palo Alto USD	Santa Clara	12,357
65. Natomas USD	Sacramento	12,300
66. Metropolitan Education	San Jose	12,000
67. Oak Grove SD	Santa Clara	11,800
68. Upland USD	San Bernardino	11,665
69. Victor ESD	San Bernardino	11,531
70. San Lorenzo USD	Alameda	11,530
71. Evergreen School District	Santa Clara	11,385
72. Alameda USD	Alameda	11,299
73. Franklin-McKinley SD	Santa Clara	11,269
74. Gilroy USD	Santa Clara	11,164
75. Merced City USD	Merced	11,009
76. Lucia Mar USD	San Luis Obispo	10,710
77. Pittsburg USD	Contra Costa	10,560
78. Azusa USD	Los Angeles	10,518
79. Berkeley USD	Alameda	10,340
80. Sequoia UHSD	San Mateo	10,032
81. Dublin USD	Alameda	10,000
82. Roseville City ESD	Placer	9,943
83. Los Alamitos USD	Orange	9,833
84. San Mateo Union HSD	San Mateo	9,760
85. Woodland JUSD	Yolo	9,658
86. Yucaipa---Calimesa Joint USD	San Bernardino	9,655
87. Ocean View SD	Orange	9,461
88. Lompoc USD	Santa Barbara	9,644
89. Escondido UHSD	San Diego	9,458
90. Santa Monica-Malibu USD	Los Angeles	9,121
91. Morgan Hill USD	Santa Clara	9,022
92. Santa Maria JUHSD	Santa Barbara	7,633
93. East Whittier City ESD	Los Angeles	8,829
94. Davis Jt. USD	Yolo	8,626
95. Sylvan Union SD	Stanislaus	8,261
96. Westminster SD	Orange	8,203
97. Novato USD	Marin	8,078
98. El Rancho USD	Los Angeles	7,985
99. South Bay UESD	San Diego	7,682
100. San Rafael City Schools	Marin	7,200
101. Santa Cruz City Schools	Santa Cruz	7,092
102. Culver City USD	Los Angeles	6,876
103. Newhall SD	Santa Clarita	6,831
104. Cotati-Rohnert Park USD	Sonoma	6,373
105. Paso Robles USD	San Luis Obispo	6,341
106. Fountain Valley USD	Orange	6,337
107. Selma USD	Fresno	6,258

<u>District</u>	<u>County</u>	<u>ADA</u>
108. Lennox SD	Los Angeles	6,247
109. Ukiah USD	Mendocino	6,214
110. Brea Olinda USD	Orange	6,085
111. Patterson JUSD	Patterson	6,012
112. Newhall SD	Los Angeles	5,920
113. Alta Loma SD	San Bernardino	5,900
114. Perris ESD	Riverside	5,639
115. Santa Paula USD	Ventura	5,454
116. Monrovia USD	Los Angeles	5,404
117. Kerman USD	Fresno	5,310
118. Newark USD	Alameda	5,173
119. Sierra Sands USD	Kern	5,100
120. Orcutt Union ESD	Santa Barbara	5,087
121. Fallbrook SD	San Diego	4,921
122. Oakley Union SD	Contra Costa	4,871
123. Buena Park SD	Orange	4,684
124. Moreland SD	Santa Clara	4,670
125. Charter Oak USD	Los Angeles	4,581
126. Sonoma Valley USD	Sonoma	4,564
127. Oak Park USD	Ventura	4,527
128. Benicia USD	Solano	4,526
129. San Lorenzo Valley USD	Santa Cruz	4,444
130. Belmont-Redwood Shores SD	San Mateo	4,308
131. Wiseburn USD	Los Angeles	4,301
132. Ravenswood City SD	San Mateo	4,296
133. Paradise USD	Butte	4,261
134. Duarte USD	Los Angeles	4,247
135. Martinez USD	Contra Costa	4,156
136. Lindsay USD	Tulare	4,150
137. Central UHSD	Imperial	4,104
138. Cypress SD	Orange	4,000
139. Brawley ESD	Imperial	3,980
140. Eureka City Schools	Humboldt	3,884
141. Lake Tahoe USD	El Dorado	3,872
142. Enterprise ESD	Shasta	3,846
143. Hanford Joint Union HSD	Kings	3,802
144. Amador County USD	Amador	3,829
145. Lemon Grove SD	San Diego	3,797
146. Mountain View-Los Altos UHSD	Santa Clara	3,753
147. Fillmore USD	Ventura	3,734
148. Goleta Union SD	Santa Barbara	3,718
149. Del Norte County USD	Del Norte	3,591
150. Los Altos SD	Santa Clara	3,576
151. Cabrillo USD	San Mateo	3,357
152. Cambrian SD	Santa Clara	3,349
153. Lafayette SD	Contra Costa	3,261
154. Corcoran USD	Kings	3,257
155. Pacifica SD	San Mateo	3,150
156. San Marino USD	Los Angeles	3,146
157. Newman-Crows Landing USD	Stanislaus	3,142
158. Exeter Public Schools	Tulare	3,000
159. Salida Union SD	Stanislaus	2,994
160. Standard ESD	Kern	2,979
161. Riverbank SD	Stanislaus	2,972
162. South Whittier ESD	Los Angeles	2,918
163. San Bruno Park ESD	San Mateo	2,785
164. Oroville City ESD	Butte	2,696
165. Castaic Union SD	Los Angeles	2,568
166. Fowler USD	Fresno	2,562
167. Scotts Valley USD	Santa Cruz	2,482
168. Jefferson SD	San Joaquin	2,477
169. Carmel USD	Monterey	2,468

