



SUPERINTENDENT SEARCH

September 10, 2025

HYA | HAZARD
YOUNG
ATTEA
ASSOCIATES



RCSD creates a safe and supportive, inspirational and rigorous, joyful and inclusive environment for all learners.





BOARD'S AWESOME RESPONSIBILITY

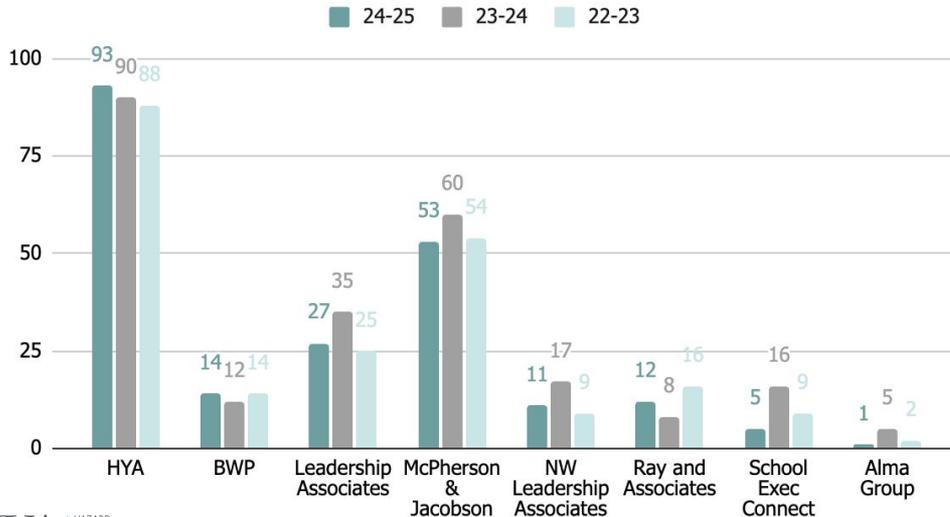
- Understand stakeholders desires
- Find the leader that is the best match

WHY HYA

94% superintendents
stay full term of first contract
(placed in the last 10 years)

75% superintendents
recruited by HYA Associates

Search Firms



Recruiting Advantage

- **30,000+ email subscribers** to our Monthly Newsletter
- **46,000 Unique users** on our website Find a Job page since Jan 1, 2023
- Candidate Profile System - **7,000+ Registered Candidates**
- **We work with superintendents** as a result of our Strategic Planning, Equity, and Executive Coaching Collaboratives.
- Our associates lead the Superintendent's Academy and Central Office Academy through our Partnership with Howard University.

ABOUT THE FIRM

- 35 years of Executive Search
- 2,000+ searches, 80+ searches per year
- 130+ Nationwide Associates
- 9.4/10.0 Client Satisfaction Rating
- Grounded in Research & Analytics
- Full-time back office and IT staff

- Dedicated Search Team with Bay Area Experience in Similar Districts
- Comprehensive Community Engagement*
- Responsive and Regular Communication

The infrastructure that results in Board search success.

WHY HYA?

first and foremost:

RECRUITMENT

Recruiting is a local, regional and national effort.

Great candidates come from all areas—reaching them is critical.

Decision Point:

Which firm has the infrastructure, relationships and brand to recruit your next leader?

Aggressive recruitment requires a high volume of activity. HYA website, relationships and processes create activity.

We encourage you to look at our website, and those of our competitors through this lens.

WHY HYA?

It's important for students and staff.

HYA believes that every child has the right to a quality education. Recruiting, developing, and retaining great leaders is essential to improving your district's student outcomes. The Board and Superintendent Team is the catalyst for advancement!

Human Interactions

Deep Meaningful Engagement

Board Leadership
Stakeholders
Community Engagement
Students
Candidates
Internal Candidates

Your Search

Candidates that match YOUR profile; your choice not ours!

