

**For a Listing of Upcoming Board Meetings See Page vi of this Table of Contents**  
**Santa Monica-Malibu Unified School District**  
**Board of Education Meeting**  
**AGENDA**

**January 3, 2011**

A **special meeting** of the Santa Monica-Malibu Unified School District Board of Education will be held on **Monday, January 3, 2011**, in the **District Administrative Offices**: 1651 16<sup>th</sup> Street, Santa Monica, CA. The Board of Education will call the meeting to order at 6:00 p.m.

**The public meeting will begin at 6:00 p.m.**

**I. CALL TO ORDER**

- A. Roll Call
- B. Pledge of Allegiance

**II. PUBLIC COMMENTS**

Public Comments is the time when members of the audience may address the Board of Education on items not scheduled on the meeting's agenda. All speakers are limited to three (3) minutes. When there is a large number of speakers, the Board may reduce the allotted time to two (2) minutes per speaker. The Brown Act (Government Code) states that Board members may not engage in discussion of issues raised during "VIII. Public Comments" except to ask clarifying questions, make a brief announcement, make a brief report on his or her own activities, or to refer the matter to staff. This Public Comment section is limited to twenty (20) minutes. If the number of persons wishing to address the Board of Education exceeds the time limit, additional time will be provided in **Section XVI. CONTINUATION OF PUBLIC COMMENTS.**

**MAJOR and DISCUSSION Items**

*As a general rule, items under MAJOR and DISCUSSION will be listed in order of importance as determined by the President, Vice President, and Superintendent. Individual Board members may move to request a change in the order prior to consideration of any Major item. The Board may also move any of these items out of order to be heard immediately following PUBLIC COMMENTS if it appears that there is special interest by the public or as a courtesy to staff members making presentations to the Board.*

**III. MAJOR ITEMS (10)**

These items are considered to be of major interest and/or importance and are presented for **ACTION (A)** or **INFORMATION (I)** at this time. Many have been reviewed by the Board at a previous meeting under Section XII (Discussion Items) of the agenda.

- A.01 Select an Executive Search Firm to Conduct a Search for  
SMMUSD Permanent Superintendent (10) ..... 1

**IV. CLOSED SESSION (40)**

- Public Employee, to consider appointment, employment, performance evaluation, or dismissal of employee pursuant to GC§54957, as cited in the Brown Act (Assistant Principal) (20)
- Closed session with legal counsel concerning anticipated litigation pursuant to GC §54956.9 as cited in the Brown Act (1 case). (20)

**V. ADJOURNMENT**

This meeting will adjourn to the next regularly scheduled meeting, which will be held on **Thursday, January 13, 2010**, at 6:00 p.m. at the district office: 1651 16<sup>th</sup> Street, Santa Monica, CA 90404.

**Meetings held at the District Office and in Malibu are taped and rebroadcast  
in Santa Monica on CityTV2, Cable Channel 20 – Check TV listing.**

**Meetings are rebroadcast in Malibu on Government Access Ch. 3 every Saturday at 8pm.**

If you will require accommodation to participate in the Board meeting, please notify the Superintendent's Office at least one day prior to the meeting.

**SMMUSD Board of Education Meeting Schedule 2010-2011**

**Closed Session begins at 4:30pm**  
**Public Meetings begin at 6:00pm**

July through December 2010					
Month	1 <sup>st</sup> Thursday	2 <sup>nd</sup> Thursday	3 <sup>rd</sup> Thursday	4 <sup>th</sup> Thursday	Special Note:
July			7/14* DO		*Wednesday, 7/14
August	8/4* DO		8/18* DO		*8/4: Workshop *Wednesday, 8/18
September	9/2 9/1* DO 9/4* DO		9/16* DO	9/23 DO	*Wednesday, 9/1 *9/4: Special Closed Session First day of school: 9/7 *9/16: Special Meeting
October	10/7 M		10/21 DO	10/29* DO	*10/29: Special Meeting
November	11/4 M		11/18 DO		Thanksgiving: 11/25-26
December	12/2* M	12/9 DO	12/13* DO	winter break	*12/2: Special Meeting in Malibu *12/13: Special Meeting
<b>December 18 – 31: Winter Break</b>					
January through June 2011					
<b>January 1 – 2: Winter Break</b>					
January	1/3* DO	1/13 DO			*1/3: Special Meeting
February	2/3 M		2/17 DO		
March	3/3 DO		3/17 DO	3/31 (5 <sup>th</sup> Thurs.)	
<b>April 11 – 22: Spring Break</b>					
April	4/6* DO	4/14 <del>DO</del>	spring break	spring break	*Wednesday, 4/6 (rescheduled from 4/14) *Stairway: 4/7 & 4/8
May	5/5 M		5/19 DO		
June	6/2 DO		6/16 <del>DO</del>	6/30* DO	Last day of school: 6/22 *6/30 replaces 6/16

District Office (DO): 1651 16<sup>th</sup> Street, Santa Monica.  
 Malibu City Council Chambers (M): 23815 Stuart Ranch Road, Malibu, CA

**Santa Monica-Malibu Unified School District  
Board of Education  
January 3, 2011**

**I. CALL TO ORDER**

A. Roll Call

Jose Escarce – President  
Ben Allen – Vice President  
Oscar de la Torre  
Maria Leon-Vazquez  
Laurie Lieberman  
Ralph Mechur  
Nimish Patel

Student Board Members

B. Pledge of Allegiance

**II. CLOSED SESSION**

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## **MAJOR ITEMS**

TO: BOARD OF EDUCATION

ACTION/MAJOR

01/03/11

FROM: TIM CUNEO

RE: SELECT AN EXECUTIVE SEARCH FIRM TO CONDUCT A SEARCH FOR  
SMMUSD'S PERMANENT SUPERINTENDENT

RECOMMENDATION NO. A.01

It is recommended that the Board of Education approve the selection of Leadership Associates to conduct a search for SMMUSD's new permanent Superintendent. Mr. Tim Cuneo, SMMUSD's current Superintendent, is retiring in June 2011.

