

CAPISTRANO UNIFIED SCHOOL DISTRICT
33122 Valle Road
San Juan Capistrano, CA 92675

BOARD OF TRUSTEES
Special Meeting

February 12, 2014

Open Session 5:00 p.m.

AGENDA

OPEN SESSION AT 5:00 P.M.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ADOPTION OF THE AGENDA – ROLL CALL

BOARD AND SUPERINTENDENT COMMENTS

DISCUSSION/ACTION

1. SELECTION OF SUPERINTENDENT SEARCH FIRM FOR DISTRICT SUPERINTENDENT:

The upcoming retirement of Superintendent Joseph M. Farley necessitates the selection of another District superintendent. At the Board of Trustees' special meeting of January 15, 2014, the Board considered five proposals from executive search firms to facilitate the process of recruiting and selecting a superintendent, and selected three firms for additional screening. The selected firms were Hazard, Young, Attea & Associates; Proact Search; and Ray & Associates, Incorporated. Proact Search and Ray and Associates subsequently withdrew from consideration. The exhibit to this item includes a Letter of Agreement with Hazard, Young, Attea & Associates and the firm's previously submitted Proposal and Description of Services.

CUSD Strategic Plan Pillar 5: Effective Operations

Contact: Joseph M. Farley, Superintendent

Staff Recommendation

It is recommended the Board President recognize Superintendent Joseph M. Farley, to present information on this item and answer any questions Trustees may have.

Following discussion, it is recommended the Board approve the selection of Hazard, Young, Attea and Associates (HYA) to provide services related to the recruitment and selection of a new superintendent.

DISCUSSION/
ACTION
Page 1
EXHIBIT 1

Motion by _____ Seconded by _____

2. PRESENTATION BY REPRESENTATIVES OF HAZARD, YOUNG, ATTEA & ASSOCIATES CONCERNING THE SEARCH PROCESS FOR DISTRICT SUPERINTENDENT:

INFORMATION/
DISCUSSION
Page 39
EXHIBIT 2

Bill Attea and Carolyn McKennan, of Hazard, Young, Attea & Associates, will engage the Board in a planning session on the firm's superintendent selection process. The presentation will include information on the development of a leadership profile specific to the Capistrano Unified School District position, and other aspects of the search. This will be an interactive presentation between the search consultants and Trustees because a number of decisions need to be made by the Board before the selection process is implemented.

CUSD Strategic Plan Pillar 5: Effective Operations

Contact: Joseph M. Farley, Superintendent

Staff Recommendation

It is recommended the Board President introduce Bill Attea and Carolyn McKennan from Hazard, Young, Attea & Associates and interact with them throughout the presentation to provide input and direction for the superintendent search process.

ADJOURNMENT

Motion by _____ Seconded by _____

THE NEXT REGULAR MEETING OF THE BOARD OF TRUSTEES IS WEDNESDAY, FEBRUARY 12, 2014, 7:30 P.M. AT THE CAPISTRANO UNIFIED SCHOOL DISTRICT OFFICE BOARD ROOM, 33122 VALLE ROAD, SAN JUAN CAPISTRANO, CALIFORNIA

For information regarding Capistrano Unified School District, please visit our website:

www.capousd.org

RECORDING OF SCHOOL BOARD MEETINGS

In accordance with Board Policy 9324, Board Minutes, all Regular School Board Meetings will be audio recorded

INSTRUCTIONS FOR PRESENTATIONS TO THE BOARD BY PARENTS AND CITIZENS PRESENT AT THIS MEETING

We are pleased you can be with us at this meeting, and we hope you will return often. Your visit assures us of continuing community interest in our schools.

The members of the Board of Trustees of this District are locally elected state officials, who serve four-year terms of office, and who are responsible for the educational program of our community from grades kindergarten through twelve. They are required to conduct programs of the schools in accordance with the State of California Constitution, the State Education Code, and other laws relating to schools enacted by the Legislature, and policies and procedures which this Board adopts.

The Board is a policy-making body whose actions are guided by the school district's Mission and Goals. Administration of the District is delegated to a professional administrative staff headed by the Superintendent.

The agenda and its extensive background material are studied by each member of the Board for at least two days preceding the meeting. Board Members can call the administrative staff for clarification on any item, and many of the items on the agenda were discussed by the Board during previous meetings. These procedures enable the Board to act more effectively on agenda items than would otherwise be possible.