Your Process
Your District's Needs
Your Strategic Plan
Your Timeline
Your Customization

Accomplished Firm

No Sitting Superintendent Associates; they're focused on their district not yours

Trusted for 35 Years
Validated Client Testimonials
Aggressive Recruitment
Effective Processes
Transparent Communication
Analytics & Technologies

HYA EXPERIENCE CALIFORNIA



Past Bay Area California HYA Searches

Elementary Districts

Cupertino Union
Hollister
Lafayette
Las Lomitas
Loma-Prieta Union
Los Gatos Union
Mountain View
Moraga
Orinda Union

Portola Valley
San Bruno Park
San Carlos
Saratoga
Union

High School Districts

Los Gatos-Saratoga
Mt. View-Los Altos

Unified Districts

Carmel Unified
Dublin Unified
Oakland Unified
Palo Alto
Pleasanton Unified
San Francisco Unified
Santa Clara Unified
San Mateo
Sonoma Valley

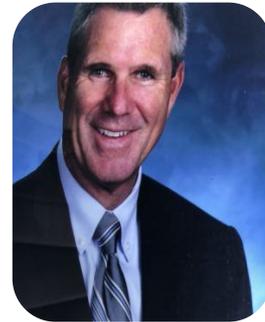
Your HYA CA Team



Dr. Valerie Pitts
HYA Senior Associate



Dr. Stella Kemp
HYA Associate



Bob Mistele
HYA Associate



Christina Mellen
Associate Support

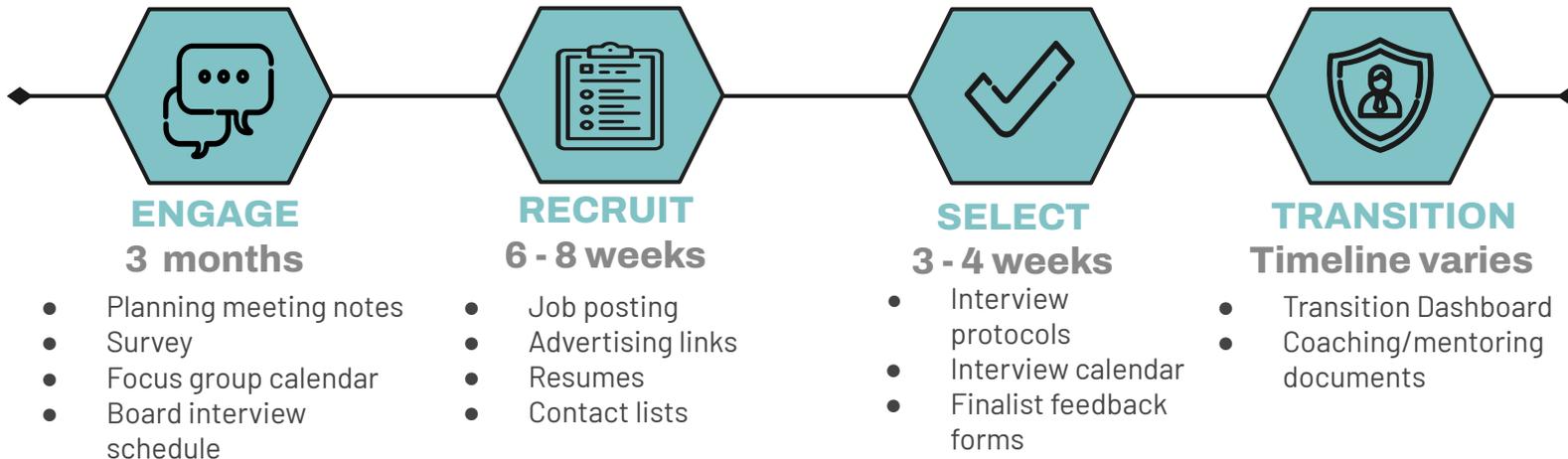


Daneyelle Martell
Project Manager



HYA CA SEARCH PROCESS

All Board members and other authorized users will have access to a **personalized and private portal** which will serve as a hub for up to date information, links, and documents related to the superintendent search, organized by phase.



- Board members have all Associate contact information and can reach out anytime 24/7.
- HYA Admin office is available Monday-Friday 8 a.m. - 5 p.m.
- Please contact any Board Member of previous searches for reference information.

The HYA ENGAGE PHASE DIFFERENCE



"We were provided with all of the information we needed in order to determine what our community was looking for in a superintendent and to then put that information into action to recruit the most highly qualified candidates."