COMMENTS: On October 7, 2010, the Board of Education took action to approve the initiation of the executive search process to attract, select, and hire a qualified search firm to assist the Board of Education in seeking a new superintendent. On October 8, 2010, a letter was sent to nine search firms soliciting search proposals. In the letter, firms were asked to provide the following information:

- Background information regarding the firm
- Executive searches the firm has performed for Superintendent positions
- The search process the firm uses
- The process to include public input
- How the firm ensures a diverse candidate pool
- References from their previous clients
- Fee structure

By the due date of November 5, 2010, the district received proposals from six search firms. A subcommittee of the board, consisting of Mr. Mechur, Mr. Allen, and Ms. Leon-Vazquez, reviewed the six proposals and narrowed them down to the top three: Dave Long & Associates, Leadership Associates, and PROACT Search.

Representatives from these firms were invited to present to the board and answer questions at a special meeting on December 13, 2010. Each firm had twenty minutes to present, followed by a Q & A session from board members. Following the interviews, the board took action to tentatively select Leadership Associates pending a reference check. A subcommittee of the board will conduct the reference check during winter break.

MOTION MADE BY:

SECONDED BY:

STUDENT ADVISORY VOTE:

AYES:

NOES:



**LEADERSHIP  
ASSOCIATES**

*California's Premiere Executive  
Search Firm*

Jake Abbott  
James R. (Jim) Brown  
Walt Buster  
Michael Caston  
Michael F. Escalante  
Don Iglesias  
Peggy Lynch  
Don Phillips  
Rich Thome  
Rene Townsend

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## **LEADERSHIP ASSOCIATES**

### **SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT**

### **SUPERINTENDENT SEARCH PROPOSAL**

**Jose Escarce**



Jake Abbott  
James R. (Jim) Brown  
Walt Buster  
Michael Caston  
Michael F. Escalante  
Don Iglesias  
Peggy Lynch  
Don Phillips  
Rich Thome  
Rene Townsend

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October 25, 2010

Board of Trustees  
Santa Monica-Malibu Unified School District  
Attn: Sarah Wahrenbrock, Executive Assistant to the Superintendent  
1651 Sixteenth Street  
Santa Monica, CA 90404-3891

Dear Board Members:

Our firm, *Leadership Associates*, is pleased to submit a proposal to conduct the search for the new Superintendent of the Santa Monica-Malibu Unified School District. We were honored to have served as your advisors for the search for your Interim Superintendent, and we would be most pleased to work with you again.

*Leadership Associates* has conducted over 200 superintendent searches in California since 1994. If our firm is selected, Peggy Lynch, former superintendent of San Dieguito Union High School and Brea Olinda Unified School districts, Mike Caston, former Superintendent of Escondido Union School District, Santa Barbara School District and Palos Verdes Peninsula Unified School District, and Don Phillips, former superintendent of Poway and Palo Alto Unified School Districts and Mountain View-Los Altos Union High School District, will work directly with the Board throughout every stage of the process. Additionally, Mike Escalante, former superintendent of Glendale Unified and Fullerton Union High School districts will assist. Biographical information is included in the backup material. All other partners in the firm will actively support our recruitment and processing efforts to benefit your district.

As you know, selecting a superintendent is one of the most important responsibilities of a Board of Trustees and should be undertaken with great care. We have a strong record of success working with a wide variety of school districts throughout California, with extensive work in Los Angeles County. In addition, we have the contacts and expertise that enable us to guide the Board through the entire process and present an excellent slate of candidates who match the district's unique needs.

Our firm believes we perform four major tasks for the Board of the Santa Monica-Malibu Unified School District:

- Assist the Board of Trustees in developing a personal and professional profile for the new superintendent that includes input from staff, parents, the business community and local government leaders. We believe that involvement of these groups is critical and we have a record of success in involving them in the search process.
- Recruit candidates who closely match the locally developed profile. Often the top candidates are successful leaders who are not contemplating a move. These people must be personally contacted and encouraged to apply. Our consultants know and have the network of contacts that enable us to recruit top candidates throughout the state and nation.

Board of Trustees  
Santa Monica-Malibu Unified School District  
October 25, 2010  
Page 2

- Conduct in-depth reference checks on the applicants. We use our vast network of contacts and also use databases to make certain that reliable and in-depth information is gathered on each candidate.
- Work closely with the Board throughout the entire professional search process. We keep the Board informed while maintaining the confidentiality of the candidates. Successful superintendents and others will not apply if they feel their confidentiality is prematurely breached.

We are proud of our work and our commitment to serving our clients well, and believe our references confirm we are highly qualified to conduct the Santa Monica-Malibu Unified School District search. We look forward to an opportunity to meet with the Board of Trustees.

Included in the backup materials are the following:

- A cost analysis to conduct the search. Please note Leadership includes all expenses in its cost.
- A suggested/draft timeline which includes the tasks to be performed.
- An Overview of the Superintendent Search Process.
- A list of districts where we have conducted searches.
- Board Member Recommendations.
- Selected letters of reference. (Please feel free to contact anyone.)
- Leadership Associates' Profile.
- Consultant biographical information.

We have recently concluded successful searches in the Saddleback, Claremont, Glendora, San Jose and Ojai Unified School Districts, as well as Campbell Union School District. Please do not hesitate to contact me at (760) 519-8506, if you have questions or require additional information. I look forward to hearing from you.

