

**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**  
**MINUTES**

**December 13, 2010**

A special meeting of the Santa Monica-Malibu Unified School District Board of Education was held on Monday, December 13, 2010, in the District Administrative Offices: 1651 16<sup>th</sup> Street, Santa Monica, CA. The Board of Education called the meeting to order at 6:08 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.**

- *Patrick King, a Samohi student, encouraged the board to add students to the Financial Oversight Committee. He shared one of his ideas with the board members.*

**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 (180)**

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.

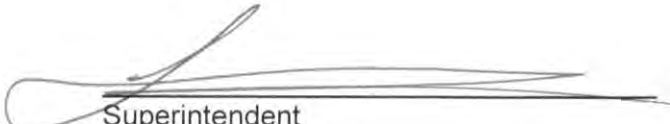
6:12 pm	A.01	Interview and Select an Executive Search Firm to Conduct a Search for SMMUSD Permanent Superintendent (180) .....	1-3
9:52 pm	A.02	Amend Financial Oversight Committee Statement of Purpose (20) .....	4
10:10 pm	A.03	Adopt Resolution No. 10-17 – In Support of Full Funding of County Mental Health Services for Students with Disabilities (AB 3236) (20) .....	5-6

#### IV. ADJOURNMENT

It was moved by Ms. Leon-Vazquez, seconded by Mr. Mechur, and voted 7/0 to adjourn the meeting at 10:24 p.m. This meeting will adjourn to a special meeting to be held on **Monday, January 3, 2011**, at 6:00 p.m. at the district office. The next regularly scheduled meeting 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.

Approved: 1-13-11

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Superintendent

## 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 16 – May 1: 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  
December 13, 2010**

**I. CALL TO ORDER**

A. Roll Call

Jose Escarce – President  
Ben Allen – Vice President  
Oscar de la Torre – *arrived at 6:13pm*  
Maria Leon-Vazquez  
Laurie Lieberman  
Ralph Mechur  
Nimish Patel

Student Board Members

*Due to this being a special meeting, none were present.*

B. Pledge of Allegiance

*Led by Ms. Leon-Vazquez*

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## **MAJOR ITEMS**

TO: BOARD OF EDUCATION

ACTION/MAJOR

12/02/10

FROM: TIM CUNEO

RE: INTERVIEW AND 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 interview three executive search firms and select one 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 have been invited to present to the board and answer questions. Each firm will have twenty minutes to present, followed by a Q & A session from board members. Following the three interviews, board members will deliberate and take action to select one of these firms to conduct SMMUSD's Superintendent candidate search.

The following is the interview schedule for the evening:

Search Firm	Interview Time
Dave Long & Associates	6:00-6:45pm
Leadership Associates	7:00-7:45pm
PROACT Search	8:00-8:45pm

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Public Comments:

- Lee Jones, Debra Shepherd, and Claudia Landis addressed the board about the search process.

*The board's questions and proposals from each firm can be found under attachments at the end of these minutes.*

### **Dave Long & Associates (DLA)**

Barry Reid and Bill Diedrich introduced themselves and their firm. Mr. Reid reviewed the timeline and activities. He said the district can expect about twenty to thirty applicants. DLA will screen the applications to narrow it down to six strong candidates, but suggest the board read all the applications. Dr. Diedrich said DLA can also provide a leadership transition workshop within the first six months after a Superintendent has been hired to ensure the board and superintendent are working effectively together.

Q & A (questions can be found under Attachments at the end of these minutes):

Q1. Mr. Reid and Dr. Diedrich would work together on this assignment, but would also bring in other associates to assist in recruiting. DLA does not conduct more than a couple searches at a time in order to avoid conflicts between districts and potential candidates.

Q2. The search starts with a multiday kick-off event in the district, during which DLA will talk with stakeholders to create a leadership profile. These talks will take the form of forums, town hall meetings, presentations; etc.

Q3. DLA is proud that it does not keep a generic list of candidates looking for a job. Each search is brand new in order to find the perfect match for each district. They develop the profile, they get word out in California and nationally, they recruit, and they use professional screeners to review the applications.

Q4. Sitting Superintendents are being much more careful about researching the districts to which they apply. They ask the recruiter about the search process because they have to assess the risk to apply. A very open interview process will limit the number of candidates. A modified search process could include a Superintendent selection advisory committee appointed by the board who would be trained and required to sign a confidentiality clause. The balance is to be as transparent as possible, but still observe personnel rules.

Mr. Mechur asked about their fee. Dr. Diedrich said the fee listed in the proposal is all-inclusive, unless the board decided to move forward with a Superintendent search advisory committee.

### **Leadership Associates (LA)**

Peggy Lynch and Michael Escalante introduced themselves. Dr. Lynch summarized the firm's history and reviewed the search timeline and activities. She said the fee listed in the proposal was all-inclusive. Dr. Escalante summarized the specifics of the search process. Dr. Lynch explained a typical interview schedule: the first interview of approximately four candidates is more formal and scripted; the panel would then narrow it down to the top two people; the second interview is more of an open conversation; the board may invite the top candidate back the next day; a site visit could occur the following week.

Q & A (questions can be found under Attachments at the end of these minutes):

Q1. Dr. Lynch and Dr. Escalante would lead the search, but other associates would assist. LA understands that SMMUSD has two communities, and the firm has experience with similar situations.

Q2. LA would include the community in variety of ways: meetings, forums, group meetings. Once a profile has been created, LA develops an online "brochure" and reaches out to potential candidates. LA works with applicants, informing them of SMMUSD's key issues and the search process. Candidates often conduct research on their own as well.

Q3. LA's website is visited by people from California and throughout the nation. LA will not generate a list of candidates until a profile is created. Mr. Mechur asked how LA recruits people who might not be obvious choices. Dr. Lynch explained that candidates can have a range of past experiences, but most often have an educational background. LA will even approach sitting superintendents who might not have otherwise considered applying.

Q4. An open search can prevent people from applying. LA recommends a confidential search, but with a good deal of public input.

Dr. Escarce asked about a workshop once a Superintendent had been hired. Dr. Lynch said it is a great idea and included in the cost.

### **PROACT Search**

Todd Zoellick introduced himself and summarized the services provided by PROACT.

Q & A (questions can be found under Attachments at the end of these minutes):

Q1. Should PROACT be chosen, SMMUSD's search would be his primary responsibility. He might oversee another search, but it would not be for a Superintendent.

Q2. The search process should involve the board and both communities by holding community meetings and a designated website to elicit feedback from public. The final choice should be board driven with community input.

Q3. PROACT will develop a position profile, determine how broad of a search is desired, advertise, screen applications (usually get couple hundred nationally), narrow the list down to 75 or 100, conduct screening interviews (down to 20 to 25 candidates), provide the board with the top 15 resumes, and the board will decide which 5 or 7 to bring in for a first interview.

Q4. Mr. Zoellick suggested an open and transparent search process up front, but stressed confidentiality. A process can be created to allow for the community to meet with the candidates near the end of the search process.

Q5. PROACT has completed about four Superintendent searches in CA.

Mr. de la Torre asked what PROACT meant by data-driven process. Mr. Zoellick said they research data and find information about the applicants and their current districts. Mr. Allen asked why the board should choose PROACT versus a firm with more CA experience. Mr. Zoellick said PROACT has a national base versus statewide or regional search, but they recruit as actively within CA as outside. Mr. Mechur asked about the fee. Mr. Zoellick explained that \$19,500 was the standard fee, but the advertising fee was not included (about \$2,000 to \$5,000), nor was travel for community forums. Mr. Mechur asked about candidate recommendations from the firm. Mr. Zoellick said PROACT will not steer a board's decision, but will provide information and pros/cons.

Dr. Escarce suggested narrowing the list down to two firms tonight, have the board subcommittee check references during winter break, and then make a decision on January 6. Ms. Leon-Vazquez worried about waiting that long. Mr. de la Torre expressed his preference for Leadership Associates since they are very familiar with SMMUSD and both communities, but also liked the concept of a national search. Dr. Escarce suggested doing research in districts where Dr. Lynch has conducted searches. Ms. Leon-Vazquez said she did not think DLA would be able to attract national candidates. She wondered if having a woman lead the search with Leadership Associates could bring a valuable aspect to the search. She did not feel the representative from PROACT was specific enough, nor were they upfront with their costs. Ms. Lieberman said she was more confident in Leadership Associates. She values hiring a firm of former superintendents because they know what a board is looking for and what the job entails. Mr. Mechur said Leadership Associates was at the top of his list, but wondered if they had attracted candidates in the past from elsewhere. Mr. Patel was interested in seeing candidates from outside the educational realm. He ranked Leadership Associates at the top of his list. Mr. Allen preferred the California-based firms. He also supported the idea of conducting more due diligence prior to making a decision. Dr. Escarce said he was leaning toward Leadership Associates. He said he understood the value of hiring a Superintendent from within the educational system.

Dr. Escarce **MOVED** to tentatively select Leadership Associates and direct the board's subcommittee to seek validating information in the form of references for Dr. Lynch. The subcommittee will return with a final recommendation at a special board meeting on January 3, 2011. If the subcommittee does not recommend Leadership Associates following its due diligence, the subcommittee is empowered to research references for the other two firms.

SECONDED BY: Mr. Mechur

STUDENT ADVISORY VOTE: N/A

AYES: All (7)

NOES: None (0)



TO: BOARD OF EDUCATION

ACTION/MAJOR

12/13/10

FROM: TIM CUNEO

RE: AMEND FINANCIAL OVERSIGHT COMMITTEE STATEMENT OF PURPOSE

RECOMMENDATION NO. A.02

It is recommended that the Board of Education amend the Statement of Purpose for the Financial Oversight Committee (FOC).

COMMENTS: At its meeting on December 10, 2010, the Board of Education was asked to consider the reappointment of two members as well as open the application process for two vacancies. During discussion, the board agreed to modify the application process as well as include the opportunity for student involvement on the committee. Since this process is outlined in the FOC's Statement of Purpose, the Board must take action to amend the Statement of Purpose. The statement with the proposed language changes will be available at the board meeting.

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Public Comments:

- Carrie Wagner addressed the board regarding the proposed changes.

*The proposed language changes can be found under Attachments at the end of these minutes.*

*Dr. Escarce explained the history behind the FOC interviewing its applicants and assured the FOC that it was not the intention of the board to remove the FOC's independence during last Thursday's board meeting. He suggested tabling the item until the FOC had time to meet and discuss the proposed changes. Mr. Allen supported a postponement in this discussion. Dr. Escarce supported conducting a recruitment starting now, the FOC discussing the proposed language changes at its meeting on January 18, and the board making appointments in February.*

Ms. Lieberman **MOVED** to table the changes to the Statement of Purpose until the FOC has met to discuss changes.

SECONDED BY: Mr. Mechur

STUDENT ADVISORY VOTE: N/A

AYES: All (7)

NOES: None (0)

TO: BOARD OF EDUCATION

ACTION/MAJOR

12/13/10

FROM: TIM CUNEO

RE: ADOPT RESOLUTION NO.10-17 – IN SUPPORT OF FULL FUNDING OF  
COUNTY MENTAL HEALTH SERVICES FOR STUDENTS WITH DISABILITIES  
(AB 3632)

RECOMMENDATION NO. A.03

It is recommended that the Board of Education adopt Resolution No. 10-17 – In Support of Full Funding of County Mental Health Services for Students with Disabilities (AB 3632).

COMMENTS: At its meeting on December 10, 2010, the Board of Education requested that this resolution be added to this agenda as an addendum.

SMMUSD, as a district in the Tri-City SELPA, supports appropriate state and federal funding for the costs to school districts to provide special education services to children with disabilities in accordance with state and federal mandates. In recent years, special education funding has not kept pace with the escalating costs. Since special education services are an entitlement for each child with a disability, local districts must utilize general fund revenues to meet the excess costs.

The Governor's recent veto of funding to provide county mental health services consistent with AB 3632/1984 to our children with disabilities will mean even greater increased costs to school districts if not reversed.

The attached resolution for the board's consideration urges the Governor and State Legislature to provide full funding for AB 3632 mental health services for children with disabilities.

\*\*\*\*\*

*Ms. Maez encouraged the board to adopt this resolution. She explained that funds vetoed by the Governor would make providing services to students in residential care the responsibility of districts. This veto represents a reduction of approximately \$133M statewide. For SMMUSD, it is a potential reduction of \$3-4M; broken down, it represents an additional cost of \$170,000 per student per year, and SMMUSD currently has 19 students in these kinds of placements. The cut in funding might even affect some of SMMUSD's students who are served locally. Ms. Maez added that SMMUSD appears to have a disproportionate share of these students. Neighboring districts have filed law suits against the state.*

*Mr. Allen requested that staff send the resolution to the Santa Monica City Council, Malibu City Council, Senator Fran Pavley, Assemblywoman Julia Brownley, Governor Schwarzenegger, and L.A. County Supervisor Zev Yaroslavsky. Mr. Allen said he would be interested in joining other board members in advocacy against this decrease in funding.*

MOTION MADE BY: Mr. de la Torre

Mr. Allen amended to add "WHEREAS the SMMUSD stands to lose up to \$3-4M on an annual basis if the funding is not restored;"

SECONDED BY: Ms. Lieberman

STUDENT ADVISORY VOTE: N/A

AYES: All (7)

NOES: None (0)

**SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT  
BOARD OF EDUCATION**

**RESOLUTION NO. 10-17  
In Support of Full Funding of County mental Health Services for Students with  
Disabilities**

**WHEREAS**, if all California children and youth are to reach California's high educational standards that will allow them to succeed in school, work, and life, the state must commit adequate resources to schools and services children require to benefit from their education; and

**WHEREAS**, studies have shown that appropriate early intervention services and programs at the first sign of academic difficulty have proven to greatly improve a child's chance of success; and

**WHEREAS**, special education is a federally mandated program and children with disabilities are entitled to a free appropriate public education (FAPE); and

**WHEREAS**, AB 3632 (Brown) was created in 1984 because mental health services and therapeutic residential services were not available for school-age children, and parents were surrendering them to the foster care system in order for their children to receive treatment and services; and

**WHEREAS**, the State Legislature rightly determined that county mental health agencies have the best expertise to provide necessary mental health services to children with disabilities.