Littleton Public Schools CO

SUCCESSFUL COMMUNITY ENGAGEMENT

Board Planning Meeting

Board Interviews

Individual Interviews

Focus Groups

Community Forums

Stakeholder Survey

Desired Characteristics

HYA

- Leadership Profile Report
- Summary Survey
- Data Brief on Student Achievement and District Finances
- Selection criteria and characteristics which determines candidate qualities that match the Redwood City School District needs.

HYA's research-based approach helps you best understand the desires of your stakeholders.

HOW WE FACILITATE YOUR FOCUS GROUPS

Versatile Meeting Formats

- Face to face
- Virtual
- Various locations
- Email feedback

Flexible Meeting Times

- Morning/Afternoon/Evening
- Weekday/Weekend

Potential Focus Groups

- High school students
- Parents
- Certified staff/support staff
- Administrators
- Business partners/other businesses
- Civic groups
- Booster clubs/PTO's
- Others as recommended by the Board

Diverse & Inclusive

- Seek to reach ALL community members and stakeholders
- Coordinated for various languages

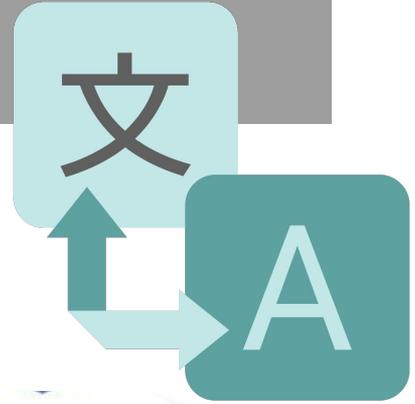


RESEARCH BASED STAKEHOLDER SURVEY

	All (429)	Aasa Governing Board Or Executive... (65)	Aasa Member (299)	Aasa Partner/Sponsor /Vendor (1)	Aasa Staff (26)	Other Educational Organization (21)	State Executive (17)
Demonstrate the political and analytical skills essential to working effectively with elected/appointed officials at the Federal level	51%	■	■	■	■	■	■
Have an understanding of and experience with the educational and political systems in the United States	50%	■	■	■	■	■	■
Communicate a clear, compelling vision for the future of education and AASA	48%	■	■	■	■	■	■
Have experience successfully leading mission-driven organizations, such as school systems, non-profits, or similar professional organizations	47%	■	■	■	■	■	■
Assess educational trends and policy issues accurately and effectively; synthesize the information, identify and implement solutions; and communicate the information	35%	■	■	■	■	■	■
Create a climate of trust and mutual respect to ensure stakeholders are involved in the decision making process	32%	■	■	■	■	■	■

Survey Results

State of the District

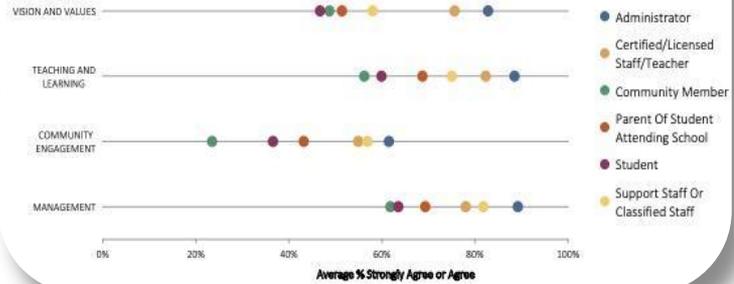


ANALYSIS

State of the District Summary

Respondents rated statements related to the state of the district on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Each statement corresponds to one of the following constructs: Vision & Values, Teaching & Learning, Community Engagement, and Management. Overall results are presented below; results for individual items are reported in the appendix.

State of the District Results by Constituent Group



RESEARCH BASED

Assess strategies that have been proven to have the greatest likelihood of affecting student learning.

AUDIENCE REFERENCED

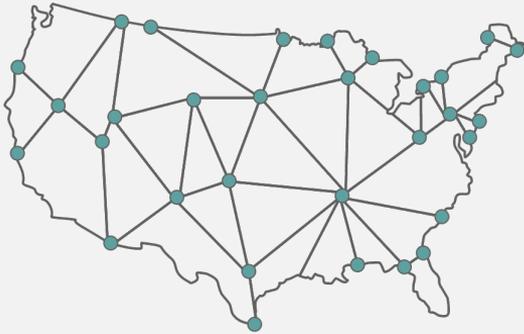
Designed to compare and rank survey takers in relation to one another or within subgroups.