Sincerely,

  
Peggy Lynch

*LEADERSHIP ASSOCIATES*

COST ANALYSIS

Santa Monica-Malibu Unified School District  
Superintendent Search

TOTAL FEE FOR SEARCH \$ 28,500

This fee includes:

- All expenses incurred by consultants.
- All meetings with the Board.
- Development of a "Position Description" for website posting.
- Cost of advertising in EdCal.
- Accept applications and respond to all inquiries regarding the position. We assume all clerical expenses.
- Recruit candidates and do extensive background checks.
- Gather community and staff input and provide Board with a written report.
- Coordinate the logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates
  - scheduling community visit
- Assist in the development of interview questions.
- Act as an advisor to the Board of Education.
- Upon request of the Board of Education conduct a new superintendent-board workshop

## Santa Monica-Malibu Unified School District

### Suggested Timeline for Superintendent Search

<u>DATE</u>	<u>EVENT</u>
October 2010	Board requests proposals.
January 2011	Board publicly announces timeline and procedures for the selection of a superintendent and approves the consultant agreement.
January - February	Board meets with consultants.
February 16-17, 2011	Consultants meet with staff and community designated by Board to receive input.
February - March 2011	Consultants begin identifying candidates. Development and posting of the position description.
February - March 2011	Advertising and active recruitment. Ad appears in <u>EdCal</u> – <u>February 28 and March 7, 2011</u>
March 18, 2011 5 p.m.	Deadline for applications.
March - April 2011	Consultants complete comprehensive reference and background checks on applicants.
April 4, 2011	Board meets with consultants. Board selects finalists to be interviewed.
April 16, 2011	Board interviews finalists.
Week of April 18, 2011	Board visits community of leading candidate. Board offers contract.
July 1, 2011	New Superintendent begins.

## **LEADERSHIP ASSOCIATES**

### **Overview of Superintendent Search Process for Board of Trustees**

The following is a brief description of each of the key steps of the search process. We provide this outline to give you an overview, but also for your reference so you know what we are doing on your behalf throughout the search and particularly in the periods of time between our meetings with you. Our meetings with you are *italicized* and marked with an asterisk\*.

#### **\*Initial Meeting with the Board**

This is our first meeting with the Board once we have been selected to represent your district. At this meeting we discuss the following with you: the characteristics you are looking for in your next superintendent; district strengths and challenges for the future, the groups and individuals in the district and community you want us to meet with to receive input; the final timeline and your commitment to meeting dates; Board protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and, other matters the Board may wish to discuss.

#### **Community and Staff Input**

We meet with the individuals and groups per your request. We share the search process, timeline, answer questions and then solicit input regarding the desired qualities, characteristics, background and experiences of the new superintendent, as well as the key characteristics of the district's culture, district strengths, and future challenges and issues. We spend the time necessary to ensure full input. Opportunities are provided for people to contact us via email, fax or telephone if they were unable to attend the meetings, would like to provide additional information, or prefer to submit their ideas in this manner.

We prepare a thorough report containing the comments from each group, and send it to Board members at your homes approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

#### **Brochure**

The recruitment brochure is prepared reflecting the input we receive on qualities and characteristics desired, a description of the district and community, and key search dates. The Board reviews the draft and makes changes before the brochure is finalized. The brochure is posted on our website and distributed widely, and can be posted on the district's website.

#### **Advertising, Recruitment, Reference Checking**

After our meetings with the Board, staff and community, we advertise, actively recruit and conduct reference and data base checks on all potential candidates. These are very critical activities when we work very hard to find the candidates that best match the district's desires and needs. We keep the Board posted on a regular basis about the progress of the search.

**\*Selection of Finalists**

This meeting takes 3 - 4 hours. In addition to discussing the candidates we recommend for interview, we review all applicants explaining our rationale for recommending some and not others. The Board, however, makes the final decision on those to be interviewed, determines the interview schedule and location. We offer sample interview questions and assist the Board in finalizing them. In addition to making the interview arrangements with the candidates, we provide all the materials the Board needs for the interview, and make logistical arrangements in coordination with the superintendent's assistant.

**\*Final Interviews**

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

**Visit to the Finalist's District**

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

**Public Approval of the New Superintendent**

Following the validation visit, the Board takes public action to employ the new superintendent.

**After the New Superintendent is Signed**

We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired.

*Throughout the process Leadership Associates consultants are available to answer any questions you may have.*

# LEADERSHIP ASSOCIATES

## Partial Listing of Search Projects

District	County	ADA
Elk Grove USD	Sacramento	56,000
Sacramento City USD	Sacramento	52,757
Capistrano USD	Orange	50,000
Corona-Norco USD	Riverside	50,000
Moreno Valley USD	Riverside	38,000
Clovis USD	Fresno	38,000
Saddleback Valley USD	Orange	35,500
Clovis USD	Fresno	35,000
Poway USD	San Diego	32,189
Orange USD	Orange	30,221
Glendale USD	Los Angeles	30,000
Sacramento COE	Sacramento	30,000
Placentia-Yorba Linda USD	Orange	27,000
Bakersfield City	Kern	26,600
San Ramon Valley USD	Contra Costa	26,000
Lodi USD	San Joaquin	25,800
Irvine USD	Orange	25,000
Torrance USD	Los Angeles	24,055
Fairfield-Suisun USD	Solano	24,000
Hayward USD	Alameda	23,500
Conejo Valley USD	Ventura	22,400
Downey USD	Los Angeles	22,000
Oceanside USD	San Diego	21,075
Pasadena USD	Los Angeles	21,000
Anaheim City SD	Orange	20,000
Alhambra City SD	Los Angeles	19,800
Pajaro Valley USD	Santa Cruz	19,000
Escondido Union SD	San Diego	18,700
Folsom Cordova USD	Sacramento	18,500
Modesto City Schools	Stanislaus	18,000
Rowland USD	Los Angeles	18,000
Hemet USD	Riverside	17,544
Napa Valley USD	Napa	16,354
Huntington Beach Union HSD	Orange	14,800
Panama Buena Vista USD	Kern	14,700
Pleasanton USD	Alameda	14,106
Fullerton SD	Orange	13,890
Tracy Joint USD	San Joaquin	13,529
Covina Valley USD	Los Angeles	13,400
Upland USD	San Bernardino	12,600
San Dieguito Union HSD	San Diego	12,000
San Lorenzo USD	Alameda	11,528
Merced City	Merced	11,500
Lompoc USD	Santa Barbara	11,000
Lucia Mar USD	San Luis Obispo	10,900
Monterey Peninsula USD	Monterey	10,800
Alameda USD	Alameda	10,700
South Bay Union SD	San Diego	10,200
West Covina USD	Los Angeles	10,089
Carlsbad USD	San Diego	10,000
Palo Alto USD	Santa Clara	10,000
Franklin-McKinley Elementary SD	Santa Clara	9,900
Berkeley USD	Alameda	9,700
Ceres USD	Stanislaus	9,200
South San Francisco USD	San Mateo	9,000
San Leandro USD	Alameda	8,700
San Mateo Union HSD	San Mateo	8,626
Los Banos USD	Merced	8,500
Murrieta Valley USD	Riverside	8,300
Novato USD	Marin	7,900
Santa Cruz City ESD	Santa Cruz	7,000