<u>District</u>	<u>County</u>	<u>ADA</u>
170. Farmersville USD	Tulare	2,463
171. Bear Valley USD	San Bernardino	2,453
172. Oroville UHSD	Butte	2,427
173. Mill Valley SD	Marin	2,415
174. Piedmont USD	Alameda	2,349
175. Ojai USD	Ventura	2,301
176. Galt JUHSD	Sacramento	2,287
177. Dos Palos-Oro Loma JUSD	Merced	2,275
178. Lammersville JUSD	San Joaquin	2,200
179. Chowchilla ESD	Madera	2,193
180. Woodlake USD	Tulare	2,192
181. Red Bluff Union ESD	Tehama	2,178
182. Millbrae ESD	San Mateo	2,131
183. Plumas USD	Plumas	2,130
184. Fort Bragg USD	Mendocino	1,917
185. Willits USD	Mendocino	1,907
186. Mariposa County USD	Mariposa	1,816
187. Pacific Grove USD	Monterey	1,812
188. Ross Valley SD	Marin	1,724
189. Byron Union SD	Contra Costa	1,686
190. Live Oak SD	Santa Cruz	1,681
191. Reed Union SD	Marin	1,556
192. Larkspur-Corte Madera SD	Marin	1,523
193. Colusa USD	Colusa	1,450
194. Golden Plains USD	Fresno	1,424
195. Chawanakee USD	Madera	1,423
196. Williams USD	Colusa	1,375
197. Las Lomitas ESD	San Mateo	1,336
198. Sierra USD	Fresno	1,323
199. Guadalupe Union SD	Santa Barbara	1,280
200. Palermo SD	Butte	1,278
201. Wilsona SD	Los Angeles	1,228
202. Fall River JUSD	Shasta	1,209
203. Kentfield SD	Marin	1,177
204. Chowchilla UHSD	Madera	1,103
205. Taft UHSD	Kern	1,045
206. Edison SD	Kern	1,036
207. Aromas-San Juan SD	San Benita	1,024
208. University Preparatory School	Shasta	900
209. Bass Lake JUSD	Madera	891
210. Lassen UHSD	Lassen	825
211. Banta ESD	San Joaquin	770
212. Wheatland UHSD	Yuba	739
213. Rancho Santa Fe SD	San Diego	700
214. Emery USD	Alameda	687
215. San Pasqual Valley USD	Imperial	654
216. Summerville UHSD	Tuolumne	624
217. Solvang SD	Santa Barbara	607
218. Shoreline USD	Marin	504
219. Fort Sage USD	Lassen	483
220. Calaveras COE	Calavera	450
221. Brisbane SD	San Mateo	450
222. Columbia SD	Tuolumne	435
223. Eastern Sierra USD	Mono	417
224. Le Grand Union ESD	Merced	401
225. Kings River Union ESD	Tulare	476
226. Foresthill Union SD	Placer	396
227. Janesville Union SD	Lassen	386
228. Alview-Dairyland Union SD	Madera	367
229. Butte Valley USD	Siskiyou	276
230. Sunol Glen USD	Alameda	268
231. Clay Joint ESD	Fresno	250

<u>District</u>	<u>County</u>	<u>ADA</u>
232. Trona JUSD	San Bernardino	247
233. Westwood USD	Lassen	189
234. Ballard SD	Santa Barbara	143
235. McKittrick ESD	Kern	80
236. Alpine County USD	Alpine	75

POSITION: EXECUTIVE DIRECTOR/DIRECTOR

237. Amethod Public Schools (Charter)	Alameda/Contra Costa
238. Baldy View ROP	San Bernardino
239. Birmingham Community Charter HS	Los Angeles
240. Clayton Valley Charter High School	Contra Costa
241. Coastline ROP	Orange
242. East San Gabriel Valley SELPA	Los Angeles
243. Oxford Preparatory Academy	Orange
244. Ridgecrest Charter	Kern
245. River Charter School	Sac/Yolo
246. San Diego COE	San Diego
247. San Ramon Valley SELPA	Contra Costa
248. So. Orange County SELPA	Orange
249. West End SELPA, San Bernardino COE	San Bernardino
250. West San Gabriel Valley SELPA	Los Angeles



BOARD COMMENDATIONS

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!