VARIOUS LANGUAGES

THE HYA RECRUIT PHASE ADVANTAGE

"HYA has a proven methodology and a national reach." AASA Tammy Barbara

HYA LOCAL & NATIONAL RECRUITING



DIPLOMACY

HYA excels at navigating the needed confidentiality to attract top candidates, complex dynamics, political challenges, and board dynamics, while **promoting the strengths and capabilities of the District with candidates.**

RECRUITMENT PHASE

THE HYA RECRUITING ADVANTAGE

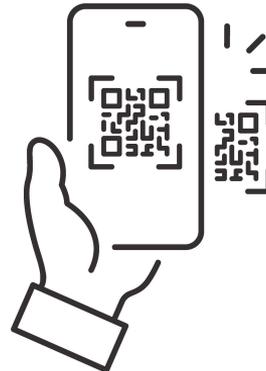
Leadership Profile Query of the Education
Leaders Across the Nation

Large, Diverse Associate Network

Involvement in State and National
Organizations and Conferences

Associates lead the Urban Supt's Academy
and Aspiring Supt's Academy for AASA.

Advertising Analytics



HYA “WALKS THE TALK OF EQUITY” THE HYA COMMITMENT:

Each candidate we slate regardless of race, ethnicity, gender, or sexual preference must have recent, relevant, and demonstrated experience in successfully improving achievement outcomes for all students.



**National Women's
Leadership
Consortium**
Consortium I
District & School Operations
Leadership Development



**The Aspiring
Superintendents
Academy® for Latino and
Latina Leaders**
Academy I
Equity Leadership Development



**Urban
Superintendents
Academy**
Academy I
Leadership Development

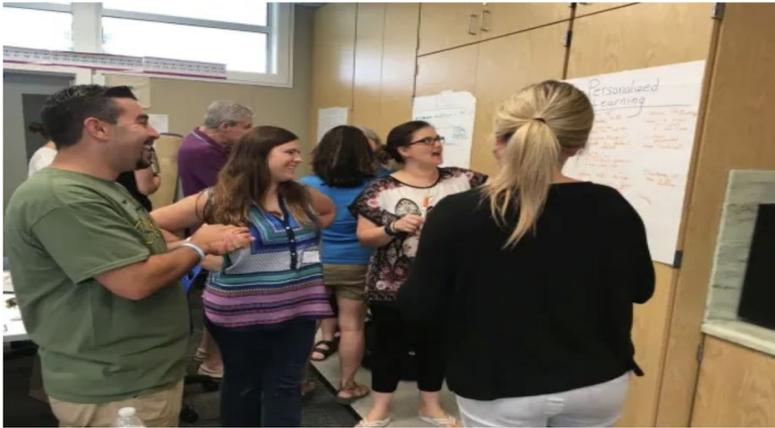
HYA has the nation's top equity education professionals.

HYA's expert associates advise the firm and one another on best practices, research and policy.

THE HYA CA RECRUITING ADVANTAGE

Local, Regional and National Networks

Large, Diverse Associate Network



- **21,360 email subscribers** to our Monthly Newsletter
- **41,000 Unique users** on our website Find a Job page since Jan 1, 2023
- Candidate Profile System - **5,576 Registered Candidates**
- We work with superintendents as a result of our Strategic Planning, Equity, and Executive Coaching Collaboratives.
- Our associates lead the Urban Supt's Academy and Aspiring Supt's Academy for AASA and USC Superintendents Academy
- 130 practicing associates
- Advertising/Visibility Analytics
- Organization leaders

HYA's EXCLUSIVE CANDIDATE RECRUITMENT TOOL

CANDIDATE PROFILE SYSTEM SEARCH DASHBOARD

- Leaders across the country keep their leadership profile current.
- Additions are downloaded nightly to our leadership profile query.
- Can query by qualifications listed in the leadership profile.
(Experience, Degree, Size of District, State, etc.)
- Access to applicants from every search.
- Behavior Assessments

RECRUITMENT CONSIDERATIONS

Balance of Candidates' need for confidentiality and public's right to know.