## Search Projects (continued)

Brentwood Union SD	Contra Costa	7,800
Santa Maria Joint Union HSD	Santa Barbara	7,800
Alta Loma ESD	San Bernardino	7,500
Glendora USD	Los Angeles	7,500
San Luis Coastal USD	San Luis Obispo	7,500
Campbell Union SD	Santa Clara	7,400
Sylvan Union EISD	Stanislaus	7,400
Newark USD	Alameda	7,100
Claremont USD	Los Angeles	6,900
Whittier City ESD	Los Angeles	6,784
Charter Oak USD	Los Angeles	6,600
Selma USD	Fresno	6,500
Roseville Joint Union HSD	Placer	6,400
Santee SD	San Diego	6,324
National SD	San Diego	6,153
Buena Park ESD	Orange	6,096
El Dorado Union HSD	El Dorado	6,000
Jefferson ESD/Daly City	San Mateo	6,000
Dinuba USD	Tulare	5,800
Sunnyvale ESD	Santa Clara	5,730
Encinitas Union ESD	San Diego	5,600
Temple City USD	Los Angeles	5,588
Los Banos USD	Merced	5,520
Selma USD	Fresno	5,500
Benicia USD	Solano	5,400
Beverly Hills USD	Los Angeles	5,300
Culver City USD	Los Angeles	5,300
Sonoma Valley USD	Sonoma	5,000
Orcutt Union ESD	Santa Barbara	4,961
Acalanes Union HSD	Contra Costa	4,800
Duarte USD	Los Angeles	4,700
Placer Union HSD	Placer	4,700
Eureka City USD	Humboldt	4,562
Mt. View-Whisman ESD	Santa Clara	4,500
Buckeye Union ESD	El Dorado	4,500
Valley Center-Pauma USD	San Diego	4,500
Coalinga-Huron Joint USD	Fresno	4,416
Moreland ESD	Santa Clara	4,300
Cypress ESD	Orange	4,200
South Pasadena USD	Los Angeles	4,200
Santa Paula ESD	Ventura	3,900
Tamalpais Union HSD	Marin	3,850
Goleta Union SD	Santa Barbara	3,800
Mt. View-Los Altos UHS	Santa Clara	3,600
Oak Park USD	Ventura	3,600
Lowell-Joint ESD	Los Angeles	3,300
San Marino USD	Los Angeles	3,300
Los Gatos Union ESD	Santa Clara	3,200
Corcoran Joint USD	Kings	3,201
Cambrian ESD	Santa Clara	3,100
Ojai USD	Ventura	3,100
San Benito HSD	San Benito	3,000
Los Gatos-Saratoga Joint UHS	Santa Clara	3,023
San Bruno Park ESD	San Mateo	2,900
El Segundo USD	Los Angeles	2,900
Laguna Beach USD	Orange	2,860
San Benito HSD	San Benito	2,829
Mountain View-Los Altos Union HSD	Santa Clara	2,800
San Benito HSD	San Benito	2,700
Rincon Valley Union ESD	Sonoma	2,700
Solana Beach ESD	San Diego	2,700
San Carlos SD	San Mateo	2,680
Dos Palos-Oro Loma Joint USD	Merced	2,600
Coronado USD	San Diego	2,500
Orinda Union SD	Contra Costa	2,379
Beverly Hills USD	Los Angeles	2,365
Carmel USD	Monterey	2,200

**Search Projects (continued)**

Fowler USD	Fresno	2,200
Mill Valley ESD	Marin	2,200
Kelseyville USD	Lake	2,000
Golden Valley USD	Madera	1,928
Winters Joint USD	Yolo	1,800
Chowchilla ESD	Madera	1,900
Ross Valley ESD	Marin	1,800
Sonora Union HSD	Tuolumne	1,700
Lammersville ESD	San Joaquin	1,570
Mark West Union SD	Sonoma	1,500
Del Mar Union SD	San Diego	1,500
Santa Ynez Valley Union HSD	Santa Barbara	1,200
Edison ESD	Kern	1,139
Kentfield ESD	Marin	1,000
Mark Twain ESD	Calaveras	1,000
Reed Union SD	Marin	1,000
Hermosa Beach City SD	Los Angeles	900
Larkspur ESD	Marin	875
Calistoga Joint USD	Napa	830
Coast USD	San Luis Obispo	810

**Other:**

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

## From Board Members

The following are excerpted from letters of recommendation written by boards who selected Leadership Associates as their search consultants:

“Leadership Associates solicited and recruited applications throughout California and the nation. They then completed in-depth reference checks on all of the people who applied and presented us with an outstanding list of candidates to interview.” Sacramento County Office of Education

“Leadership Associates has years of experience in working with districts throughout California and their expertise was clearly evident when they provided us with an outstanding field of candidates. Their networking resources are unparalleled.” Encinitas Union School District

“With an unprecedented number of superintendent vacancies across the state, we were impressed with Leadership Associates’ ability to attract highly qualified candidates, due in no small part to their excellent reputation and exceptional attention to confidentiality.” Irvine USD

“Your team was responsive to questions raised during the process. The background checks on our candidates were thorough and there were no surprises.” San Ramon Valley USD

“Something we particularly appreciated about their selection process is that they engaged the board and our final candidate in a dialogue about the major elements of the employment agreement. The partners of Leadership Associates are experts in the art of governance.” Claremont USD

“Your diligence, patience, professionalism, and the confidential manner in which you conducted the search were exemplary. Indeed, one would be hard pressed to find a team to match the level of expertise and recognition within the professional learning community which you so ably employed on our behalf.” Placentia-Yorba Linda USD

“Not only do (Leadership Associates) bring an incredible wealth of experience and competence to the task, they also are so personally engaging and professional that it makes the process most pleasant.” Palo Alto USD

“Their work with our administrative staff, our teachers, classified staff, and our community groups was excellent. They received praise for this work throughout our community. Our principals and central office staff were treated with utmost respect, and they were very complimentary of the professionalism of this search firm.” Oceanside USD

“One of the first things they did was to help us find an Interim Superintendent... They began the process of finding a permanent superintendent by laying out several detailed timelines and allowing us to select one that best suited our needs.” Sacramento City USD

“We are extremely pleased with our choice, but feel that the other candidates we interviewed would have been excellent as well. You actually made our lives more difficult by providing such great candidates from which to choose.” Santa Ynez Valley UHSD

“Not only are they consummate professional, but their process in conducting the search was impeccable – from soliciting input from the Board and community members to developing personal and professional profiles, to screening the applicants to recommending the final candidates, to helping the Board finalize the main firing points for our new superintendent.” Walnut Valley USD

"Before we engaged Leadership Associates, we conducted extensive due diligence with respect to other firms. Beginning with my first conversation on this subject with a School Board member in another district, who told me Leadership Associates was 'head and shoulders' above the other firms his district had interviewed, and continuing with discussions with other education leaders in California we had high expectations. (They) did not disappoint." San Marino USD

"You (Leadership Associates) listened to all stakeholders and certainly did bring to us an excellent pool of candidates.... we appreciate your confidentiality and professionalism." Corona Norco USD

"(Leadership Associates) had regular communications with the board and dependably delivered on each step in our timeline. Trust in the process was a result of (Leadership Associates) extensive experience and in the actions and care....while respecting the role of trustees as the decision makers of the district." Standard School District

"Our Board was especially appreciative of the professional manner in which (Leadership Associates) reached out in a meaningful way to the educational community and listened to the direction of the Board of Trustees. I highly recommend (Leadership Associates) to any board seeking to conduct a thorough and in-depth superintendent recruitment and selection process." Fullerton School District

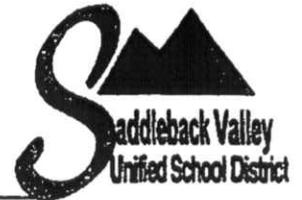
"(Leadership Associates' process) ensured the school and community that the Board valued their input and wanted them to fully participate in the process. Leadership Associates was very accessible to our needs and calls. We are extremely pleased with the support we received ...and would rehire them again without question." Whittier City School District

"...our heartfelt appreciation for the professional manner you conducted our recent superintendent search. We are truly delighted with our choice, and know that your hard work certainly led us to our anticipated success." Santa Clara COE

"We appreciated their organizational skills, leadership, expertise, and sense of humor during this very intense process. Their commendable reputation and integrity were invaluable in leading us to making an important decision. They were careful to remain objective, yet gave us all the information we needed." Elk Grove USD

"(Leadership Associates) persevered and actively recruited candidates suitable for our unique location. Their combined knowledge and experience were invaluable. It had been 13 years since our district's last superintendent search and they supported our board throughout the entire process. "Eureka City Schools

"They received applications from California as well as other states in the country. They performed in-depth reference checks that resulted in a list of outstanding candidates to interview. Without their services as recruiters, we would not have had the rich field of candidates from which we eventually selected our new superintendent." Folsom-Cordova USD



*"Preparing today's students to  
succeed in tomorrow's world"*

August 22, 2005

Leadership Associates provided a professional search service for our school district. They met every deadline, provided a strong list of candidates, and then delivered a great superintendent who fit the needs we described. Bob and Rene, in particular, were wonderful to work with, and communicated as frequently as we wanted them to throughout the entire process. They helped us to avoid common pitfalls, to focus as a group, to ask the right questions, and to make the important transition in a thoroughly organized fashion.

Another important value they provided was that superintendents throughout the state seemed to trust Leadership Associates with their candid requests. Our potential pool may have been broadened due to the respect Leadership Associates has among the standing superintendents of California.

I would highly recommend the use of Leadership Associates.

Sincerely,

A handwritten signature in black ink that reads 'Don Sedgwick' with a stylized flourish at the end.