**WHEREAS**, the Governor vetoed funding from the 2010-11 State Budget for services provided by county mental health agencies for educationally-necessary AB 3632/1984 mental health services to children with disabilities; and

**WHEREAS**, California cannot afford to wait for more students to face hardship before taking decisive action; and

**WHEREAS**, the SMMUSD stands to lose up to \$3-4M on an annual basis if the funding is not restored;

**NOW, THEREFORE, BE IT RESOLVED** that the Santa Monica-Malibu Unified School District strongly urges the Governor and the State Legislature to immediately provide full funding for AB 3632/1984 county mental health services to children with disabilities.

**PASSED AND ADOPTED** this 13<sup>th</sup> day of December 2010, by the Board of Education of the Santa Monica-Malibu Unified School District by the following vote:

AYES:  
NOES:  
ABSTAIN:  
ABSENT:

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Jose Escarce  
President, Board of Education

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Tim Cuneo, Superintendent

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## **ATTACHMENTS**

ATTACHED ARE THE FOLLOWING DOCUMENTS:

- Document: “Board Questions for Search Firms” (*associated with Item No. A.01*)
- Proposal from Dave Long & Associates (*associated with Item No. A.01*)
- Proposal from Leadership Associates (*associated with Item No. A.01*)
- Proposal and Presentation from PROACT Search (*associated with Item No. A.01*)
- Document: “SMMUSD Financial Oversight Committee: State of Purpose” (*associated with Item No. A.02*)

## BOARD QUESTIONS FOR SEARCH FIRMS

### Question 1

Please tell us how many individuals will be assigned to our search and who will be the lead person. Briefly summarize the experience and qualifications of these people, especially the lead person. How many other searches will these people be working on at the same time? To what extent will your search be tailored to our district, possibly doing things that differ from your usual approach?

### Question 2

We have a very highly educated and involved community with very high expectations. In addition, our district includes two different cities, with two separate City governments and constituencies. It is very important that we find a superintendent who is a good match for our district. What will be your process for identifying what our district wants and needs in a Superintendent? Do you envision a criteria setting process which involves the Board only, or will you recommend a process that involve the public? What mechanisms will you use for involving the public? What is your experience with processes that involve the public in criteria setting?

### Question 3

Please describe the process that you will use to identify and recruit top candidates, focusing on those components of the process that you will use to ensure that the candidates you identify are a good match for our district. Comment on the degree to which you have a pre-existing list of candidates who are looking to be placed versus the degree to which you will generate a brand-new list of candidates for our search.

### Question 4

Do you recommend a closed search process after the initial criteria-setting phase? Please describe what modifications to the process you would consider to enable some degree of stakeholder input prior to the final selection, while minimizing the impact on our ability to attract top candidates. Please share with us the arguments for and against a semi-open process and your experience with such a process, if any?

### Question 5.a

Please comment on your processes for recruiting candidates outside California. What areas of the country will you be able to cover in your search, and which areas, if any, will you favor?

### Question 5.b

Please comment on your processes for recruiting candidates outside the state where you are based. In particular, how will you ensure that you can recruit top candidates for California? What other areas of the country will you be able to cover in your search, and which areas, if any, will you favor?

**SANTA MONICA-MALIBU  
UNIFIED SCHOOL DISTRICT**

**PROPOSAL FOR  
SUPERINTENDENT SEARCH**



**Dave Long & Associates**

**31500 Grape Street  
Suite 3, #412  
Lake Elsinore, CA 92532-9702  
(916) 616-6027  
(760) 219-5873**

***www.DLAssoc.com***

**November 2010**



# Executive Search Services

October 29, 2010

Board of Education  
Santa Monica-Malibu Unified School District  
Mr. Barry Snell, Board President  
ATTN: Ms. Sarah Wahrenbrock, Assistant to the Superintendent  
1651 16<sup>th</sup> Street  
Santa Monica, CA 90404

31500 Grape Street  
Suite 3, #412  
Lake Elsinore, CA  
92532-9702

(916) 616-6027  
(760) 219-5873  
Fax: (951) 246-2082  
[www.DLAssoc.com](http://www.DLAssoc.com)

Dear Mr. Snell and Members of the Board:

Thank you for expressing an interest in Dave Long & Associates possibly assisting the Santa Monica-Malibu Unified School District Board of Education in conducting a search for its next superintendent. We are extremely interested in working with you in this important endeavor.

Before describing our services, I would first like to introduce myself and our firm. My professional career has spanned over 40 years and includes a background of experiences in classroom teaching and administration. I have served as assistant principal, school principal, assistant superintendent, district superintendent, county superintendent of schools and most recently Secretary of Education for the State of California. These experiences have made it clear to me that the superintendent of schools and school board establish a foundation for effective governance. Ultimately this provides vital leadership for the school system to serve children and the community. Thus, hiring a superintendent is one of the most important decisions your Board will ever make. I have a strong desire to assist you in this important function.

As you may know, the California School Boards Association has curtailed its involvement in superintendent searches. My firm has been fortunate to acquire the services of three of their top consultants, all who have enjoyed distinguished careers in education. They also bring a rich background of success in having served as lead search advisers for many school districts throughout the state. For several years prior to that, they each assisted in executive searches by acting as professional screeners. They are Dr. William Diedrich, Dr. Elaine Collins and Mr. Barry Reed. Within the past few months we have also added Mr. John Anderson, recently retired Imperial County Office of Education Superintendent, and Dr. Joseph Condon, newly retired superintendent of the Lawndale Elementary School District. A short biographical description of each person is included in this proposal.



I am also a search consultant having performed those duties as a county superintendent of schools. I believe our unique backgrounds, experiences, and relationships developed over decades working as superintendents and search advisers bring a high level of expertise to the executive search process. Our team of consultants and associates appreciate the uniqueness of each district and will design our search processes to be flexible in order to meet your needs.

We are particularly proud of our team's ability to recruit a diverse candidate pool that not only meets the leadership profile set by the board, but also is reflective of the composition of the communities served by the district. Through their extensive professional activities, our consultants and associates maintain contacts with superintendents and potential superintendents who are representative of our state's diverse population. This sophisticated network of contacts is enhanced by a strong recruitment campaign that includes advertising in multi-ethnic professional search publications. Dave Long and Associates is committed to recruiting a field of candidates that is reflective of the qualities, traits, experiences, background and training sought by the board in its next superintendent. Our guarantee is that if the board is not satisfied with its pool of candidates, we will continue the search for expenses only. Due to our strong recruitment efforts and the search techniques described throughout this proposal, we have never been asked to exercise this option.

Below is a short list of searches completed by our lead consultants along with references you might wish to contact. Should you want more names from our long list of references, we will be happy to provide them.

District	ADA	Contact	Telephone
Val Verde U.D.S.	19,000	Wraymond Sawyer	(951) 388-0055
Lawndale E.S.D.	6,000	Ann Phillips	(310) 371-0643
Grossmont U.H.S.D.	22,000	Priscilla Schreiber	(619) 644-8083
San Juan U.S.D.	42,000	Richard Launey	(916) 971-7111
Nevada Jt. U.H.S.D.	3,500	Mark Hauser	(530) 272-7503
Reef Sunset U.S.D.	2,500	Gail Monohon	(559) 740-8267
Pixley E.S.D.	1,237	Aaron Gay	(559) 303-5918

Mr. Snell and Board Members  
October 29, 2010  
Page three

**Our all inclusive fee will be \$25,950 to conduct the search.** This includes all consultant expenses; distribution through the Internet of a basic brochure; advertising on websites and in publications of the Association of California School Administrators (ACSA) *EdCal*, School Services of California, the American Association of School Administrators (AASA) and Dave Long & Associates; through our extensive networks aggressively recruiting candidates who meet the Board's leadership profile; correspondence with candidates; assistance with development of interview questions; scheduling of appointments; and other activities associated with the search. It also includes a leadership transition workshop with the Board and the new superintendent at the conclusion of the search.

You will find that this proposal provides an excellent overview of our services – services that can be modified in accordance with the highest standards of professionalism and your wishes. Our fundamental goal is to assist the Board in making the right match of a superintendent for your district and community. The dedication of our advisers to finding the best match of candidates and the Board adopted leadership profile accounts for our high rate of success. Of all the searches conducted by our advisers over the last five years, 95% of the superintendents selected for these positions are still serving in those roles.

My associate, Dr. Diedrich, would very much like to speak further with you about this proposal when you have had a chance to review it. If you have any questions about Dave Long & Associates Executive Search Services please feel free to contact either Dr. Diedrich at (760) 219-5873 or me at (916) 616-6027.

Sincerely,

*David Long*

David Long, President  
Dave Long & Associates Executive Search Services

*Dave Long & Associates*

*Executive Search Services*

*is pleased to provide a proposal to the*

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

***Board of Education***

Barry Snell, President

Kelly Pye, Vice President

Ben Allen, Member

Oscar de la Torre, Member

Jose Escarce, Member

Maria Leon-Vazquez, Member

Ralph Mechur, Member



**Dave Long & Associates**

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## **DAVE LONG & ASSOCIATES EXECUTIVE SEARCH SERVICES**

***Reasons why you should choose Dave Long & Associates Executive Search Services (ESS) to assist you in the most important decision you will make as a Board . . . the selection of a new superintendent.***

***We're accountable to you . . . and you are in control . . .***

As your advisor, DLA ESS works for you. The Board is the decision-maker, and the advisers provide logistics and vital information to the Board with which to make the best decisions. From the initial planning meeting and throughout the entire process, DLA advisers will work with you and will be available to guide you and provide direction as needed.

***We develop a leadership profile . . .***

Gathering information from all stakeholders in the district is one of the first and most important steps in our process. All individuals in the community – including board members, faculty, parents, and staff members – are encouraged to set up an interview with the DLA advisers to discuss the characteristics they would like to see in a new superintendent. Individuals representing groups such as bargaining units, the PTA, site council, etc., are encouraged to meet with the advisers. In addition to the interviews, the advisers may also visit various sites, hold group meetings and/or open forums, or any combination of those activities. The advisers may also receive written input from all segments of staff and the community.

***We use our network to aggressively recruit top candidates . . .***

Our DLA advisers, all former distinguished superintendents of schools, have had long, successful careers in education. We continue to maintain contacts and a sound network across California and the nation. Participation at conferences and workshops helps us to maintain contacts and develop new relationships with highly talented individuals. We aggressively recruit candidates, many who might not be seeking a new position, who meet the leadership profile adopted by the Board.

***Our application process is rigorous . . .***

Applicants are asked to respond to challenging questions and demonstrate their experience in educational leadership. Applicants provide copies of their degrees and credentials for verification as part of the process.

***We share all application materials from candidates with the Board . . .***

DLA ESS maintains an open, transparent search process with the Board while ensuring maximum confidentiality for candidates. A critical part of that process is to make available to the Board all application materials received from candidates prior to determining which individuals will be invited for interviews. Our credo is "no surprises." The Board is in charge of the selection process and must be privy to all information that will help make the important decision of who will be its next superintendent.

***We do thorough reference checks . . .***

It is past performance, more than anything else that will predict future success. A candidate's track record is the best indicator of how he or she will perform as superintendent in your district. After a review of all applicant files, the professional screeners will develop a list of individuals who most closely meet the leadership profile. They will conduct employment and reference checks on those individuals and present recommended candidates for first round interviews, sharing with the Board the results of the reference checks.

A national organization will conduct a federal criminal search, SSN trace, credit report, state and federal sex offender registry, and motor vehicle background checks on the finalist to be offered the position. That individual will be asked to provide certified transcripts that verify his/her academic degrees and proof of administrative credential(s) in order that the district can complete its final employment process.

***We actively involve stakeholders . . .***

Community/Staff Engagement is included in our standard contract. It requires time in the district for the advisers to gather information about the district and its needs. There are variations of community engagement in the search process that may be selected by a Board. These would include, but are not limited to:

***Community/Staff Engagement Standard Version . . .***

This process includes:

- Development of advertising, data-gathering and other materials
- Individual meetings with board members
- Individual meetings with key district office and site leadership
- Individual meetings with association/union leadership



- Individual meetings with key stakeholders: parent/community/business leadership
- An open forum for general public and internal staff
- Web-based survey on district website
- Telephone interviews with key stakeholders unable to be present for individual face-to-face interviews or group meetings
- Compilation of input received through questionnaires distributed at various school district offices or e-mails sent to the adviser

***We communicate with the Board throughout the entire process . . .***

DLA advisers pride themselves on maintaining ongoing and timely communications with the Board throughout the entire search process. Board members will be provided with each adviser's e-mail address, cell phone number, and home contacts. In most cases an inquiry will be responded to within 24 hours, most often in a matter of hours. The advisers will also share questions from individual Board members and the answers with the entire Board in order that each member is fully apprised of the progress of the search. Our advisers will provide periodic written updates to the Board throughout the search.

***We facilitate the community visit of the prospective Superintendent . . .***

To affirm your choice, the entire Board, or a subcommittee of the Board, is encouraged to visit the community of the finalist. The search advisers will facilitate the visit but do not normally join the Board in the actual visitation.

***We value and maintain confidentiality and communication . . .***

Our search process is confidential. Confidentiality is also a top priority with the candidates' files. All applicant files are maintained in a secure area.

***We assist the Board and its legal counsel in contract discussions with the successful candidate . . .***

If the Board wishes, the advisers will provide assistance to the parties as the contract of employment is drafted and negotiated with the successful candidate. Our advisers, although not attorneys, know typical superintendent contract provisions desired by both candidates and boards. Even though DLA and its advisers stand ready to assist the Board, we urge boards to follow the advice of their district's attorney.

***We provide at no additional cost a Board/Superintendent workshop at the conclusion of the search . . .***

Upon selection of your new superintendent, a DLA adviser will provide your Board and the superintendent with a three-hour workshop to help the new governance team forge an effective working relationship. This helps the governance team immediately create a climate for open communication, establish preliminary protocols, and establish a customized orientation/transition plan. This important workshop is included at no additional cost to the district.