Recruitment process is confidential.

Candidates will remain confidential until a final slate is chosen for the Board to interview and the candidate has actually applied.

Recruitment is active; 75% of our slated candidates were recruited; they did not simply apply.

We do passive recruitment but only as a complement to the work we are doing in the field to actively recruit.

Many examples of passive recruitment on our website and social media.

RECRUITMENT SCREENING

References Listed

News and Social Media Reviews

Confidential Reference Checks - Given our network, we conduct confidential reference calls to obtain deep insight on a candidate

Formal 3rd party investigative background checks

Interested candidates under contract have their contracts reviewed to ascertain the implications/penalties to ensure the candidate desires to move forward in the process despite the ramifications

Non-traditional candidates follow the same process. A Board's desire to have a non-traditional candidate is an anomaly

Behavioral assessments

THE HYA SELECT PHASE ADVANTAGE

INTERVIEW PROTOCOLS

- Workshop for the board on best practices and legalities
- Performance Interviews - SWOT Analysis
- Case Study Skills Assessment utilizing **HYA's Data Briefs** that present the district's student achievement and financial data requiring candidates to utilize the same source material in their analysis
- Committee and Community Forum Facilitation and Counsel
- Real-time feedback forms via QR codes

Example of Data Brief Provided by HYA for Case Study Skills Assessment

Sample School District

California Report Card Analysis

Table 4. District Characteristics

* The state value columns report values at the 50th percentile across all districts in the state.

Indicator	2022			2023			Change 2022 to 2023	
	State Value*	District Value	District Percentile	State Value*	District Value	District Percentile	District Value	District Percentile
Enrollment	1,437	1,927	55	1,459	1,972	56	+45	+1
Average Classroom Size - Elementary	19.1	16.6	33	20.3	18.7	40	+2.1	+7
Average Classroom Size - Secondary	19.2	13.6	22	19.8	16.3	31	+2.7	+9

Table 5. Financial Information

* The state value columns report values at the 50th percentile across all districts in the state.

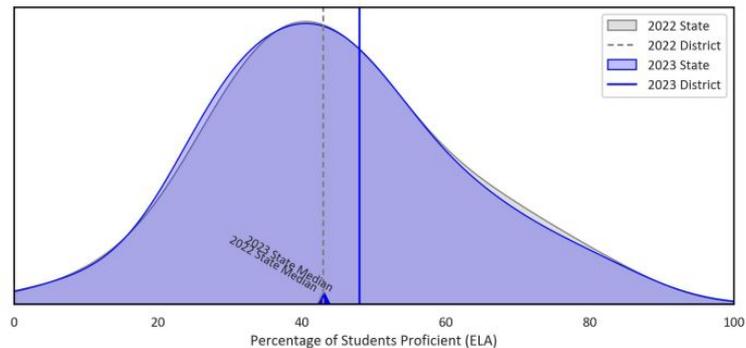
Indicator	2022			2023			Change 2022 to 2023	
	State Value*	District Value	District Percentile	State Value*	District Value	District Percentile	District Value	District Percentile
Average Teacher Salary	\$ 80,663	\$ 75,576	36	\$ 86,276	\$ 80,463	37	+\$ 4,887	+1
Current Expense ADA	\$ 1,512	\$ 1,738	52	\$ 1,531	\$ 1,837	53	+\$ 99	+1
Current Expense per ADA	\$ 16,340	\$ 15,937	44	\$ 18,073	\$ 17,064	39	+\$ 1,127	-5
Instructional Spending per ADA	\$ 10,167	\$ 10,494	56	\$ 11,028	\$ 10,923	48	+\$ 429	-8
Operational Spending per ADA	\$ 1,857	\$ 1,685	39	\$ 2,191	\$ 1,711	24	+\$ 26	-15

Sample School District

California Report Card Analysis

The graphs below illustrate the percentage of students meeting proficiency standards in ELA and math in each school district across California. The distributions of these percentages in 2022 and 2023 are captured under the grey and purple curves respectively. The state median is noted for each year as well. The vertical lines illustrate the percentage of students meeting proficiency each year in your district.