Don Sedgwick, President  
Board of Education

DS/sb

**SADDLEBACK VALLEY  
UNIFIED SCHOOL DISTRICT**

25631 PETER A. HARTMAN WAY  
MISSION VIEJO, CALIFORNIA 92691  
(949) 586-1234

Steven L. Fish, Ed.D.  
SUPERINTENDENT

BOARD OF EDUCATION  
Don Sedgwick, President  
Dore J. Gilbert, M.D., Vice President  
Nancy W. Kirkpatrick, Clerk  
Ginny Fay Aitkens, Member  
Suzie R. Swartz, Member

# Claremont Unified School District

170 W. San Jose Ave., Claremont, CA 91711-2697  
(909) 398-0609 ext. 70101 FAX (909) 398-0690  
<http://www.cusd.claremont.edu>



## Board of Education

Mary Caenepeel, President  
Hilary LaConte, Vice President  
Elizabeth "Beth" Bingham, Clerk  
Jeanne Hamilton, Ph.D., Member  
Steven Llanusa, Member  
Wesley Chang, Student Member  
Robert Jones, Student Member

Mary Caenepeel, President, Board of Education  
Terry L. Nichols, Ed.D., Superintendent

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August 10, 2009

Dear School Board Member,

Recently our district needed to find a new superintendent with a unique set of skills in order to match the needs of our community. The governance process in Claremont encourages many segments of the community to give input when major decisions are being made. We are the home of eight colleges, and teachers and professors from many surrounding school districts, colleges and universities reside here. Our community has high expectations of its school leaders. Also it takes special knowledge and experience to lead a school district in California. We have a comprehensive Education Code governing our practices, a massive set of curriculum content standards, a complicated API and AYP accountability system, and a very ethnically, economically and linguistically diverse student population, and now a very challenging financial picture in education.

We had used the services of Leadership Associates just three years earlier and we were very satisfied with their work and with the results of the search. There was no question among board members that Leadership Associates was the team for us to employ a second time.

As is their style, Leadership Associates began by getting a clear picture of the type of person we were looking for. They listened carefully to board members and held a series of meetings and community forums to gather staff, parent and citizen input. Next they used their vast range of contacts in the California educational community to find a pool of acceptable candidates and to provide the board with highly confidential, reliable information about the strengths and weaknesses of each one. All of this was done on a tight timeframe. Something we particularly appreciated about their selection process is that they engaged the board and our final candidate in a dialogue about the major elements of the employment agreement. On the final day of interviews, we left the meeting with a consensus of board members and our candidate regarding the provisions of the contract. There was not a lengthy back and forth process involved in negotiating terms. Finally, the partners of Leadership Associates are expert in the art of governance itself. Rene Townsend and Mike Caston were the team serving our district. They will be facilitating a retreat in which the board and the superintendent will review district protocols, and work out common beliefs and goals in order to launch this new administration in Claremont.

On a personal note, working with Leadership Associates was a pleasure from beginning to end. They were always positive, encouraging and available. Phone calls and emails were answered in a timely manner and their expertise in governance made their responses informative and most helpful. We are very pleased with our new superintendent and look forward to great opportunities for our students.

Sincerely,

Mary Caenepeel



# GLENDORA UNIFIED SCHOOL DISTRICT

500 North Loraine Avenue, Glendora, CA 91741  
(626) 963-1611 • Fax (626) 335-2196 • Web Site [www.glendora.k12.ca.us](http://www.glendora.k12.ca.us)

## BOARD OF EDUCATION

Denice K. Delgado, President  
Douglas R. Ferrell, P.E, Vice President  
Doris Blum, Clerk  
Charles J. Gomer, Ph.D., Member  
Mike Gautreau, Member

August 16, 2010

Robert J. Voors, Ed.D.  
Superintendent

Sir/Madam:

It is with absolute confidence that I recommend Leadership Associates to conduct the search for the next executive of your organization.

At Glendora Unified School District, we pride ourselves in serving a community that expects the highest quality education of its students. Glendora is a unique town with highly involved parents and community members throughout the school district. When the Board of Education was faced with selecting a new superintendent, we knew that one of the challenges would be finding an individual who could meld into the atmosphere of the city, while becoming the face of Glendora Unified, and remaining true to the school district's rich history.

The Board was immediately impressed with Mike and Rene's ability to ask questions that helped us analyze the specific needs that we had in a superintendent. They thoroughly interviewed major and minor stakeholders in the community, keeping the board informed and up-to-date throughout the process. On a personal note, I had not been through the search process before, and Mike and Rene walked me through each step, answering my countless questions patiently, and offering assistance. They truly made a very intimidating process much smoother than any of us could have hoped for.

After the candidates were screened and selected for interviews, Mike and Rene ran a beautiful interview process, being sensitive to both the needs of the board, and the privacy of the candidates. When our superintendent was selected, they were genuinely proud of both the board and the candidate!

Be assured that Leadership Associates has the professionalism, the personality, the expertise and the desire to find the best fit for your organization.

Please contact me with any specific questions that you might have. I would gladly share my personal experience.

Sincerely,

Denice K. Delgado  
President, Glendora Unified Board of Education  
[denicedelgado@gmail.com](mailto:denicedelgado@gmail.com)



Board of Education

July 29, 2010

To Whom it May Concern:

The Superintendent of San Jose Unified announced his retirement in December of last year. It was incumbent upon the Board to find the very best replacement, as quickly as possible, to lead the district. After interviewing several search consultant firms, the Board determined that Leadership Associates was best suited to assist in the search.

Walt Buster, Peggy Lynch and Jim Brown worked as our consultants. Each one of them has been a Superintendent and so was very familiar with the qualities necessary to be a successful leader. Walt, Peggy and Jim were patient, knowledgeable, thoroughly organized and extremely professional. They were very accessible and promptly replied to any questions or concerns that the Board had. Their warm and engaging manner immediately put everyone at ease; it made it easy for the community to be open and honest in their responses when community input was solicited. Walt worked very closely with me to ensure that all of our meetings with Leadership Associates provided the Board with necessary information that met the needs of all the Board members.

The Leadership team was extremely thorough in doing background checks and in bringing forth the best candidates to be interviewed. They ensured that the candidates recommended would be an excellent fit for our district and the community. As Board President, I was kept informed of every step in the process.