***We maintain contact with the new superintendent and Board after the search has been completed . . .***

Once the search has been completed, Dave Long & Associates Executive Search Services advisers maintain contact with the new superintendent and governing board for a period of up to two years. One of the reasons our advisers have such an outstanding record of successful searches where the new superintendents have withstood the test of time is due to our follow-up contacts. For the most part these are of an informal nature at no extra cost to the district. Our main goal is to ensure that the working relationship among the parties continues to be positive.

***Boards who have been assisted by our advisers hire superintendents who enjoy lengthy, successful careers with the district . . .***

When one examines the total number of searches performed by our advisers over the last five years, they find that 95% of the superintendents selected by these school boards are still successfully serving in those positions. This lengthy tenure is virtually unheard of in the search field. We attribute this high rate of success to extensive work done by our advisers in the search process to obtain a good match of the candidate with the board and follow-up contacts to ensure that the parties perform well as a governance team.

***We offer additional services beyond the executive search services . . .***

In addition to conducting executive searches, Dave Long & Associates provides a number of additional services to school districts. Our firm has three components. These are The Achievement Group, The Leadership Group, and the Executive Search Group. Each division conducts workshops, provides consulting and coaching services, and assists school districts in maximizing their governance responsibilities.

Listed below are a few of the services provided by each division:



### **The Achievement Group**

- Curriculum and Instruction Workshops
- Instructional Coaching
- Research and Evaluation
- Assessment Support
- Measurement & Accountability Support
- Technical Assistance
- Troubleshooting

### **The Leadership Group**

- Speaking (keynotes, presentations, etc.)
- Board/Superintendent Relationships Coaching
- Assist the District's Governance Team in Building and Maintaining Positive Board/Superintendent Relations
- Team Building
- Strategic Planning
- Coaching New Superintendents
- Assist Boards and Superintendents in Creating and Maintaining a Superintendent Evaluation System Linked to District Strategic Goals

### **The Executive Search Services Group**

- Conduct Executive Searches
- Assist in Finding Interim Superintendents
- Consult with Boards on Resolving Conflicts Prior to the Superintendent Search
- Meet with Boards to Discuss the Executive Search Process and Review Options Available to Governing Bodies in Selecting a New CEO
- Conduct Transition Workshop when New Superintendent is Selected

At your convenience we would be happy to discuss in greater detail these additional services and price structures.

### ***We guarantee our work . . .***

We guarantee our service to your satisfaction or we will conduct the search again (*within the first year of the superintendent's contract if the Board members remain unchanged and providing the Board selected one of the candidates the DLA ESS advisers found to be professionally qualified and recommended to the Board*) for expenses only. Also, if the initial candidate pool is unsatisfactory to the Board, we will continue the search for expenses only.

## TYPICAL ACTIVITIES ASSOCIATED WITH THE SEARCH

*These activities are performed in a typical search. This generally takes between four and five months. Dave Long & Associates Executive Search Services will modify these activities and corresponding timeline to meet Board desires and District needs.*

1. Planning Meeting to determine scope and timeline.  
*Board is given binders with information to be used throughout the search.*
2. Community/staff input.
3. Adviser drafts brochure and board approves. Adviser begins to assist board in developing interview questions.
4. Applications close.
5. Paper screening. Screening committee evaluates applicant materials against the position profile.
6. Screening committee performs employment and reference checks on best-qualified applicants and recommends individuals for board interview.
7. Board receives screening committee report and determines candidates for first round interviews. Board is given copies of each candidate's application, and the complete files are available for the board to review. Adviser assists the Board to complete the development of questions for first round interviews.
8. Candidates are notified and interviews scheduled. Interview questions and copies of candidates' materials are copied for interview packets.
9. Interviews by Board.
10. Board determines candidates for second round interviews. Adviser assists with refining questions for the second round interviews.
11. Board conducts second round interviews. Adviser begins to notify unsuccessful candidates.
12. Board makes tentative selection of its prospective superintendent. Adviser requests federal criminal and related background check on finalist to be offered the position.
13. Board visits community of Board's selected finalist. Facilitated by adviser. Adviser does not accompany board on visitation.
14. Board selects new superintendent.
15. Board takes action to hire superintendent and introduce to community.
16. Dave Long & Associates Executive Search Services schedules a three-hour work session with board and new superintendent to help forge an effective working relationship. **(No additional charge)**

## **RECOMMENDED ACTIVITIES FOR THE SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT SEARCH**

The steps outlined above incorporate our recommendations to the Santa Monica-Malibu Unified School District as to how we believe the search should be conducted. We believe the search should be conducted throughout California and across the nation in order to secure the largest possible field of candidates that meet the Board's adopted leadership profile.

We further recommend that the selection process be closed in that stakeholder involvement would be held to providing input on the qualities, traits, experience, and training of the ideal candidate. There would be no separate interview panels composed of stakeholders to meet with applicants. All activities after the community, staff, and other interest groups in the district have provided input as to a leadership profile would be accomplished by the Governing Board and advisers in a closed setting as permitted by the Brown Act.

Over the years we have found that this approach affords the greatest confidentiality for candidates and ultimately yields the best field of applicants. Some candidates, particularly seated superintendents, will not make application to a district using interview panels composed in part or entirely of stakeholders. It is also well-established that the hiring of the superintendent is the sole responsibility of the Governing Board composed of trustees elected by the public. As such their responsibilities cannot be delegated to other individuals or groups.

We also recognize that local conditions may require a more "hands on" degree of involvement by stakeholders. Should this be the case and the Board chooses a different approach than our recommendation for a closed search, our advisers are experienced in a variety of ways to garner such community/staff involvement. We would be pleased to discuss these variations and their possible ramifications with you.

**Dave Long & Associates Executive Search Services**  
**Searches Completed Within the Last Five Years by Our Advisers**

<u>District ADA</u>	<u>Name of District</u>	<u>District ADA</u>	<u>Name of District</u>
470	Big Oak Flat-Groveland USD	24,000	Grossmont Union HSD
10,500	Natomas USD	1,380	Mother Lode Union SD
310	Hughes-Elizabeth Lakes Union ESD	1,008	Pixley Union SD
19,000	Val Verde USD	2,529	Reef-Sunset USD
6,000	Lawndale ESD	9,000	Calexico USD
1,800	Waterford USD	984	Hope ESD
2,600	Newman-Crows Landing USD	10,000	Alameda
397	Lakeside Union ESD	7,400	San Jacinto USD
1,120	Keyes Union ESD	23,000	Palm Springs USD
5,500	Hanford ESD	534	Colfax ESD
2,273	Hilmar USD	4,410	Placerville Union ESD
2,010	Sierra USD	5,144	Benicia USD
10,047	Merced Union HSD	6,000	Ukiah USD
13,811	Turlock USD	577	Grant ESD
2,100	River Delta USD	900	Esparto USD
30,000	Lodi USD	2,500	Healdsburg USD
4,463	Kerman USD	42,000	San Juan USD
3,600	Gateway USD	2,500	Anderson Union HSD
2,072	Old Adobe Union ESD	12,500	New Haven USD
126	Alexander Valley SD	17,915	Murrieta Valley USD
1,500	Mark West Union SD	16,700	Paramount USD
640	Curtis Creek ESD	7,137	Perris Union HSD
9,045	Pittsburg USD	4,056	South Whittier SD
18,082	Pajaro Valley USD	2,900	Coronado USD
1,730	John Swett USD	1,500	Mountain Empire USD

## **AGREEMENT FOR ASSISTANCE IN SELECTING A SUPERINTENDENT**

This agreement is entered into by the Santa Monica-Malibu Unified School District (hereafter District) and Dave Long & Associates Executive Search Services (hereafter DLA).

### **DLA AGREES**

1. To meet with the governing board of the Santa Monica-Malibu Unified School District (hereafter Board) as required to assist and advise it throughout the search.
2. To meet with individuals and groups, including board members, employees, community members, and others who express an interest in the selection process. In the interest of an orderly and timely process, DLA may, in its discretion and after consulting with the Board, limit the number and time of such meetings.
3. To develop for Board approval and electronically distribute a recruiting brochure announcing the position.
4. To recruit candidates that DLA believes are qualified for the position.
5. To answer inquiries from interested persons concerning the position.
6. To collect and process applications and communicate with persons applying for the position.
7. To recommend qualified people to aid in the recruitment and selection process as necessary.
8. To conduct employment and reference checks on candidates recommended to the Board for interviews.
9. To assist the Board in preparing for candidate interviews.
10. To notify all unsuccessful candidates and thank them for applying.
11. To request a criminal and related background check on the finalist selected by the Board as its prospective superintendent.
12. To facilitate a Board visit to the community of the board's selected individual.
13. To hold the district harmless, indemnify and defend the district from any and all liability arising from the search and recruitment activity referred to herein, unless such liability resulted from negligence or malfeasance by the district or Board. The Board agrees to notify DLA within a reasonable time of receipt of any claim.

## **DISTRICT AGREES**

1. To have all board members present at all meetings regarding the selection.
2. To have at least one or two members of the Board visit the community of the prospective superintendent to obtain satisfactory assurance of the individual's acceptability.
3. To pay any and all expenses incurred by the district board members in connection with the superintendent selection process.
4. To pay the travel expenses of second round candidates to be interviewed.
5. To make appropriate facilities available for conducting interviews and other business related to the search in progress.
6. To complete the final employment process.
7. To have legal counsel develop or review any agreement between the Board and the prospective superintendent.
8. To hold DLA and advisers/professional screeners harmless, indemnify and defend DLA, its advisers/professional screeners from any and all liability arising from the search and recruitment activity referred to herein unless such liability resulted from negligence or malfeasance by DLA. DLA agrees to notify the district or Board within a reasonable time of the receipt of any claim.

## **MISCELLANEOUS**

1. This agreement may be terminated at any time by either party by giving written notice to the other. At such time, the district shall be invoiced by DLA for services and expenses incurred for work accomplished to date.



## CONSIDERATION

1. In consideration for the above services, the district agrees to pay DLA an all inclusive fee of **\$25,950**.
2. One-half of the fee, **\$12,975**, is due and payable upon execution of this agreement by both parties. The remainder of the fee is due and payable upon receipt of an invoice at the conclusion of the search.
3. DLA guarantees its services to District's satisfaction or DLA will conduct the search again *(within the first year of the superintendent's contract if the board members remain unchanged and providing the board selected one of the candidates the DLA professional screeners found to be professionally qualified and recommended to the board)* for expenses only. In the event the initial field of candidates is not satisfactory to the Board, DLA will continue the search process for expenses only.

For purposes of communication between the parties, the following shall be deemed to be representative of the parties:

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

Barry Snell  
Board President

Santa Monica-Malibu Unified School District  
1651 16<sup>th</sup> Street  
Santa Monica, CA 90404

Phone: (310) 450-8338

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

### **DAVE LONG & ASSOCIATES**

Dave Long  
President  
Executive Search Services

Dave Long & Associates  
Executive Search Services  
31500 Grape Street, Suite 3, #412  
Lake Elsinore, CA 92532-9702

Phone: (916) 616-6027

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## **BIOGRAPHICAL INFORMATION**

### **DAVID LONG, Ph.D.**

Dr. David Long was appointed by Governor Arnold Schwarzenegger as the Secretary of Education in March 2007. In that role, he served as policy advisor to the Governor on education issues. Dr. Long has more than 40 years of experience in the field of education, ranging from 21 years of classroom teaching to the superintendency. He obtained his Ph.D. from Iowa State University. Prior to his appointment by the Governor, Dr. Long was the Riverside County Superintendent of Schools.

In 2008 after leaving the Secretary of Education position, he formed Dave Long & Associates. This is a full-service educational leadership organization that assists school districts in improving student performance, effectively using data for informed decision-making, building effective governance teams and conducting superintendent searches.

Dr. Long is the immediate past President of the California County Superintendents Educational Services Association (CCSESA). He was named Chairperson of the Federal Education Safe and Drug Free Schools and Community Advisory Committee by former Secretary of Education Margaret Spellings. He has been honored as California Administrator of the Year by the National Organization of Partners in Education, Superintendent of the Year, and received the Governor's Award for school leadership. He was also honored as the Inland Empire Entrepreneur of the Year for his innovative approach to raising student achievement through the Riverside County Achievement Teams.

He has also received the prestigious Marcus Foster Memorial Award from the Association of California School Administrators for outstanding leadership and significant contributions to public education by a school administrator.

Dr. Long is deeply involved in communities. He is one of the First 5 Riverside commissioners, earned the Lifetime Achievement Award from 23rd District PTA, and Lifelong Learning Award from the Boy Scouts of America.

Dave and his wife, Joanne, a principal in the Corona-Norco Unified School District, have two daughters, Angelica and Vika. In addition, Dr. Long has four adult children and 12 grandchildren.



## **JOHN D. ANDERSON**

Mr. John Anderson has joined Dave Long & Associates after recently retiring as County Superintendent of Schools for the Imperial County Office of Education. In his former capacity of County Superintendent of Schools, Mr. Anderson conducted a number of superintendent searches for school districts.

Spanning a 40-year career in public education, Mr. Anderson's experiences in the field of Educational Administration include having served for 12 years as Imperial County Office of Education Superintendent, four years as Superintendent of the Central Union High School District, and five years as Superintendent of the Brawley Elementary School District. He has also served as a director of curriculum, high school principal, and assistant high school principal.

In addition, Mr. Anderson has a strong background in teaching. He has taught at the high school and college levels and has been involved in the San Diego State University Teacher Education Program.

During the course of his career, Mr. Anderson has earned a large number of honors. Among these are the 2009 Remarkable Leader in Education from the University of San Diego, Site and District Leader Recognition from the Association of California School Administrators (Region 18), and the Excellence in Teaching Award from the University of Redlands.

Mr. Anderson received his Bachelor Degree from Stanford University and a Master Degree from the University of California, Los Angeles. He is fluent in French and moderately fluent in Spanish.

## **ELAINE COLLINS, Ed.D.**

Prior to joining Dave Long & Associates, for the past seven years Dr. Elaine Collins worked as an executive search consultant and a governance consultant for the California School Boards Association conducting superintendent searches and teaching in the Masters in Governance Program. Her executive search experience includes working with districts ranging in size from 400 students to 30,000 students to advise and assist school boards in selecting a superintendent.