Figure 1. Proficiency Distribution of California Districts - ELA



PROCESSES TO REDUCE BIAS



Good intentions do not necessarily lead to good results. We must know the influence that group dynamics and unconscious bias can have on the employment process.

- Scientific processes to help boards come to consensus through objective evaluation
- Processes to Reduce Unconscious Bias
- Slate Presentations. Thorough Reference Checks, Transparency, and Communication



SELECT PHASE



Good intentions do not necessarily lead to good results. We must know the influence that group dynamics and unconscious bias can have on the employment process.

- Interview Protocols and Questions
- Interview Processes: 1st, 2nd, Advisory or Community Panels?
- Thorough Background Checks and Discovery
- Assistance with contract negotiations as needed

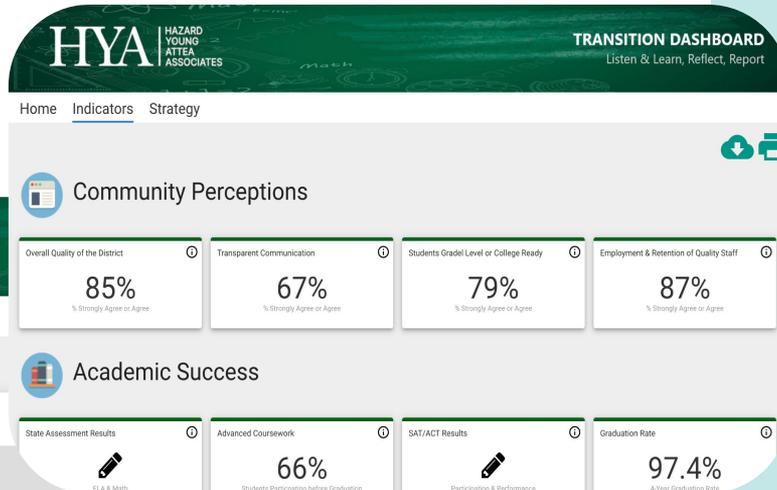


A FOCUS ON THE TRANSITION

Tomorrow starts today!

TRANSITION PHASE

DASHBOARD



HYA knows the importance the Transition Phase from placing over 1600 Superintendent.

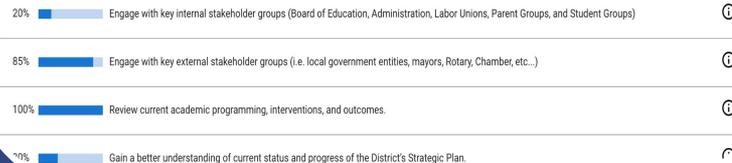
Included in our search process to guide and communicate this critical work.

We work with the Superintendent to:

- Document what was learned during the search process
- Map out activities for the transition phase
- Communicate accountability to the board and community
- Define school quality based on the priorities of the Board and community stakeholders

TRANSITION PLAN

0% LISTEN & LEARN



ALL ON THE DASHBOARD FOR TRANSPARENT ONGOING MONITORING

Setting Leaders up for Long-Term Success

HYA Transition Academy

WHY IT MATTERS

Trust, Stability, Momentum

A **6-month program** providing structured support for new leaders.



KEY DELIVERABLES *(shared with Board & community)*

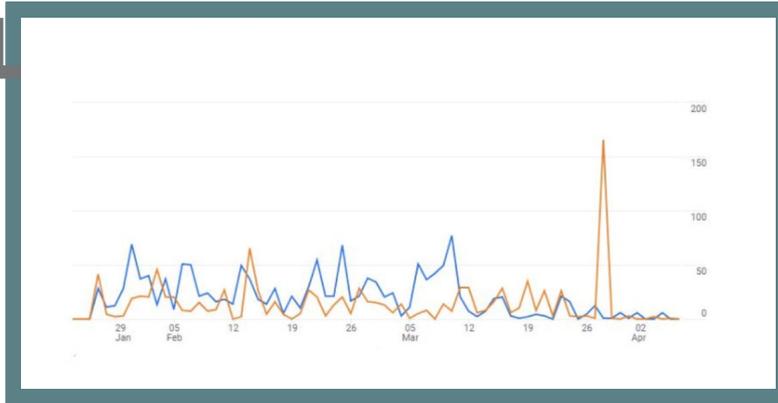
- **100-Day Plan** – Specific actions during the transition period
- **Key Performance Indicators (KPIs)** – Align communication & measure progress
- **Evaluation Process & Instrument** – Agreed-upon framework for success
- **Strategic Plan Assessment** – Review & alignment to district priorities