I believe that one of the most important decisions that a Board has to make is the selection of a Superintendent. To make the best decision requires accurate information and excellent advice. The Leadership team of Walt, Peggy and Jim provided us with expert and experienced assistance; we felt confident in their recommendations. I would highly recommend Leadership Associates to anyone requiring a search firm.

Sincerely,

Veronica Lewis  
President, Board of Education

**==== OJAI UNIFIED SCHOOL DISTRICT =====**

414 East Ojai Avenue • Post Office Box 878 • Ojai, CA 93024 • (805) 640-4300 • FAX 640-4321 • [www.ojai.k12.ca.us](http://www.ojai.k12.ca.us)

October 17, 2000

**Letter of Recommendation for Dr. Jake Abbott**

It is my pleasure to write a letter of recommendation for Dr. Jake Abbott of Leadership Associates. I have served on the Ojai Unified School District Board of Education for over twenty years, and have had the opportunity to work with Dr. Abbott during two superintendent searches.

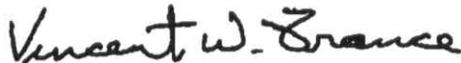
Four years ago, the Board contracted with Leadership Associates to conduct a superintendent search for Ojai Unified. Under the guidance of Dr. Abbot, we were brought a strong field of candidates from which to choose. The Board selected Dr. Gwen Gross, who was an outstanding superintendent for our district.

This spring, it became necessary to participate in another superintendent search. Based on our very positive experience with Dr. Abbott, we again contracted with Leadership Associates to conduct the superintendent search. During both searches, Dr. Abbott and his team listened to the stakeholders and asked insightful questions. An effort was made to obtain a clear picture of the District in order to obtain candidates with the highest potential for success.

Again, a strong field of candidates was brought to the Board. The Board's selection of Dr. Van Riley was unanimous. The District is extremely pleased with this selection, as Dr. Riley has proven to be another perfect fit for Ojai.

Dr. Jake Abbott is well respected by California's educational administrators, thanks to his professionalism, expertise and experience. The Board is grateful to know that this talented individual is available to assist in the crucial task of superintendent selection, and would not hesitate to conduct another search under Dr. Abbott's capable leadership.

Sincerely,



Vincent W. France, President  
Board of Education

VWF:gs

<b>Board of Education:</b>	<i>Vincent France</i> President	<i>Rikki Horne</i> Vice President	<i>Karen McBride</i> Clerk	<i>Tim Peddicord</i> Member	<i>Katli Smith</i> Member
<b>Administration:</b>	<i>Van W. Riley, Ph.D.</i> Superintendent	<i>James R. Bernie</i> Assistant Superintendent Business/Administrative Services	<i>Patricia Metheny</i> Principal Support Educational Services		



September 2, 2010

Walt Buster  
 Mike Caston  
 Leadership Associates  
 PMB 455  
 23052-H Alicia Parkway  
 Mission Viejo, CA 92692

Dear Walt and Mike:

Last week was the first day of the 2010-2011 school year for over 7000 students in our district and for our new superintendent, Dr. Eric Andrew. This letter is to thank you for your help and guidance in his hiring last winter. We want to let you know that we couldn't have found a better match for our district and community.

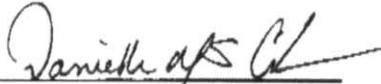
When your firm (and specifically the two of you) was selected as our consultant in our superintendent search, you were not fazed by our mid-year timing and our tight timeline. You worked diligently to get a feel for our district and community, talking with well over 50 people in two days, and meeting with each of us on the board to determine the characteristics needed to succeed at Campbell Union School District.

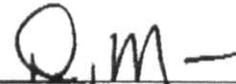
Criteria was developed, applications distributed and collected, and recruiting began. We are appreciative of your flexibility during the recruitment phase in adjusting some of your normal procedures to involve our Board in ways we requested, including editing of the brochure, development of interview questions and process, and delivery of full applications in addition to your excellent summaries.

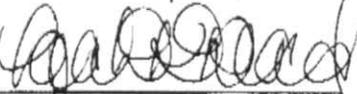
The pool of candidates assembled was impressive, and gave us a variety of qualified people to consider. The interview process was thorough and smooth because you had us well prepared. The deliberation was expertly guided by both of you, but the decision was left fully in our hands – not an easy thing to balance.

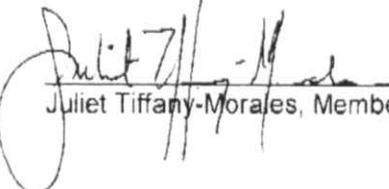
We could not be happier with the hiring of Dr. Andrew, and know that without your expertise and hard work during our search we might not have found him. We wouldn't hesitate to recommend you to any other district searching for a new superintendent.

Sincerely,

  
 \_\_\_\_\_  
 Danielle M.S. Cohen, President

  
 \_\_\_\_\_  
 Douglas Moe, Vice President

  
 \_\_\_\_\_  
 Leah K. Read, Clerk

  
 \_\_\_\_\_  
 Juliet Tiffany-Morales, Member

  
 \_\_\_\_\_  
 Scott Kleinberg, Member

Campbell Union School District  
 155 North Third Street  
 Campbell CA 95008

T 408-364-4200  
 F 408-341-7280

Website:  
[www.campbellusd.org](http://www.campbellusd.org)

Governing Board Members:

- Danielle M.S. Cohen
- Scott Kleinberg
- Douglas Moe
- Leah K. Read
- Juliet Tiffany-Morales

Governing Board Phone No:  
 408-341-7251

Superintendent  
 Eric Andrew Ed D  
 408-341-7211

## Leadership Associates' Profile

Leadership Associates has conducted over 180 searches in California since 1994. We have nine partners, all former, successful California superintendents who reside throughout the state – north, south, central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted School Boards in finding top candidates from outside the state.