Recently, as an associate professor at the University of La Verne, Elaine taught in the doctoral program for organizational leadership and advised student dissertations. La Verne is noted for its exemplary program and more California superintendents hold degrees from La Verne than from any other university.

Elaine was a most successful superintendent in the St. Helena Unified School District in California where she was responsible for the education of 1,800 K-12 students. She was also deputy superintendent in a district of 25,000 students in Washington State, accountable for the daily operations of the district. Other administrative experience includes assistant principal and principal at the high school level as well as district curriculum director. Elaine was also a middle school and high school English teacher and counselor.

Other experience includes serving on several community boards, such as Rotary, St. Helena Hospital, and Boys and Girls Club. She also chaired several statewide professional conferences and has often been a presenter.

Elaine's formal education consists of a Bachelor Degree in English from the University of Washington and a Master Degree and a Doctorate in Education from Seattle University.

She was also honored with the Urban League of Seattle's Equal Life Chances Award and was named an Executive Educator 100. She is a PTA Golden Acorn recipient. Elaine still "keeps up with the kids" by regularly volunteering in her grandson's kindergarten classroom.

## **JOSEPH D. CONDON, Ed.D.**

Dr. Joseph Condon is well-known in the field of educational administration. Bringing a large number of professional experiences and contacts to the executive search process, he has an impressive set of credentials. In 2007 he was recognized as Superintendent of the Year by Pepperdine University and in 2002 was nominated for appointment to the prestigious Broad Center for Superintendents. Among his other honors was the Regional Merit Award given by the California School Leadership Academy, holding membership on the Association of California School Administrators (ACSA) State Superintendent's Committee, earning the ACSA Diversity Award for Region XIV in 1999, and serving on the ACSA Technology Advisory Committee.

Continuing a passion for teaching and learning, Dr. Condon has served as an Adjunct Professor at Pepperdine University and California State University, Dominguez Hills. He has also been a member of the Loyola Marymount University School of Education Advisory Board.

Dr. Condon recently retired after serving for 17 years as Superintendent of the Lawndale Elementary School District located in Los Angeles County. Prior to his service in Lawndale, he was the Assistant Superintendent, Human Resources and Staff Development for the Ocean View School District in Huntington Beach. During the course of his career, Dr. Condon was also a principal, assistant principal, a learning coordinator and classroom teacher.

Active in his professional and community organizations, Dr. Condon has been a member of the Association of California School Administrators, the United States Association of Urban Superintendents, Association for Supervision and Curriculum Development, Phi Delta Kappa Professional Organization, and Rotary International.

Dr. Condon earned a Bachelor of Arts degree from California State University, Northridge; a Master Degree from the University of Southern California; and a doctorate from the University of La Verne.

## **WILLIAM E. DIEDRICH, Ph.D.**

Prior to joining Dave Long & Associates Executive Search Services, Dr. William Diedrich served as an Executive Search Consultant for the California School Boards Association (CSBA) for the past six years. He was an adviser to school boards having districts with student populations of 1,000 ADA to over 25,000.

Dr. Diedrich's distinguished career in education has spanned over four decades. He retired in June 2003 after having served 12 years as superintendent of the Palm Springs Unified School District. Prior to this, he served for ten years as superintendent of the Fallbrook Union Elementary School District. He was also superintendent of the K-12 Crawford-AuSable School District in Grayling, Michigan.

In addition, Dr. Diedrich held administrative positions in the Bassett Unified School District that included Director of Personnel, Director of Curriculum, middle school principal and junior high school assistant principal.

Dr. Diedrich has a thorough understanding of the teaching and learning process, having taught at elementary and secondary levels, was an instructor with the California Youth Authority and has been affiliated with the University of La Verne in the Organizational Leadership Doctoral Program. Dr. Diedrich is also a faculty member in the Public Relations and Advocacy and Setting Direction modules for the Masters in Governance program of CSBA.

Dr. Diedrich received his Bachelor Degree from Cal State University, Los Angeles, and a Master Degree from Cal State University, Fullerton, and a Ph.D. from the University of Michigan. His dissertation was in the area of superintendent and board of education relationships.

## **BARRY E. REED**

Barry E. Reed has a strong background in educational and administrative leadership. He was a superintendent from 1984-2003. Following his retirement as Superintendent of the Pacheco Union Elementary School District, jointly with Cascade Union Elementary School District, he joined the California School Boards Association Executive Search Services as a consultant. His searches include New Haven Unified (12,000), San Juan (42,000), Healdsburg Unified (2,000), Anderson Union High School District (2,000), Trinity Unified (2,000), Grant Elementary (500), Dublin Unified (4,000), Benicia Unified School District (5,000), Palm Springs Unified School District (25,000), Ukiah Unified School District (4,000), Colfax Elementary School District (500), Esparto Unified (2,000), and Placerville Union Elementary School District (1,800).

Reed was a lead writer and presenter for CSBA Masters in Governance from its inception (1998). He has presented the Human Resources, Policy and Judicial Review and Collective Bargaining modules throughout the state for the past ten years.

Reed was a successful superintendent for 18 years. He was active at a statewide level with the Association of California School Administrators and served on the ACSA state board. During the 1994-95 school year he was elected as the State President of ACSA. Reed also has been a classroom teacher, site principal, and a superintendent/principal.

Reed has been involved with executive searches for approximately four years conducting searches for districts as large as 42,000 students and as small as 500. He also was director of the Sacramento Superintendents Academy which helped train approximately 50 future superintendents.



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

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 Diego 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,

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 Altkens, 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

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. Abbott, 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*

Vincent W. France, President  
Board of Education

VWF:gs

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

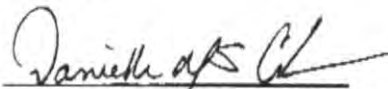
When your firm (and specifically the two of you) was selected as our consultant in our superintendent search, you were not fazed by our mid-year timing and our tight timeline. You worked diligently to get a feel for our district and community, talking with well over 50 people in two days, and meeting 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.

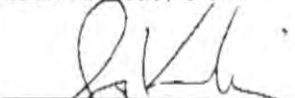
The pool of candidates assembled was impressive, and gave us a variety of qualified people to consider. The interview process was thorough and smooth because you had us well prepared. The deliberation was expertly guided by both of you, but the decision was left fully in our hands – not an easy thing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

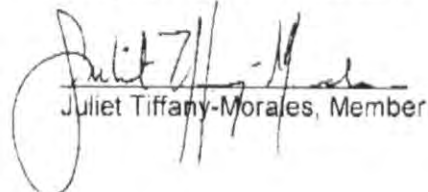
Sincerely,

  
Danielle M.S. Cohen, President

  
Leah K. Read, Clerk

  
Scott Kleinberg, Member

  
Douglas Moe, Vice President

  
Juliet Tiffany-Morales, 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.



## **Executive Search Proposal**

**Superintendent for  
Santa Monica-Malibu Unified Schools  
October, 2010**



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## INTRODUCTION

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To the Esteemed School Board Members of the Santa Monica-Malibu Unified School District-

Thank you for the opportunity to present this overview of services typically provided by PROACT Search, in a search for the Superintendent position in Santa Monica-Malibu. We are here to help you and your Board of Education make the search process as smooth and successful as possible.

Our firm is proud of similar search assistance that we have provided for varying types of school districts across the nation since 1997: urban, rural, suburban, high performing, low performing, and several state departments of education. We hope this overview will clarify PROACT's ability to identify and attract a diverse pool of talented individuals from which you can select your final hire.

We take pride in personalizing the search process and the close relationship we maintain with our clients. PROACT will tailor your search to the unique characteristics and needs of your schools and district. Our experiences amply demonstrate that this extra effort will increase your confidence level and produce the most satisfying results.

Another major contribution to your search is our ability to attract individuals who may not be actively seeking a change in position. To that end, we are appropriately aggressive in the recruitment of qualified candidates; traditional candidates and those who would be deemed by most as out of the box.

Our working relationships with school administrators, colleges and, foundation personnel, and business executives throughout the country provide valuable national perspective. We complement our knowledge of established superintendents and non-traditional candidates in all regions of the country with a conscious effort to follow closely the emerging careers of leaders with unusual promise for service in our nation's schools. The judgment and candor of colleagues whom we know and trust, and who know and trust us, are critical to that knowledge, just as they are in cutting through the superlatives typically found in candidate credentials. The reference checks and other conversations about candidates allow us to speak with assurance about the qualifications and characteristics of candidates recommended to you.

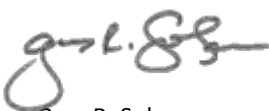
Our firm is unique in the K12 education space. PROACT is not only highly focused on finding the 'best fit' leader for school systems, but is also heavily invested in continued partnerships with our district clients in order to make certain that the newly placed administrators have every possible chance for success, and ultimately taking the system to the next level of academic and operational achievement. To that end, you will note in the attached proposal, we are providing the Board with the option to include ongoing support services to the new administration by:

- Providing Transitional Management Services
- Providing District Wide Quality Review and Action Plan Development
- Providing Ongoing Comprehensive Professional Services

We appreciate your consideration. We are confident that our experience and professional background make us well suited to provide you with a diverse pool of highly qualified candidates.

Should you desire additional information or clarification on any aspect of this proposal, please feel free to call me.

Thank you for your consideration.

A handwritten signature in dark ink, appearing to read "Gary R. Solomon".

Gary R. Solomon  
CEO



## EXECUTIVE SUMMARY

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PROACT Search is pleased to submit this proposal for executive search consulting services for Santa Monica-Malibu Unified School District. As a full-service retained executive search and management consulting firm, our mission is to provide client-focused, results-oriented services in a timely and cost-effective manner; ensuring the highest standards of professional performance and integrity throughout each assignment. The firm is based in suburban Chicago with satellite offices in downtown Chicago, Milwaukee, Orange County, Georgia, California, Baton Rouge, Louisiana, and New York City.

Our diverse team of professionals across the country has been engaged in executive placement and in management consulting for over 13 years, with a history of successfully completed searches and consulting assignments in urban, suburban, rural, high-performing and low-performing districts. We serve clients from the private sector, governmental agencies, not-for-profit associations, foundations, and school districts nationwide. PROACT represents client organizations, not the individuals seeking positions.

Our passion is education and our goal is to assist school systems across the country in finding the most qualified candidates. We are committed to the long term achievement of our district partners. This commitment begins with successfully matching candidates and schools, and extends to continued work with Principals, Superintendents and school boards, but also includes assistance in defining goals and creating actionable plans that will provide a blueprint for addressing each district's needs. PROACT also respectfully recognizes the importance of filling out the school and district leadership team and can assist in the search for a superintendent chief of staff, assistant/deputy superintendents, chief officers in human resources, operations, academics, special education, and technology as well as other principals.

Our recruiting networks range across the country and are extensive. Utilizing our services will allow your organization to tap into the synergy of our vital connections in the for-profit, not-for-profit, and education communities in every corner of our nation in order to meet your executive staffing needs.

PROACT Search acts as a partner and an ambassador of our client's organization and makes every effort to communicate with and empower all parties involved in the hiring process. We have a successful record of accomplishment and a list of satisfied clients.

While working with stakeholder and the Board of Directors if necessary, our role is to outline all the steps necessary to conduct a successful search tailored to meet their specific needs. Our process includes research and community/public stakeholder engagement activities; local, regional and national advertising and recruitment; screening; initial candidate interviews and preparation of detailed reports; recommending candidates for interviews; confirming credentials and references; assisting with selection decisions and handling search closing activities.

Our expertise is perfectly suited to serve a school district with their search needs for executive talent and experience. We ensure a "best fit," leading to a longer and more lasting relationship. And, we guarantee the results!



## SAMPLE SEARCH TEAM RESUMES

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PROACT proposes the search team managers to be Gary Solomon, and Phil Hansen. Their biographies and contact information are listed below, along with other consultants who may be working on various aspects of this search.

**Gary Solomon** • *CEO* • [garyso@proactsearch.com](mailto:garyso@proactsearch.com) • 800.944.6129

Mr. Solomon is the current Executive Vice President of PROACT Search and President of Synesi Associates, a group of successful, urban school reformers that joined together to define a framework for district and school level support services that are built to further the efforts of thoughtful school district and building level leaders. Under his leadership, Synesi has done work in the Recovery School District of New Orleans, the Louisiana State Board of Education, The East Baton Rouge Public School System, Kansas City, Missouri School District, and finally, Los Angeles Unified School District.

Before breaking out on his own, Gary Solomon served as Vice President of Sales and Marketing for The Princeton Review, and was responsible for rebuilding the sales organization into a senior consultative team focused on creating custom solutions in the areas of assessment, professional development and academic intervention. During his 6 years with The Princeton Review, where annual revenue goals were exceeded by an average 150%, Solomon was fortunate to do significant business in many of the top 50 urban districts in the country, and work with some of the best and brightest reformers in the K12 space. Among the Districts: Chicago, Philadelphia, Baltimore City, Prince Georges County, Baltimore County, Charleston, Anne Arundel County, New York, Los Angeles, and Denver.

A graduate of the University of Illinois, Solomon holds a Masters in Education Arts from Northeastern University, and resides with his wife, Pam, and three kids in north suburbs of Chicago. For the past several years, Mr. and Mrs. Solomon have been involved in a variety of different charitable activities and co-founded the DaVinci Foundation, and educational non for profit based upon renaissance ideals that was established to provide equitable high school opportunities for inner city students.

**Phil Hansen** • *Chief Operations Officer* • [philh@proactsearch.com](mailto:philh@proactsearch.com) • 800.944.6129

Phil Hansen is a seasoned educator with an impeccable record rooted in Accountability. For fifteen years Phil taught history, before moving on to five years as assistant principal for the Chicago Public Schools (CPS), and then Director of Special Education in the southern suburbs of Chicago. In 1991 Phil took on the role of Principal at Clissold Elementary, a high performing Chicago Public school. In 1995 he became the CPS Director of School Intervention, before moving on in 1997 to take on the position of Chief Accountability Officer, where he served until 2002. At this time Phil was offered a position working for the Illinois State Superintendent as the liaison between CPS and the Illinois State Board of Education specifically focused on No Child Left Behind (NCLB) implementation throughout the state. Phil is currently working in New Orleans and Baton Rouge as the Vice President of Policy and Development for Synesi Associates.