ADDITIONAL TECHNOLOGY and ANALYTICS

Greater Focus, Greater Results!

"An on-line input form was created and individuals who interacted with the candidates could enter the strengths or concerns." Monroe School District

HYA ADVERTISING ANALYTICS



Page title and screen class	Views	Users	Views per user	Average engagement time	Event count
	1,480 0.72% of total	967 2.84% of total	1.53 Avg -74.65%	1m 04s Avg -65.06%	4,359 0.79% of total
1 Superintendent - Aurora, CO Hazard, Young, Attea, Associates HYA	1,480	967	1.53	1m 04s	4,358

HYA HELPS BOARDS UNDERSTAND THE AMOUNT OF INTEREST IN THEIR POSITION

IS MORE OUTREACH NEEDED?

IS THE SALARY AND BENEFITS COMPETITIVE?

ARE THE EXPECTATIONS FOR THE SLATE ACCURATE?

BOARD & FIRM RELATIONSHIPS

HYA HAZARD
YOUNG
ATTEA
ASSOCIATES Board Portal Home Propose Engage Recruit Select Transition

AURORA BOARD PORTAL

SUPERINTENDENT SEARCH MATERIALS

All information associated with the HYA Search Process is available via this website and is organized by search phase.



Board Updates



Zoom Link



Planning Summary



Timeline

YOUR SEARCH TEAM



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Michelle Fiedler
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HYA HAZARD
YOUNG
ATTEA
ASSOCIATES

YOUR 24/7 INFORMATION - BOARD PORTAL



Board members and other authorized users will have access to a personalized and private portal which will serve as a hub for all information, links, and documents related to the HYA search, organized by phase.

Home	Propose	Engage
<ul style="list-style-type: none"> ● Search Team Members ● Board Updates ● Zoom Links ● Board Planning Summary ● Summary Notes ● Search Timeline 	<ul style="list-style-type: none"> ● RFP ● Proposal ● Presentation ● Signed Letter of Agreement 	<ul style="list-style-type: none"> ● Summary Survey ● Open Ended Survey Questions ● District Leadership Profile Report ● Profile Report Presentation ● Focus Group Schedule
Recruit	Select	Transition Services Available
<ul style="list-style-type: none"> ● Job Postings ● All Candidate Application Materials and Resume / CV ● Slate Presentation 	<ul style="list-style-type: none"> ● Interview Schedule ● Day in the District Schedule ● Tier 1 - 2 - 3 Document ● Interview Questions ● Google Forms (Day in the District Feedback) ● Feedback Responses Document ● Candidate Presentations ● Delphi Technique ● Screening Tool ● Interview Rubrics 	<ul style="list-style-type: none"> ● Comprehensive First Year Support ● Executive Coaching ● Board Governance ● Board Goal Setting ● Superintendent Evaluation ● Strategic Planning ● Community Engagement ● Transition Dashboard

DRAFT TIMELINE

*Dates and times are subject to
change based on District needs.*

DATES

September 2025

October - December

November-December

September - November

December - January

July 2026

EVENTS

- Launch and Orientation of Search Process
- Board decisions for dates including Leadership Profile Report presentation, presentation of the slate, two dates for initial interviews and one date for finalist(s) interview
- Board Interviews regarding desired characteristics

- Survey
- Community engagement, interviews and focus groups
- Advertising goes live for 2-3 months

- Leadership Profile

- Recruit
- Presentation of the Slate
- Board Interviews

- Board Final Interview
- Select/Appoint Superintendent
- Transition Process Begins

- Superintendent Begins

QUESTIONS ?

We wish you all the best on your search and we hope to be working with you!

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