A few other facts about the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including ACSA, CALSA, Northern and Southern Superintendents, City Superintendents, AASA, and Suburban School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California state superintendents of the year
- Three chaired the California state superintendents committee for ACSA; one was president of ACSA
- Two are fully bi-lingual in Spanish
- Many facilitate workshops in districts throughout the state: board – superintendent relations, board - superintendent protocols, strategic planning, superintendent evaluations, team building, instructional improvement; several coach and mentor superintendents and other top district leaders
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide and nationally; and one was honored by the Mexican Consulate
- Three are authors of *A Practical Guide to Effective School Board Meetings*; one has co-authored 3 other books: *Eight at the Top*, *Superintendent-School Board Practices*, and *The Superintendent's Planner*

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## ❖ **MARGARET “Peggy” LYNCH**

### Biographical Information

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- Peggy served as Superintendent for San Dieguito Union High School District in San Diego County until April 2008
- Peggy 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 held positions as Assistant Superintendent, Principal, Assistant Principal, Activities Director, and teacher. She has taught at California State University, Fullerton.
- Peggy received her doctorate from the University of La Verne, her master's degree from Fullerton and her BA 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 was active in community groups in all three districts during her 38 year career, including serving as the President of the Brea Rotary and as a board member for the Boys and Girls Club.
- Peggy has received recognition from various organizations, including Southern California Women in Educational Management, Stanford University School of Engineering and the PTA.
- Peggy is married and lives with her husband of 40 years in San Clemente, California.

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❖ **MICHAEL W. CASTON**

Biographical Information

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- Mike last served as Superintendent of Schools for the Escondido Union School District in San Diego County until June of 2006.
- He also served as superintendent of the Santa Barbara High School District, Santa Barbara Elementary School District, Palos Verdes Peninsula Unified School District and the Charter Oak Unified School District. Mike served a total of 22 years as a California Superintendent.
- Mike was the 2005 AASA California Superintendent of the Year. He was also honored as the 2008 Superintendent of the Year by the University of Southern California Rossier School of Education.
- Mike has held positions of Assistant Superintendent, Principal, Teacher and Coach. In addition, he was an adjunct faculty member at California State University, San Marcos.
- Mike received his masters and doctorate degrees from the University of Southern California and his Bachelor of Science degree at Northern Arizona University.
- Mike's doctoral dissertation, Communication Techniques Used by Superintendents with the Governing Board, has been replicated several times and serves as a guide for many current superintendents.
- Mike has served as the Chamber of Commerce President in Santa Barbara, Palos Verdes and Covina, California. He also served on the board of directors for Saint Francis Hospital in Santa Barbara. Mike was named as the Chief Executive Officer for the Gevirtz Research Center at the University of California, Santa Barbara and held that volunteer position for six years.
- Mike is married and has three children and three grandchildren. The Castons live in Escondido, California.

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## ❖ DON PHILLIPS

### Biographical Information

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- Don served as Superintendent for the Poway Unified School District in San Diego from 2001-2010.
- He also served as superintendent in Palo Alto and Mountain View-Los Altos Union High School District. Of his 40 years in education, Don was a Superintendent for 20 years and an additional 20 as a consultant, teacher and administrator.
- Don earned his Master's and Doctorate degrees from Harvard Graduate School of Education in Social Policy. He received his BA from Whitman College in Walla Walla Washington.
- Don was named the AASA Superintendent of the Year for California in 2008 and the San Diego Superintendent of the Year for 2007.
- He has served on the National Governing Board of Directors for AASA, President of Suburban School Superintendents and Chair of the ACSA statewide Superintendents' Symposium. He also was a member of the ACSA statewide Superintendents' Committee and the CSBA Superintendents' Advisory Committee.
- Don chaired the Achievement Gap Task Force for the County of San Diego from 2006-2010 and also was a member on the Junior Achievement Board of Directors through 2010.
- Don is noted for his many publications and presentations on a wide range of topics including leadership and equity based work around College and Career Readiness. He received the PTA Honorary Service Award three times.
- Currently Don is a consultant to AVID and Learning Together.
- Don is married and has two sons.

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## ❖ MICHAEL “Mike” ESCALANTE

### Biographical Information

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- Mike served as Superintendent of the Glendale Unified School District in Los Angeles County and the Fullerton Joint High School District in North Orange County for a total of 13 years, 6 ½ in each district.
- During Mike's career he has had served as Assistant Superintendent of Business, and Principal at the Elementary, Middle and twice at the High School levels. He has also taught at the elementary, high school and university levels.
- Mike earned his BA from San Diego State University, Masters in Education from Loyola Marymount University and Doctorate in Educational Leadership from the University of Southern California.
- Currently, Mike serves as a doctoral level instructor at the University of Southern California Rosier School Of Education. He currently teaches educational leadership and has responsibility for chairing doctoral dissertations. Mike's current academic interest is in the area of building effective board superintendent relationships.
- Mike comes from a family of public school educators with his mother serving as a teacher, principal and school board member in Hawthorne Elementary School District. His father, a small businessman, served for 16 years on the Board of Education of the Centenela Valley Union High School District.
- Mike has been involved in his communities in Rotary International, Optimist International, Boy Scouts, and YMCA and was honored five times with Parent Teacher Associate Honorary and Continuing Service Awards.
- During Mike's 38 year career in public education, he has served in professional organizations including Association of California School Administrators (ACSA), The USC Dean/ Superintendent Advisory Committee Southern (DSAG), Southern California Superintendents, Urban Superintendent Dialogue, Educational Research Development Institute (ERDI), California Latino Superintendents' and Administrators' Association (CALSA), Association of Latino Administrators and Superintendents (ALAS), and even California Teachers' Association (CTA), where he served as President of the Hawthorne Teachers' Association.
- Mike's two sons are graduates of California State University Fullerton.