**Thomas Vranas** • *President* • [thomasv@proactsearch.com](mailto:thomasv@proactsearch.com) • 800.944.6129

Thomas brings an extensive background in educational management in the private sector, as well as numerous start-ups across various industries. He recently served as Vice President at one of the largest publicly traded test preparation companies where he was directly responsible for their sales teams as well as online learning division. Previously Thomas built an urban tutoring program in Chicago to service over 8,000 students with recognition for a quality program from the local and national government. Thomas has also started-up a Wireless Internet company, a Sales and Marketing company as well as a boutique Venture Capital firm. Thomas has been published by the Northwestern Press for his work in political economics and is an active volunteer at many organizations including Habitat for Humanity, Northwestern University and Steppenwolf Theatre. He's been a guest lecturer at Northwestern University, where he earned his B.A. in Economics and Slavic Languages.

**Todd Zoellick** • *Regional President* • [toddz@proactsearch.com](mailto:toddz@proactsearch.com) • 800.944.6129

Zoellick is the Midwest Regional President for PROACT Search, an executive search and management consulting company for education institutions and organizations, and Synesi Associates, an education consulting firm that assesses, develops, and implements reform strategies to improve student achievement and positively impact school districts.

Formerly, Zoellick was the Deputy Secretary's Regional Representative for Region V at the United States Department of Education. He was appointed by President George W. Bush to that role in 2005 and served as one of Secretary of Education Margaret Spellings' top officials for Region V until 2009. During his tenure at the Department of Education, Zoellick visited thousands of schools throughout the region and actively engaged students, teachers, parents, administrators, business and civic organizations, and government officials to explain education policy and to build bridges between practitioners and policy makers.

**Charlotte Placide** • *Senior Associate* • [placide@proactsearch.com](mailto:placide@proactsearch.com) • 800.944.6129

Charlotte Placide is formerly the Superintendent for the East Baton Rouge Parish School System (EBRPSS). Prior to joining the school system, Mrs. Placide was employed by Eastman Kodak in Rochester, New York, in the Comptroller's Division. Mrs. Placide worked in various capacities at EBRPSS starting in Finance Department as Staff Accountant, then working her way through various positions until ending up as the Deputy Superintendent for Operations and Budget Management overseeing a district budget of approximately \$500 million.

Mrs. Placide received a B. S. in Accounting from Southern University in 1972 and earned a M. S. in Professional Accountancy Degree from Southern University in 1994. Mrs. Placide is a life member of the Southern University Alumni Association and has held leadership positions or has been honored by various organizations including the Louisiana Association of School Business Officials (LASBO) the State Board of Elementary and Secondary Education (BESE), the Association of School Business Officials, Louisiana Local Government Environmental Facilities and Community Development Authority (LCDA), the YWCA of Greater Baton Rouge, Southern University, Leadership/Greater Baton Rouge, Salvation Army, Academic Distinction Fund, Louisiana Resource Center for Educators, Volunteers in Public Schools (VIPS), Cancer Services of Greater Baton Rouge, NAACP, Neighbors Federal Credit Union

**Dr. Robert Nielson** • *Senior Associate* • [nielson@proactsearch.com](mailto:nielson@proactsearch.com) • 800.944.6129

Dr. Robert S. Nielsen is in his 10<sup>th</sup> year as the Superintendent of Schools for Bloomington Public Schools District 87 in Bloomington, IL. In Bloomington, he leads a K-12 district of 5,800 socioeconomically diverse students, over 400 certified staff members, over 300 support staff, and an approximately \$50 million budget. The district has one Early Childhood center, six elementary schools, one Junior High School, one High School, one area vocational center, and one regional vocational center. Dr. Nielsen began his current role after a full 21 years of educational experience, beginning in 1977 as a Social Studies Teacher and Coach in Park Ridge, IL, and quickly taking on more responsibility by joining committees, coaching, and developing programs to help students. In 1986, he began a role as a Division Leader at Crete-Monee High School in Crete, IL, where he supervised and evaluated teachers in four departments, also developing curriculums and budgets for each department. He was selected to take on an Associate Principal role at the school in 1989, coordinating the student assistance team and supervising the entire school budget as well as each of the Division Leaders and Assistant Principals. In 1991, Dr. Nielsen moved to a role as Principal of Urbana High School in Urbana, IL, where he led a school of 1,200 students and 85 faculty and staff, working to improve the efficacy of the entire educational community. He quickly had the opportunity to move to Assistant Superintendent for the Urbana School District, a role which he held from 1993 until he took his current position in 1998. This role included curriculum development for a K-12 district of 5,200 students, coordination and development of a staff of 400, strategic technology and school improvement planning, and several other responsibilities within the District and community.

Dr. Nielsen has received a number of awards, including the Illinois State Board of Education's *Those Who Excel* Award, the Van Miller Distinguished Scholar-Practitioner Award, the Evelyn Cobb Service Award, Superintendent of the Year for 2002, and the Distinguished Achievement Award in 2001 from the University of Illinois Educational Administration Alumni Association. He is also a member of the Council of Chief State School Officers Formative Assessment Advisory

Group, the Commercial Club of Chicago Task Force on Teacher Education and Professional Development, and the President of the Large Unite District Association, and the Chair of the State Accountability Appeals Committee. He serves on the Governor's Education Taskforce and was one of seven Illinois Delegates to the Education Commission of the States. His professional associations include the American Educational Research Association, the American Association of School Administrators, the Association for Supervision and Curriculum Development, and Phi Delta Kappa. He has given several workshops on student performance assessment throughout the State of Illinois, and consults for several Illinois School Districts. He received his Bachelor and Master of Arts from Northeastern Illinois University, and his Advanced Certificate in Educational Administration and Doctorate of Education from the University of Illinois, Urbana-Champaign.

**James Rosborg** • Senior Associate • [rosborg@proactsearch.com](mailto:rosborg@proactsearch.com) • 800.944.6129

Dr. James T. Rosborg became the Director of Graduate Education at McKendree University in Lebanon, IL in 2005, after 11 years as Superintendent of District 118 in Belleville, IL. Under his leadership, the Graduate Education Program at McKendree has grown from 120 students to nearly 600. Prior to moving to the University, Dr. Rosborg led Belleville District 118 to achieve some of the highest scores in the state of Illinois, also receiving Golden Spike Awards, State and National Blue Ribbon Schools Awards, and the Northern Illinois University's Spotlight Awards for academic achievement. He also served as an adjunct professor during that time, from 2001-2005, at St. Louis University and Lindenwood University. Dr. Rosborg's history with Belleville School District extends back to 1985, when he began as a Principal for Jefferson Elementary School there, and became Director of Curriculum and Instruction for the District in 1988. In 1993, he became the Assistant Superintendent for Curriculum and Instruction, a role he held for a year before taking on the Superintendent role in 1994. Prior to joining Belleville School District, Dr. Rosborg was a Teacher of several subjects at Belle Valley School District from 1978-1985, and was also a guidance counselor for the same District from 1978-1985.

Dr. Rosborg is currently a 9-year Member of the Illinois State Board of Education State Test Task Force, and also served on the Board of Directors for the Illinois Association of School Administrators, the Board of Directors for the Illinois State Board of Education, and has served as President of the Board of Directors for the Elementary District Organization for the State of Illinois and the President, Secretary, and Treasurer of the Belleville Area Superintendent's Association. He has received a number of awards, including the Illinois State Superintendent of the Year Award, the Illinois State Board of Education's "Break the Mold" and "Those Who Excel" awards, the Boy Scouts of America Russell Hill Award for promoting Special Needs Scouting, a PTA "Book of Recognition Award," and several other awards prior to 1993. Dr. Rosborg has given several presentations at the Illinois Principal's Association and the Illinois Associations of School Administrators and Special Education, among others. He is currently a presenter of Teacher Workshops about NCLB, positive mental attitude, effective teaching, AIDS in the school setting, effective classroom assessment, testing, school improvement, and school law. He has written several professional papers on those subjects, and most recently co-authored a textbook, *The Perfect School*, with Dr. Max McGee and Mr. Jim Burgett, in 2007. Dr. Rosborg serves on many civic organization Boards within the Belleville community, and is also extremely active on State and Local Committees. He currently serves on the Illinois State Board School Leader Task Force and the St. Clair County Task Force on PTELL (Tax Caps). He received his Bachelors of Science in Education from Southern Illinois University, Carbondale, and received his Masters in Counselor Education, Administrative Endorsement, ED.S. in Educational Administration, and Ed.D. in Instructional Process from Southern Illinois University in Edwardsville, Illinois.

**Robert Stockwell** • Senior Associate • [stockwell@proactsearch.com](mailto:stockwell@proactsearch.com) • 800.944.6129

Dr. Stockwell is a senior associate with over 35 years of experience in public school education- with 28 of those years spent in Houston.

Dr. Stockwell began his career as a teacher in New South Wales, Australia, before moving to Houston and beginning a long career with Houston Independent School District. He began as a English, Writing and Social Studies teacher at Booker T. Washington High School. He then held administrative roles as Dean and Assistant Principal at Jefferson Davis High School before moving onto a post as the Director of Institutional Training and Development for the district. He also spent time at the district as the Coordinator for the Task Force for District Decentralization, Director of the PEER program and Director of Strategic Management and Quality Improvement.

His final post in Houston was as Chief Academic Officer, where he helped to develop the online Teacher Toolbox, implemented the requirements for Reading First Grant, increased student achievement on state exam (TAAS) in both 2001 and 2002, while narrowing achievement gaps and exceeded expectations on TAKS in 2003 and 2004. Dr. Stockwell also Redesigned the district's accountability system, secured a \$12 million Carnegie/Gates Foundation grant for improving high schools and high school literacy, led the district's efforts in winning the inaugural Broad Prize for Urban Education in 2002. While also at this post, he completed the Region IV Aspiring Superintendent's Academy and the Broad Urban Superintendent's Academy

His most recent position is as Chief Academic Officer of the East Baton Rouge Parish School System. In this role he developed a three year strategic accountability plan to improve student achievement, rebuilt district curriculum and professional development infrastructure to support principals and teachers, installed a PK-12 standardized, comprehensive curriculum in core subjects and a K-10 benchmark assessment system in Reading/ELA and Math and helped to made significant gains in student achievement. He also installed a system-wide PK-5 reading program supported by reading coaches, designed and launched a 6-12 adolescent literacy program supported by literacy coaches and has planned and launched a K-12 math initiative.

He's a member of various organizations, include the Greater Baton Rouge Literacy Coalition, Houston Association of School Administrators, Texas Association of School Administrators, Greater Houston Partnership, Houston Public Library Board of Directors and Cross City Campaign Board of Directors. He's a frequent presenter and publisher at various conferences and in educational journals.

**Cozette Buckney** • Senior Associate • [buckney@proactsearch.com](mailto:buckney@proactsearch.com) • 800.944.6129

Active with Chicago Public Schools since 1969, Cozette's career has taken her from being an English teacher, to principal in elementary and high schools on to Chief Education Officer for Chicago. She also served as Special Liaison to the Board President and CEO for Chicago Public Schools. After retiring from Chicago she was appointed the Distinguished Professor of Urban Education at Roosevelt University in Chicago, where she continues to teach Masters and Doctorate students aspiring to be school principals and superintendents. She also went to Philadelphia to be the Chief Education Officer and ultimately the Chief Labor Negotiator for the School District. Dr. Buckney has also worked as Assistant to the CEO in the St. Louis School System working on Human Resources and Labor Relations issues. She has been working with the Recovery School District in New Orleans for the Superintendent in the areas of Labor, Policy and School Accountability since 2007.

Cozette has presented at numerous conferences on topics ranging from school reform and teacher accountability to quality review for school districts. She specializes on issues around quality teacher and principal preparation for school districts and has worked on several school system 'turnaround' teams assessing systemwide areas in need of improvement. Cozette has received numerous awards from national, state and local organizations and is a member of numerous professional organizations. Additionally, she has served as President of Girl Scouts of Chicago and Vice President of the Chicago Principals Association, sits on the Board of the Illinois Education Foundation.

**Robert Schiller** • Senior Associate • [schiller@proactsearch.com](mailto:schiller@proactsearch.com) • 800.944.6129

Dr. Robert Schiller, a senior associate with PROACT Search, was most recently, the Interim Deputy Superintendent of the Los Angeles Unified School District; the second largest school district in the nation. Prior to this interim position, he was the Illinois State Superintendent of Schools for two years. Prior to that position, he was the Superintendent of the Caddo Parish Schools in Shreveport, LA. When the City of Baltimore and the State of Maryland developed a partnership to reorganize the Baltimore City Public Schools; Dr. Schiller was hired as Interim Chief Executive Officer to turnaround a failing, politically-driven, stagnant educational system into a professional, dynamic organization. He also served as the Michigan State Superintendent of Schools for a six-year period during his career, as State Deputy Superintendent in both Delaware and Louisiana, and as superintendent in several smaller districts in New Jersey.

Dr. Schiller has participated in numerous searches, recruiting and evaluating candidates for both large and small districts. He assisted with the superintendent search in Hillsborough County, FL, located in the Tampa area, with Florida

Commissioner of Education search as well as with key cabinet posts for the Los Angeles Unified School District. He has also been involved in stakeholder activities.

He received an Ed.D. in Organizational Development and a M.S. in Curriculum and Instruction from the University of Pennsylvania and a B.S. from Upsala College.

**Karen Carlson** • *Senior Associate* • [kcarlson@proactsearch.com](mailto:kcarlson@proactsearch.com) • 800.944.6129

Karen G. Carlson is the Superintendent of Lindop School District 92 in Broadview, IL. Dr. Carlson holds a Ph.D. from Northwestern University's School of Education and Social Policy with a specialty in school leadership and administration; a Master's Degree in Educational Therapy from National Louis University and a BA in Psychology from Northwestern. She has been an administrator for 17 years; seven years leading two different award-winning schools and ten years at the central office level. A strategic systems thinker, Dr. Carlson has helped to conceive and implement a number of systemic reforms in Chicago and Waukegan. An educator for 30 years, Dr. Carlson has worked with diverse students and their families, preschool through adult, in public, private and parochial settings. She has worked extensively with accountability monitoring and assessment, English Language Learners, special education reform and has provided support and mentoring to teachers as well as new and aspiring principals. Karen Carlson has published a number of professional studies dealing with accountability, educational policy and the improvement of teaching and learning.