Benicia USD: It is with immense gratitude, that we send you this note of appreciation for all that Leadership Associates did in supporting us with a successful Superintendent search. The care and concern for BUSD as well as the Benicia community was evident in the steps that you took as well as in the thoughtful process you engaged all stakeholders in to express their hopes for the District in our next Superintendent. On behalf of the BUSD Governing Board and the entire Benicia Unified School District, we thank you for matching us with the best candidate. We are excited about the state of the District and the direction of things to come.

Buena Park SD: We are so appreciative of our collaboration with Leadership Associates! They examined the needs of our community and brought forth high-quality superintendent candidates. Every phase was executed perfectly. We are very happy with our superintendent choice and recommend, without reservation, Leadership Associates. We are especially thankful for how personable Dr. David Verdugo and Sandy Sanchez were with each board member and Erin.

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.

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!"

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.

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.

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."

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.

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.

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.

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.

Fairfield-Suisun USD: Penny, David and Eric - I wanted to share that I am so grateful for the processes and organization that you have in place! The four months were a bit stressful, but your timelines, clear documentation, and checklists made it so easy to follow along and complete all the tasks on time. Your processes were transparent and accurate. We ALWAYS knew where we stood and what the next steps were. You all were timely and honest in your responses to our questions as well. I know that I felt I was a part of your team. Thank you for perfecting this process and following it to the letter! MP, Executive Assistant

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.

Fort 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.

Fountain Valley SD: Dennis and Peggy - We are so grateful for your service. Thank you for helping to make our lights shine strong in Fountain Valley!

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.

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.

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.

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.

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.

Lake Elsinore USD: Thank you all so much for your guidance and expertise in leading the search. It will be very difficult to replace our superintendent. However, we are certainly headed down the right path in Lake Elsinore Unified thanks to your support!

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."

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.

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!

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.

Oroville UHSD: It has been an absolute pleasure to work with Rich Fischer and Tom Changnon of Leadership Associates. They are highly organized, knowledgeable, accessible, personable and have numerous outstanding contacts. They took the time to get to really know our community and district so as to know candidates who would be a good fit for us.

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. 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.

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!

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.

Plumas USD: I thoroughly enjoyed working with Rich and Tom. They provided guidance throughout the entire process. Both were committed to ensuring we had the most qualified candidates based on our district's needs. They took the time to understand the needs of the district, board, communities, and parents. They helped us to trust the process and our decision-making process. Selecting a superintendent is one of the most important decisions boards make. I was happy to have Rich and Tom offering support, encouragement, and advice.

San Ramon Valley USD: Thank you for your invaluable help in finding the right candidate. I am confident this is a great match. I am grateful for everything that you did to make it possible.

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

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.

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.

Tehachapi USD: The process that Leadership Associates provided to TUSD was amazing. Your team was so professional and efficient, everything was in place to guide us in our success for our new superintendent. Thank you to Leadership Associates for the thoroughness and diligence of their consultants, Blanca Cavazos and Juan Garza, that were used in our successful search for a new superintendent. Both of them were extremely professional and polished in all aspects of the search. They took the time for a full day of sessions with various groups in Tehachapi to find the qualities they wanted in the new superintendent and with that information developed a job description for applicants to see. Their advice to our trustees was seriously considered and any input from us was used. We enthusiastically recommend Leadership Associates!

Tustin USD: I cannot say enough good things about the work that Leadership Associates performed for us. The most recent time was in the fall of 2020 when we needed to fill our Superintendency given the retirement plans of our previous Superintendent. We are very pleased with Dr. Mark Johnson, our new Superintendent, who is still with us. I expect he will be with us for about 10 years, as was our previous Superintendent, Dr. Greg Franklin. You cannot go wrong working with Leadership Associates. They are so professional, and people who would not risk asking about your position WILL seek them out for information because they are known to be of such integrity and reputation. Of course, the Board must do their work as well – but if they do so in partnership with Leadership Associates and were other than 100% satisfied at the end, I would personally be shocked. They are that good.

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.

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.

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.