As Associate Superintendent of Waukegan District #60, Carlson was responsible for leadership of Specialized Programs and Services, English Language Learner education, Early Childhood Education, Alternative Schools and Programs, Parent and Community Partnerships and Strategic Planning. Dr. Carlson served on the Superintendent's Cabinet and administrative council. Under her leadership, Waukegan was selected as a demonstration site for I-ASPIRE, a competitive grant to bring national expertise to support development of a three-tiered instructional model focusing on progress monitoring, problem solving and early intervention of learning problems. Through competitive grant of more than \$3M, she led the expansion of early childhood services, placing needed programs in churches and the community. Dr. Carlson led a year-long task force to address concerns about truancy, expulsions and at-risk students, developing a menu of alternative programs to address needs of students not succeeding in traditional school. The expulsion rate dropped 60% in the first semester of implementation of the programs.

Dr. Carlson served as principal of two different elementary schools in Chicago. She led the Daniel Boone Elementary School in the West Ridge community in Chicago, one of the most diverse in the country. Almost 40 languages are spoken in the Boone community, 80% of the students speak a language other than English at home and 75% qualify for free or reduced lunch. Even with these challenging demographics 75% of the students achieved at or above level in math and 64% achieved on level in reading. Boone School has an award-winning literacy program that was recognized by the International Reading Association. The school is well-known for its ground-breaking work implementing standards-based mathematics and science. In 2003, under Carlson's leadership, Boone was designated a 21st Century Learning Community and was given community school status. She also led the expansion of early childhood education, creating a state-funded preschool program and full day kindergarten. The Illinois Alliance for Arts Education has honored the school for its extensive work on arts integration and in 2003, the school became an arts magnet. Carlson raised more than \$2M in additional funding and resources to support the school's development.

Dr. Carlson was principal of Prescott Elementary School in Chicago for four years where she earned local, state and national recognition including Redbook Magazine's Best Elementary Schools and Reader's Digest American Hero in Education. In addition to being a principal, Karen has been a classroom, special education and bilingual special education teacher, a district supervisor for students with learning disabilities/ behavior disorders, a policy analyst, researcher and a staff developer.

Dr. Carlson is an accomplished professional developer and has presented workshops at local, state and national conferences about school management, leadership and improving teaching and learning. She participated in the National Staff Development Council's Academy IV. Dr. Carlson was a mentor for aspiring principals in the New Leaders, New Schools Program, and for novice principals in the LIFT Program housed at the Chicago Principals and Administrators Association. She is an alumnus of Leadership Greater Chicago and serves on a variety of professional boards. She has served as a Commissioner of the Evanston Human Relations Commission, Co-Chairman of the Evanston Residential

Crime Prevention Committee, the Evanston Mayor's Drug Task Force and a variety of civic activities in metropolitan Chicago.

**Dr. Jack Fagan • Senior Associate • [fagen@proactsearch.com](mailto:fagen@proactsearch.com) • 800.944.6129**

Dr. John (Jack) Fagan is a Senior Associate with PROACT Search, and brings almost 40 years of experience in public school education, including twenty seven years as a school superintendent in Connecticut and Illinois. Most recently, he was the Superintendent for seventeen years for the Oak Park (IL) Public Schools; a suburban Chicago district serving over 5,400 preK-8 students. Prior to that position, he served four years as a Superintendent of Stamford (CT) Public Schools and another six years as Superintendent of the Woodbridge (CT) Public Schools. He began his teaching career in Norfolk (VA) and was then an instructional supervisor and principal in the Chesapeake (VA) Public Schools. He served as a flight officer in the United States Navy for five years.

Throughout his career, Dr. Fagan has been involved in a variety of community/civic and professional organizations including the American Red Cross, United Way, YMCA, Rotary, the American Shakespeare Theater, AASA and IASA. He currently resides in Elmhurst, IL.

He received his Ed.D. and M.Ed. from the University of Massachusetts and his B.S. in Education from Rhode Island College.

**Douglas Hesbol • Senior Associate • [hesbol@proactsearch.com](mailto:hesbol@proactsearch.com) • 800.944.6129**

Douglas Gordon Hesbol, Ed.D. is the Superintendent of the Laraway School District 70C in Joliet (IL). Beginning his career as a multi-age primary teacher in Norma (OK), Hesbol also worked as substitute teacher at the University of Chicago Laboratory Schools and spent six years as a primary teacher in Chicago's inner city Public Schools. His administrative career began as an intern with Oak Park District 97, followed by 14 years as a principal in the Oak Park, Palatine, and Wheaton school districts. He served as a Superintendent/Principal in Thomasboro Grade School District 130 (IL) a catalyst for his dissertation research. He has successfully negotiated two teacher contracts in five years at Laraway, using Interest Based Bargaining.

Hesbol completed a B.S. and M.Ed. in Elementary Education from the University of Oklahoma. He completed his doctorate, *The Role Understanding and Perceptions of the Superintendent/Principal in Small Rural Illinois Schools*, at the University of Illinois Urbana-Champaign in Educational and Organizational Leadership.

Hesbol's leadership for the Laraway School District has resulted in thorough revision of school curriculum, including the implementation of a new technology system for staff and students. Under his direction, the district achieved the Financial Recognition Award from the Illinois State Board of Education. In 2008, Laraway School was recognized as an ISBE Spotlight School for high levels of academic performance with 91% minority students and 81% qualifying for the federal Free and Reduced Lunch Program. He is a member of the Joliet Rotary Club and Joliet Area Chamber of Commerce, and recently chaired the Chamber's Great Teacher Awards selection process. He served as a member of North Central College think tank to design an innovative Leadership Preparation Program, has taught graduate leadership classes at Loyola University, and has made presentations at the Illinois Association of School Boards' Annual Conference. He currently serves as the President of the South Will County Cooperative for Special Education.



## CLIENT REFERENCES

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Below, please find five professional references. Further references available upon request.

**Gary Bechtel**

Board President, Bibb County Public Schools  
gbechtel@bibb.k12.ga.us  
(478) 765-8711

**Tisha Edwards**

Chief of Staff, Baltimore City Public Schools  
TSEdwards@bcps.k12.md.us  
(443) 984-2000

**Dr. Ben Martindale**

CEO, Round Lake Area Schools  
bmartindale@rlas-116.org  
(847) 815-6308

**Lynn Burks**

Board of Education, Yorkville CUSD  
lburks@devry.edu  
(630) 652-8208

**Dr. Kelvin Adams**

Superintendent, St. Louis Public Schools  
kelvin.adams@slps.org  
(314) 541-1165

## COMPANY PROFILE

The professionals at PROACT Search understand the pressures that today's school boards and district executives face. More importantly, we know how to help schools, districts, and the people who run them. We have worked with hundreds of organizations in a variety of industries and helped them with all types of executive search and management issues.

PROACT Search has grown since its founding in 1997 to become an employee-owned and managed, private company that has effective employees and associates in offices across the country. Our small company ideals of personal attention and a tight-knit community continue to endure, and have been strengthened with our growth.

PROACT Search is managed by Gary Solomon, CEO, Thomas Vranas, President, and Phil Hansen, COO. PROACT Search has search consultants that are used in various capacities, along with a staff of full time associates, research analysts, recruiters and associates.

Over the past several years, our consultants have conducted the searches listed below for large urban, suburban and rural districts or organizations. **All of the searches we've been involved with have been successful.** Below, please find a sample of searches we've successfully completed.

### **SUPERINTENDENT SEARCHES:**

• Aurora Public Schools (CO)	33,000 students
• Austin Independent Schools (TX)	82,000 students
• Bibb County Public Schools (GA)	25,000 students
• Cincinnati Public Schools (OH)	42,500 students
• District of Columbia Public Schools (DC)	65,000 students
• Florida State Board of Directors (FL)	
• Illinois State Board of Directors (IL)	2,000,000 students
• Indianapolis Public Schools (IN)	39,000 students.
• Inglewood (CA) Unified School District	19,000 students
• Memphis City Schools (TN)	118,000 students
• Milwaukee Public Schools (WI)	106,000 students
• Montgomery Public Schools (AL)	33,000 students
• New Orleans Public Schools (LA)	82,000 students
• Newark Public Schools (NJ)	44,500 students
• Norfolk Public Schools (VA)	36,000 students
• Oakland Unified School District (CA)	53,000 students
• Pittsburgh Public Schools (PA)	40,000 students
• Portland Public Schools (OR)	50,000 students
• Providence Public Schools (RI)	26,000 students
• Racine Unified School District (WI)	21,000 students
• Round Lake Area Schools (IL)	8,000 students
• Savannah-Chatham County Public Schools (GA)	35,000 students
• School District of Hillsborough County (FL)	190,000 students
• School District of Kansas City (MO)	28,000 students
• School District U-46 (Elgin, IL)	41,000 students
• Seattle Public Schools (WA)	47,000 students
• St. Louis Public Schools (MO)	36,950 students
• St. Paul Public Schools (MN)	45,000 students



- Toledo Public Schools (OH) 30,000 students
- Toledo Public Schools (OH) 40,000 students
- Tucson Unified School District (AZ) 63,000 students
- Yorkville Community Unit Schools (IL) 6,000 students

#### OTHER ADMINISTRATIVE POSITION SEARCHES:

- Baltimore City Public School System (MD) – Deputy CEO, Chief Human Relations Officer, Chief Information Officer Search. Enrollment: 85, 000 students.
- Paterson Public Schools (NJ) - CAO, Deputy Superintendent, Associate Superintendent of Administration, Executive Directors of Facilities, Personnel, Special Education and Instruction
- Milwaukee Public Schools (WI)- CAO, CFO, Chief of Human Resources, Executive Director of Curriculum & Instruction
- Chicago Public Schools (IL) – Regional Superintendents and School Principals
- Edison Learning Longwood Academy (IL) – Principal Search (High School and Middle School Principals)
- Newark Public Schools (NJ) – CAO, Director of Human Relations, Director of Performing and Visual Arts, General Council, Ombudsman, Multiple Regional Superintendents, Director of Student Services, Director of Guidance, Business Administrator
- Kansas City School District (MO) – CFO Search. Enrollment: 27,000 students
- Edison Learning Caddo Parish (LA) – Principal and 41 teachers.
- Edison Learning Chicago (IL) – Principal and 38 teachers.
- St. Louis Public Schools (MO) – COO Search. Enrollment: 28,000 students
- Chester Upland School District (PA) – Principals Search (2). Enrollment: 4,500 students
- Minneapolis School District (MN) – Chief Academic Officer, Associate Superintendent, HR Director, Principals Search (2). Enrollment: 38,000 students
- Los Angeles Unified School District (CA) - Executive Team (5) Search. Enrollment: 730,000 students.
- Malaika Early Learning Center (WI) - Director Search.
- Baltimore City Public School System (MD) - Chief Executive Officer Search. Enrollment: 85, 000 students.
- Los Angeles Unified School District (CA) - Food Services Director Search. Enrollment: 727,000 students.
- Cleveland Municipal School District - Executive Director of Special/Gifted Education, Executive Director of Multicultural Education, Transportation Director, Human Resources Executive Director. Safety and Security Director
- Delaware School for the Deaf (Wilmington, DE) - Head of School and School Leaders (3) Searches. Enrollment: 600 students.
- National Heritage Academies (MI) - Five Heads of School Searches in Brooklyn, Michigan, Ohio and New York.
- Duke Ellington High School of the Arts (DC) - Head of School Search. Enrollment: 500 students.
- Columbus Public Schools (OH) - Chief Financial Officer/Treasurer Search. Enrollment: 60,000 students.
- East Baton Rouge Parish School System (LA) - Chief Academic Officer Search. Enrollment: 45,000 students.
- Buffalo Public Schools (NY) - Chief Financial Officer. Enrollment: 42,000 students.
- Marquette University (WI) - Law School Dean Search
- Excelsior College (NY) - Vice President-Academics Search; Dean of Business and Technology Search.
- Beginning with Children Foundation (NY) - School Principal Search for Beginning with Children Charter School and School Director Search for Community Partnerships Charter School in Brooklyn, NY.
- Cleveland Municipal School District (OH) - Transportation Director Search,, Human Resources Executive Director Search, Safety and Security Director Search. Enrollment: 70,000 students.
- Colorado Association of School Boards - Executive Director Search. Membership: 171 School Boards.
- Seattle Public Schools (WA) - Chief Academic Officer Search. Enrollment: 48,000 students.

# SERVICES SUMMARY

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## ***Executive Search Services and Processes***

1. Kick-Off Meeting
  - a. Develop activities and a detailed time line (work plan) for the search, including reviewing and advising on job description, qualifications, competencies, selection criteria, legal requirements, newspaper and educational publications, announcements, search calendar, compensation package, and community engagement activities
  - b. Identify issues and expectations for the position.
  - c. Assist the Board/stakeholders to develop and to implement strategies for involving internal and external stakeholders in the search process
  - d. Clarify Roles and Responsibilities
  - e. Create Internal Communications Plan
  - f. Discuss Stakeholder Engagement and Firm's Role
  - g. Develop/Finalize a Position Profile
  - h. Determine Search and Selection Procedures and a Search Calendar
  - i. Discuss the Recruiting for Candidates
  - j. Discuss the Screening Process and Preliminary Evaluation
  - k. Discuss the Interviewing Process by the Board/Stakeholders
  - l. Discuss the Selection and Search Closing Activities
  
2. Stakeholder Engagement Activities
  - a. Engagement activities include working with advisory groups and search committees to reach desired outcomes; arranging for and conducting interviews of stakeholders and focus groups, planning and conducting public hearings, preparing surveys to distribute to internal and external stakeholder groups and then, in turn, preparing written summaries.
  - b. The Board must ultimately determine the nature and amount of stakeholder engagement in the search and selection process based upon state law, stakeholder expectations or past involvement, and upon the amount of time the Board wishes to devote to stakeholder engagement. We can advise the Board in determining options for consideration. A variety of activities can be conducted to work with the Board, staff, and other stakeholders to identify desired characteristics, so those characteristics can serve as the recruiting and evaluation criteria. Public forums, focus groups, surveys, virtual town hall meetings and phone interviews of constituent leaders could all be used during the process.
  - c. We strongly believe that through these activities, we better understand what the Board, District, and state needs in their new executive, which ultimately helps us find the "best fit". But, more importantly, all stakeholders need to support the search process and the final selection. Smart and effective executives know that, with all the challenges and opportunities facing public education, they cannot do the job alone. They need support from the Board, administrators, school districts, higher education, community and advocacy groups, business and political leaders, and others.

### 3. Advertisement and Communication Efforts

- a. We will provide assistance with marketing, advertising, and communication efforts for the available position in newspapers and educational publications, website postings through state and national professional organizations and universities/colleges. We will also work on developing an ad plan and ad copy for Board approval.
- b. We complete all marketing materials in house with our design and marketing team.

### 4. Candidate Recruiting

- a. PROACT Search's approach is to design a search strategy based on the unique needs of the district. We do more than rely on ads and postings in newspapers or websites, trade, or professional publications. We contact community/public leaders, business executives, and successfully employed principals/superintendents/administrators to seek out qualified candidates and sell them on the appropriate opportunity. Rather than only reviewing and screening applications or self-nominations, we proactively seek out candidates through our research and state/national networks in the private, non-profit, and education sectors.
- b. In any given search, we send out hundreds of letters or e-mails with a position profile and make hundreds of phone calls to potential candidates and sources.
- c. We also suggest a modest advertising plan and budget to place ads statewide and nationally in newspapers, educational publications, and website postings through the state, national and professional associations. Typically, when using a search firm, 60-70% of the candidates come from the recruiting efforts.
- d. We ensure a gender and ethnic balance in the group of qualified candidates we present, and we seek out traditional and non-traditional candidates with proven leadership records from school districts, the private and non-profit sectors, as well as from universities/colleges and governmental agencies.
- e. Our national networks allow our clients to tap into the synergy of our vital connections in the for-profit, not-for-profit, and education communities in every corner of our nation. We draw on these resources in every search. Our contacts include individuals within national and state education, political and business leaders, as well as the Broad Academy for Superintendents (non-traditionals). We have a successful record in recruiting a diverse pool of candidates.
- f. We do NOT have a pool of candidates. PROACT Search is NOT a group of retired superintendents, with a stable of friends and colleagues ready to take new jobs.
- g. PROACT Search is NOT built to get the MOST searches in the land, but instead, to work intimately and collaboratively with school systems and communities throughout the search process.

### 5. Screening of Applications/Respondents

- a. We will perform an initial screening of applications and resumes utilizing an approved criteria and profile checklist. We will conduct telephone and/or in-person interviews with all preliminary qualified candidates. Based on those interviews, we will prepare comprehensive written summaries of the best qualified (or designated number of) candidates whom we recommend for interviews. These materials can then be reviewed by the Board or by individual members to determine which candidates should be interviewed. It should be noted that all resumes/forms are available for the review.

### 6. Interviewing of Candidates

- a. With respect to interviewing candidates, PROACT Search presents the written summaries and resume/candidate materials for each preliminary qualified candidate. We then assist

the Board members in determining which of those candidates should be interviewed by the Board.

- b. For the interviews, we prepare interview guides/questions and rating forms for use in the evaluating/ranking of candidates which facilitates a prioritization of the candidates helping to narrow the field for final interviews. A weighted rating system using the Board's priorities can be utilized to evaluate, rank, and narrow the field of candidates. We will also brief and prepare the Board for the interviewing process.
- c. Recommend procedures for interviews/site visits; prepare interview guide, questions, and rating forms for the interviews. Prepare the Board for the interviewing process.
- d. Meet with the Board or individual Board members to review the written summaries of candidate screening interviews to assist in determining a list of qualified candidates for consideration and interviews.

7. Verification of Credentials/References/Background Checks

- a. All credentials are validated, including academic credentials that are verified with registrars and/or college deans; employment history with former employers, as well as contact of any references provided by candidates, by the Board, by other involved parties, or those used by PROACT Search. We can also conduct literature searches, consumer credit and criminal background investigations, as well as driver's license checks and social security traces.
- b. To assist in determining a "best fit", we encourage Boards to utilize leadership profiling for finalists. This step provides the Board with additional information to reduce the "risk" factor of appointing a person whose leadership style could be in conflict with that of the Board or its policy governance framework.

8. Coordinate/schedule the interviews of the candidates

9. Recommend or assist the Board in determining candidates for final consideration.

10. Assist the Board with the final interviewing process, arrange for on-site visits for each final candidate, and participate in the process, if desired.

11. Search Closing Activities

- a. As part of the search closing activities, we would call or send letters to all respondents/candidates or prepare letters for the Board Chair's signature, if desired. We would also prepare any final reports or summary of expenses.
- b. Assist in the announcement of appointment, if desired.

## ADDITIONAL INFORMATION

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### **Non-Traditional Candidates**

Candidate pools for any given search usually include non-traditional candidates. Advertising for non-traditional candidates includes newspapers and publications, as well as websites in order to attract those audiences. PROACT Search will present a modest Ad Plan, including the appropriate publications and websites. We maintain sources and mailing lists geared to private sector, non-profit, higher education, and military in order to attract non-traditional, or “out of the box” candidates. We have extensive networks across the country that we use in every search.

### **Communication and Work Flow**

Communication is key to any process, and PROACT works to create protocols for dialogue so that everyone remains informed throughout the scope of the search. Weekly updates will be provided to the Board of Directors during the entire search process. We also prepare an Applicant Summary Report, a Stakeholder Meetings Report, and any other report required by the Board of Directors.

### **Confidentiality**

PROACT Search works to ensure candidate confidentiality in accord with the Board’s legal team and requests. We are proud of our record of keeping candidate records, travel and interviewing in confidence until the proper time as outlined by the district.

### **Corporate Guarantee**

PROACT Search ensures a “best fit” and guarantees the final results, leading to a more lasting relationship. If the executive leaves the position within one year for any reason other than sickness, death, change in organizational structure, or other financial consideration, we will re-perform the search for expenses only. We would consider a two-year guarantee under certain circumstances.

### **Technology**

PROACT Search uses significant amounts of user friendly technology to ensure a swift and efficient process. From online townhall meetings, to online forms and applications, we will utilize cutting edge technology throughout this process. We have invested heavily in these best in class platforms and have perfected the balance between usefulness and user friendly. Our tools are used to make the process quicker and easier for all involved, not more cumbersome.

### **Expenses**

Travel and out-of-pocket expenses would be billed concurrently. Unless instructed by our clients to travel for the purpose of interviewing candidates, for meeting with our client, or for participating in community and public outreach activities, the majority of expenses will result from website postings, telephone, fax, mailings, delivery services, and postage costs in recruiting, screening, qualifying, interviewing, and presenting of candidates. Ancillary expenses that would include advertising and candidate travel would be an additional cost and dependent upon decisions surrounding placement of ads, number of candidates to be interviewed, number of interviews, etc. In a search similar to this, advertising would run between \$2,000-\$5,000, but is customizable to the needs of the district.

## ASSUMPTIONS AND PRICING

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Our compensation for this complete assignment would typically be a retained fee of 25% of the executive's first year base salary. However, we have created a district-level model for Santa Monica-Malibu Unified School District that provides a significant discount. We are able to offer a district discount which brings the individual Superintendent Search cost to \$19,500.

## SAMPLE WORK PLAN

Proposed Tasks	Proposed Timelines
1. Hold Kick-Off Meeting: define parameters, revise working draft of profile; determine any additional staff/stakeholder engagement.	Days 1 – 10
2. Prepare materials, interview Board members, key staff members, and other key stakeholders and leaders by phone or in person; conduct other activities as identified by the client; develop ad plan and draft ad copy.	Days 1 – 10
3. Advertise the positions based on position profile: <ul style="list-style-type: none"> <li>• Local/state regional/national newspapers</li> <li>• Other education publications and websites</li> <li>• E-mails, letters and calls to referral sources and potential candidates</li> </ul>	Days 10 – 45
4. Recruit candidates using position profile performed by search consultants.	Days 10 – 45
5. Requested application due date.	Day 45
6. Screen and interview applicants using position profiles performed by search consultants.	Days 10 – 45
7. Present candidate materials to client for review and determination of those to interview.	Days 45 - 50
8. Conduct initial interviews with candidates.	Days 45 - 50
9. Determine finalists and conduct background checks & Hogan Leadership Assessment.	Days 50 - 60
10. Hold interviews with finalists; conduct any on-site/stakeholder activities and select new executive.	AS PER SANTA MONICA-MALIBU

\* Timelines can vary by plus or minus two weeks.

**This plan is also modifiable to meet the needs of Santa Monica-Malibu Unified School District.**



## ROLES AND RESPONSIBILITIES

### PROACT SEARCH

### BOARD/SCHOOL DISTRICT

<u>Procedure</u>	<u>Responsibility</u>	<u>Responsibility</u>
<b>1. Position and School District Analysis</b>	a) Visit Board/school district, where possible, to better understand needs of school district and community. b) Interview key people related to position. c) Assist in planning community and stakeholder engagement. d) Develop draft or revise position criteria and profile. e) Aid in developing screening and selection procedures and a detailed search calendar.	a) Provide pertinent facts to PROACT SEARCH b) Identify key people for PROACT SEARCH to interview. c) Determine community and stakeholder engagement. d) Aid in drafting or revising position criteria and profile; approve criteria and profile. e) Determine screening and selection criteria, procedures to be used, and a detailed search calendar.
<b>2. Market Analysis for Potential Candidates</b>	a) Introduce specifications of position to PROACT SEARCH internal research function and other associates. b) Use PROACT SEARCH sources for potential candidates, including non-traditional. c) Establish specific recruitment procedures for search based on internal data and input from Board/school district.	a) Outline any activity prior to PROACT SEARCH introduction into search. b) Indicate sources that should be favored, including any advertising for the position. c) Indicate sources that should <u>not</u> be contacted.
<b>3. Original Recruitment</b>	a) Contact sources and potential candidates; , develop new sources; , send letters and e-mails. b) Place advertising/announcements, website postings, etc. c) Receive resumes/respondent information.	a) Suggest candidates that should be contacted, if they are known. b) Arrange for advertising; approve ad plan, ad copy, and placements.
<b>4. Initial Review and Interviews</b>	a) Screen respondents and potential candidates by phone or personal interviews. b) Develop information about potential candidates and prepare summaries.	a) Participate as desired in the pre-selection and evaluation of resumes/respondent information.
<b>5. Preliminary Evaluation</b>	a) Discuss with Board the written summaries to assist in determining candidates to interview, ideally 6-12 candidates.	a) Determine candidates for further consideration and for interviews.
<b>6. Interviews of Selected Candidates</b>	a) Prepare interview guides/questions/rating forms; prepare Board for interviews.	a) Conduct candidate interviews.

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|---------------------------------------|--|---|
|                                       | b) Coordinate or schedule interviews.  | b) Provide pertinent information on results of interview and rating forms.  |
|                                       | c) Sit in on interviews to gain more insight if more activity is required on steps #3, #4, and #5 (optional).  | c) Determine with PROACT SEARCH further information that will establish a better picture of each candidate.   |
|                                       | d) Direct specific questions to Board to analyze interview results for future comparison, ranking of candidates, and selection of semi-finalists.                              | d) Conduct second round of interviews with semi-finalists.  |
| <b>7. Assessment and Confirmation</b> | a) Arrange for in-depth leadership profiles by third party (optional).   | a) Determine if in-depth leadership profiles will be developed for candidates.  |
|                                       | b) Conduct academic, employment, criminal background, consumer credit and reference checks; prepare reports.   | b) Participate as desired in the referencing process.   |
|                                       | c) Send Board or meet with Board, regarding completed profiles and reports on candidates.  | c) Meet to review leadership profiles/reference reports on candidates.  |
| <b>8. Selection Decisions</b>         | a) Meet with or advise Board on final candidates to facilitate selection.  | a) Select final candidate(s) to announce to public.   |
|                                       | b) Arrange for any on-site visits, if so desired.  | b) Conduct any on-site visits for final candidate(s), if so desired.  |
|                                       | c) Arrange for any community/district staff involvement, if so desired.  | c) Involve community or district staff in interviewing of final candidates, if so desired.  |
|                                       | d) Assist in determination of conditions of employment and negotiate contract terms, if so desired.  | d) Determine conditions of employment and salary offer; indicate to PROACT SEARCH the conditions for contract negotiations, if so desired.  |
|                                       |  | e) Make decision on successful candidate using input received.  |
| <b>9. Post Selection Activities</b>   | a) Handle search closing activities such as sending letters to all applicants and candidates or preparing letters for Board Chair's signature; preparing any required reports. | a) Determine search closing procedures; receive final reports.  |
|                                       | b) Assist in relocation arrangements.  | b) Approve relocation arrangements.   |
|                                       | c) Assist in clarifying roles and responsibilities, priorities, evaluation procedures and instruments. (optional)  | c) Hold retreat/meeting to clarify roles, responsibilities, priorities, evaluation procedures; establish performance assessment goals and objectives within 1-2 months after hiring or after retreat. |

**This plan is also modifiable to meet the needs of Santa Monica-Malibu Unified School District.**




**PROACT Search:**

**Santa Monica-Malibu  
Unified School District**



## Who We Are

- **PROACT Search** is a premier, full service retained executive search and management consulting firm with a mission to provide client-focused, results oriented, data-driven services in a timely manner.
- **PROACT Search** ensures the highest standards of professional performance and integrity throughout the search process.
- **PROACT Search** serves clients from the school districts, the private sector, government agencies, foundations and not-for profits across the country.



## What We Do

- **Executive Search Services**
- Transitional School Management
- Turnaround School Management
- Scholastic Audits and Action Plan Development
- Ongoing Systemic Professional Services
- Intensive School Support Services



## Work History

- **Big Urban:**

Hillsboro County	Seattle	Baltimore City
District of Columbia	Portland	Newark
East Baton Rouge	Los Angeles	Minneapolis
Denver	Cleveland	Philadelphia
Chicago		
- **Mid Size:**

St. Louis	Montgomery	St. Paul
Kansas City	Norfolk	Aurora, CO
Savannah-Chatham	Austin	Toledo
Providence	Indianapolis	Columbus
Elgin, IL	Bibb County, GA	
- **Non Traditional:**

National Heritage Academies	Delaware School for the Deaf
Malaika Early Learning Center	Edison Learning



## Work History

### ☞ **California Superintendent Searches:**

Alisal Union School District  
Greenfield Union School District  
Inglewood School District  
Oakland Unified School District

### ☞ **California Administrator Searches:**

Los Angeles Unified School District:  
CFO  
Chief of External Affairs  
COO  
Deputy Superintendent for Instruction  
Director of Legislative Affairs



## Search Team

### ☞ **Experience Counts**

#### ☞ **Gary R. Solomon, CEO of PROACT Search**

- Co-Lead Consultant: Yorkville School District, Round Lake School District, Chicago Public School District, Newark Public Schools, Baltimore City Public Schools, St. Louis Public Schools, Kansas City, MO, Public Schools, Minneapolis Public Schools, Louisiana State Department of Education, Recovery School District in New Orleans, Edison Learning

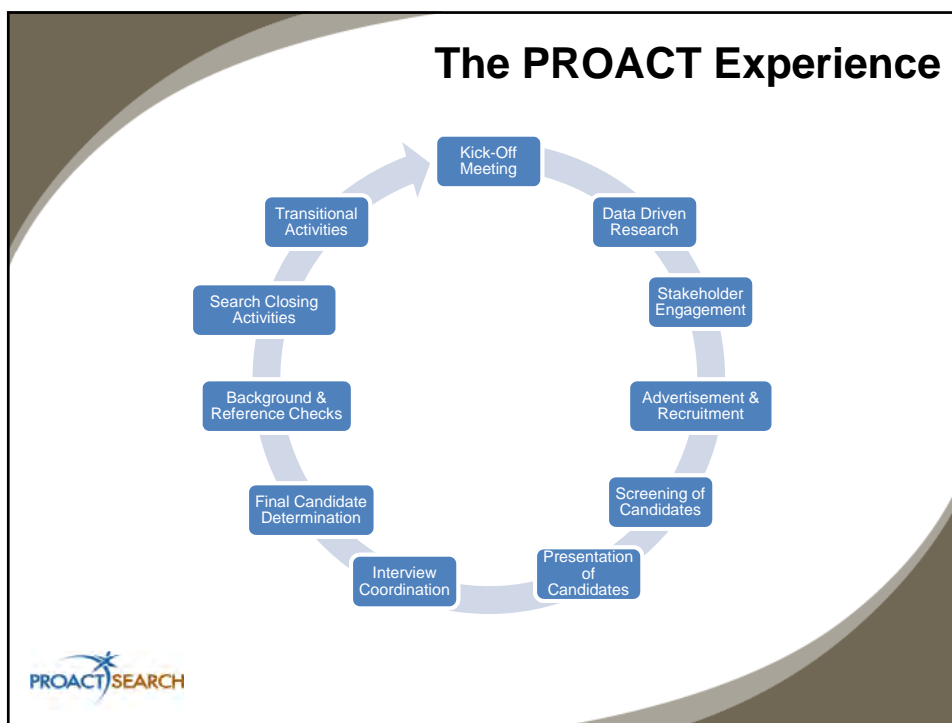
#### ☞ **Phil Hansen, Chief Operating Officer of PROACT Search**

- Co-Lead Consultant: Florida State Department of Education, Newark Public Schools, East Baton Rouge Public Schools, Los Angeles Unified School District, Yorkville School District, Round Lake School District, Prince Georges Public Schools, Chicago Public School District

#### ☞ **Todd Zoellick, Regional President of PROACT Search**

- Former Deputy Regional Secretary for the United States Department of Education who will manage and coordinate the search for Santa Monica-Malibu Unified School District





## The PROACT Process

-  **Non-Traditional Candidates**

*Candidate pools for any given search usually include non-traditional candidates. Advertising for non-traditional candidates includes newspapers and publications, as well as websites in order to attract those audiences.*
-  **Communication and Work Flow**

*Communication is key to any process, and PROACT works to create protocols for dialogue so that everyone remains informed throughout the scope of the search. Weekly updates will be provided to the Board of Directors during the entire search process. We also prepare an Applicant Summary Report, a Stakeholder Meetings Report, and any other report required by the Board of Directors.*
-  **Corporate Guarantee**

*PROACT Search ensures a "best fit" and guarantees the final results, leading to a more lasting relationship. If the executive leaves the position within one year for any reason other than sickness, death, change in organizational structure, or other financial consideration, we will re-perform the search for expenses only.*

**PROACT SEARCH**

## Depth of Experience

- ✎ **Education** - Superintendent, Chief Academic Officer, Human Resources Director, Transportation Director, Safety and Security Director, Facilities Director, Treasurer, Principal, Vice President of Education, Chief Administrative Officer, Chief Operations Officer, Chief of Staff, Chief Technology Officer, Deputy Superintendent of School Management
- ✎ **President**, COO, CEO
- ✎ **General Manager**, Executive Director
- ✎ **Sales/Marketing** - VP, Director, Manager, and an entire national sales organization
- ✎ **Finance** - CFO, Controller, Treasurer
- ✎ **Not-for-Profit** - Executive Director, President



## Why PROACT?

### National Network and Scope

- National Network of over 1.2 million
- Strong and ongoing relations with all national education support organizations
- Both traditional and non traditional candidates
- **Candidates with Supt experience as well as candidates who are ready to make the leap**

### One Size Does Not Fit All

- We design a search process based on the unique needs of your organization, personalizing our services.
- Our team has previously completed searches in California, and are uniquely familiar with the State of California, its laws, politics, and education landscape

### Data Driven:

- We will provide precise performance data on every candidate we bring to the District

### Inclusive:

- We contact community leaders, business executives and successfully employed executives/administrators to seek out qualified candidates through our nationwide networks

### Only Best Fit Candidates:

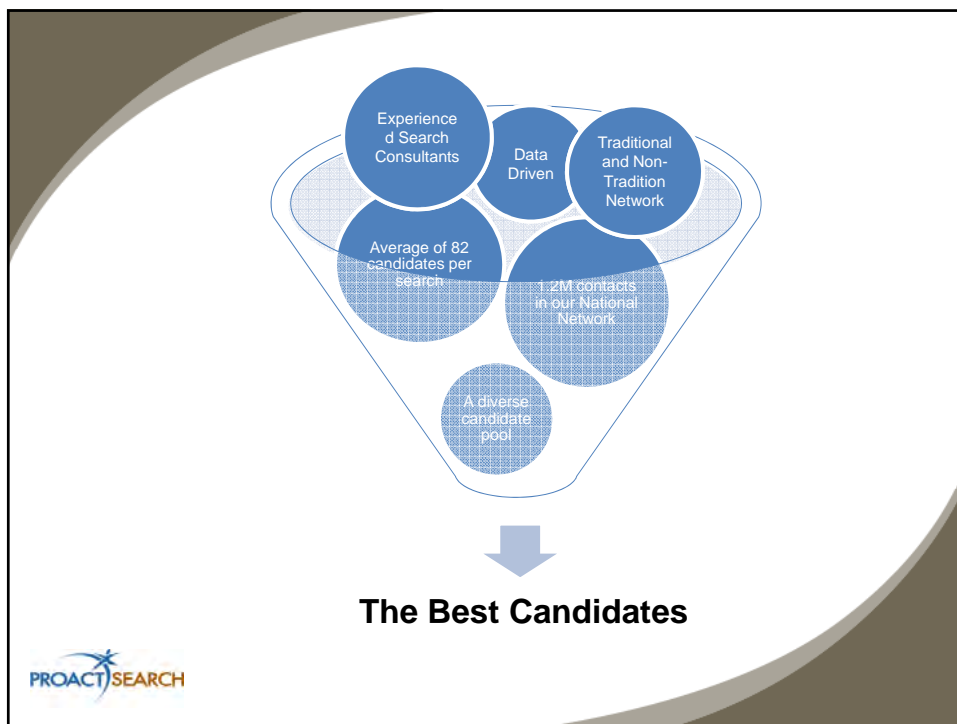
- Based upon front end research and Hogan Assessment Survey

### Sensitive to the Needs of the District:

- We arrange for executive assessments by professional evaluators to develop leadership profiles of the finalists
- **We pride ourselves on our discretion in working with the District and applicants**







## Contact US

Web: **[www.proactsearch.com](http://www.proactsearch.com)**

Phone: **800.944.6129**

E-Mail: **Todd Zoellick**  
**[toddz@proactsearch.com](mailto:toddz@proactsearch.com)**

PROACT SEARCH

## **SMMUSD FINANCIAL OVERSIGHT COMMITTEE**

### **STATEMENT OF PURPOSE**

*(last revised June 5, 2008)*

#### **I. Committee Composition**

The Financial Oversight Committee (FOC) of the Santa Monica-Malibu Unified School District shall consist of 9 members, appointed by the Board of Education. Appointments will be for three-year terms, such terms to be staggered so that one-third of the members (3) will have terms that expire in any given calendar year.

The Committee will select a chair and vice-chair, which will each serve for a one-year term.

The District's Assistant Superintendent for Fiscal & Business Services will serve as the staff liaison to the FOC, and will be assisted by other District staff as needed. District consultants may be needed to assist in the work of the FOC, depending on data and/or issues being analyzed.

Prior members of the FOC may serve at the request of the Committee as emeritus members of the FOC at the expiration of their term. Such emeritus members are advisory, non-voting members.

##### 1. Student Representation

In order to seek out and consider students' ideas and viewpoints, the FOC will extend an invitation to the District's three high schools' student governments to select a representative to serve as Student Committee Members on the FOC. The Student Committee Members, no more than one from each high school, shall be a junior or a senior selected by an annual process to be determined by the respective student government bodies, to serve for a period of one year. The Student Committee Members shall have an advisory vote on all agenda items, which shall be recorded on the official minutes.

#### **II. Criteria for Selection of Committee Members**

1. Broad perspective
2. Financial and/or management and/or legal expertise/experience
3. Residing, employed or working within the geographic boundaries of the Santa Monica-Malibu Unified School District
4. Business process orientation
5. Communicates clearly the information resulting from the FOC's work
6. Not currently serving as an elected official

In appointing members, the Board will attempt to have the composition of the FOC reflect the composition of the student population.

#### **III. Application Process**

The Board will seek applications to fill vacancies on the Committee on an annual basis. Current members whose terms are set to expire are encouraged to reapply. All applications received will be reviewed by the FOC, and recommendations regarding FOC members will be forwarded from the Committee to the Board. The FOC is encouraged to recommend two more applicants than there are vacancies. For example, if there are three vacancies, the FOC would be encouraged to recommend five applicants. The FOC may rank the applications, if it so chooses. A subcommittee of the Board will review the applicants listed in the recommendation

and make a final recommendation to the entire Board. The Board appoints members to the Committee.

Applications will be considered valid for a period of one year from the date of receipt, unless withdrawn by the applicant.

All applicants will be asked to provide their professional resume, together with the application form and any other information they may deem relevant. Application forms will be available at the switchboard of the District's administrative offices, 1651 16th Street in Santa Monica, ~~and~~ upon request from the Superintendent's Office, and on the district's website.

#### **IV. FOC Roles and Responsibilities**

1. Assist the District in educating the general public concerning school finance issues.
2. Assist the District in creating reader friendly budget information.
3. Review any matters potentially having a significant impact on District finances before the Board of Education takes action.
4. Serve as the Measure R Independent Citizens Oversight Committee charged with reviewing the District's administration of and compliance with the terms of the Measure, including:
  - a) Ensuring that the revenues raised by Measure R are used for the following purposes:
    - i) To preserve programs and replace funds lost or reduced due to inadequate state funding;
    - ii) To sustain achievement in reading, writing, and mathematics for all students at all grade levels and to fulfill the District's core curriculum which includes music, arts, and athletics; and,
    - iii) To attract and retain highly qualified teachers and,
    - iiii) To protect the taxpayers' investment in education and ensure District accountability by providing for special citizen financial oversight and independent annual audits of revenues and expenditures.
  - b) Overseeing the District's accounting for revenues raised by Measure R, including placing Measure R revenues in a separate account;
  - c) Consulting with the District in the preparation of an Annual Plan for Measure R expenditures for Board action;
  - d) Reviewing the District's annual report to the Board and the Financial Oversight Committee identifying the actual amount of Measure R funds collected and expended, and how these expenditures relate to the Annual Plan approved by the Board; and,
  - e) Reviewing the District's annual independent audit of Measure R revenues and expenditures.
5. Provide monitoring and oversight of the City of Santa Monica joint-use agreement with the District, as per the terms of that contractual agreement.
6. Provide monitoring and oversight of any City of Malibu contributions to the District.
7. Review the District's annual audit and accompanying management letters, and submit any comments or recommendations to the Board of Education.
8. Review the annual budget, enrollment projections, revenue and expenditure forecasts, and the District's capital program, and submit any recommendations to the Board of Education.
9. Serve as liaison to other District committees regarding financial implications of proposed program or policy changes at the direction of the Board.

#### **V. Conflict of Interest**

Financial Oversight Committee members shall sign the Conflict of Interest pledge.

## **VI. FOC Meetings and Procedures**

The FOC will meet regularly during the school year. The annual schedule of meetings will be determined at the first meeting of each year. Additional meetings will be scheduled as needed. FOC meetings are subject to State open meeting laws, including timely agenda posting and participation by the public.

The FOC will annually report to the Board on Measure R and other oversight activities.

At the beginning of each fiscal year the FOC will consider and select several objectives related to its purpose, which will serve as the FOC's focus during that year, subject to concurrence by the Board of Education.

The FOC may, as needed, form subcommittees to provide an opportunity for in-depth review.

The FOC may adopt other rules and procedures to govern its operations, including by-laws, subject to review and approval by the Board of Education.