WHAT TO DO IF YOU WISH TO ADDRESS THE BOARD OF TRUSTEES

ITEMS ON THE AGENDA. Any person may address the Board concerning any item on the agenda and may, at the discretion of the Board, be granted three (3) minutes to make a presentation to the Board at the time a specific item is under discussion. However, the time assigned for individual presentations could be fewer than three (3) minutes depending upon the total number of speakers who wish to address a specific agenda topic. Prior to the opening of the meeting, a Request to Address the Board card (located in the foyer) should be completed and submitted to the Secretary of the Board. The total time devoted to presentations to the Board shall not exceed twenty (20) minutes, unless additional time is granted by the Board. All presentations shall be heard by the Board prior to the formal discussion of the agenda topic under consideration. Once an agenda item has been opened for public comment, no additional "Request to Address the Board of Trustees" cards shall be accepted for that topic.

ORAL COMMUNICATIONS (Non-Agenda Items). Citizens may address the Board on any item not appearing on the agenda. Individual presentations are limited to three (3) minutes per individual, with twenty (20) minutes in total being devoted for this purpose, but could be less if there are a large number of Oral Communication speakers. Legally, the Board may not take action on items raised by speakers under Oral Communications. However, at its discretion, the Board may refer items to the administration for follow-up or place topics on a future Board agenda.

PUBLIC HEARINGS. Anytime the Board schedules a separate public hearing on any given topic, it shall not hear speakers on that topic before the public hearing, except as to the scheduling of the hearing, nor shall it hear speakers after the hearing, except as to changes in the policy or recommended actions which are directed at the time of the hearing.

CLOSED SESSION. In accordance with Education Code §35146 and Government Code §54957, the Board may recess to Closed Session to discuss personnel matters which they consider inadvisable to take up in a public meeting.

REASONABLE ACCOMMODATION

In order to help ensure participation in the meeting of disabled individuals, appropriate disability-related accommodations or modifications shall be provided by the Board, upon request, in accordance with the Americans with Disabilities Act (ADA). Persons with a disability who require a disability-related accommodation or modification, including auxiliary aids and services in order to participate in a Board meeting, shall contact the Superintendent or designee in writing by noon on the Friday before the scheduled meeting. Such notification shall provide school district personnel time to make reasonable arrangements to assure accessibility to the meeting.



February 4, 2014

EMAIL MEMO

TO: Board of Education of Capistrano Unified School District

RE: Planning Meeting Agenda – Tuesday, February 12th at 5:00 p.m.

Thank you for selecting Hazard, Young, Attea & Associates (HYA) to assist you with your superintendent search. We assure you that we will do everything within reason to make your search for your next superintendent a worthwhile and successful experience.

At the February 12th meeting, we would like to plan the entire search, ensuring that it is customized to serve the unique needs of the Board of Education, the Capistrano Unified School District (CUSD) and the communities served by the District. We also want to make sure we answer any question you might have relative to your search.

Following is a tentative agenda for the Planning Meeting. If there are any additional topics you would like to discuss, please email us or call Carolyn McKennan at 831-295-0982 (cell). If you prefer, you also will be able to add items to the agenda at the meeting.

Since we will be developing the calendar for the entire search, please bring your personal calendars to the meeting.

Review search process - we will review each step of the attached flow chart¹ and discuss any special steps you would like modified, added to or deleted from the CUSD search.

Calendar for search - again, please bring your calendars to the meeting so that we can finalize the search calendar. Following are possible dates for the activities that will involve the Board during the search. At the meeting, these will be modified to ensure that all board members are available on the required dates.

<i>Leadership Profile</i> interviews/focus groups	Week of February 24 or March 3 ²
<i>Leadership Profile Report</i> presented to Board	March 3 or 10
Roles Workshop (optional)	optional ³

¹ A copy of this flow chart also is in the proposal.

² Board members will be engaged for only 1 hour for a personal interview. The important thing in scheduling these dates is to ensure no other significant activity is taking place in the District at the same, and that at least one of the evenings is available for a community forum, if desired.

³ The roles workshop normally is provided after developing the criteria to be sought for a new superintendent and prior to the Board's interview of candidates. The workshop focuses on a review of concepts related to *Governance* and *Management* including *trusteeship*, *working together*, *continuous improvement* and *micro-management*, among others. It also results in the Board development of current policy statements relative to *The Role of the Board*, *The*

Seminar for interviews & final stages of search	April 21
Slate presented to Board	after workshop
Initial interviews with candidates	April 21 or 28 ⁴
Board meets to identify semi-finalists	after interviews
Interviews with semi-finalists	April 28 or May 5 ⁵
Board meets to identify finalist	after interviews
Board members visit home site of finalist	May 5 or 12
Announcement of appointment	Prior to end of May
Superintendent assumes responsibilities	ASAP; no later than Aug. 1
Board-Superintendent Retreat/Workshop	optional ⁶

Leadership Profile Report – in the proposal, we recommend that the community be engaged in providing input for the development of the criteria to be sought in your new superintendent. If the Board concurs, in addition to individual interviews with each board member, following are the individuals and groups you may want to consider engaging:

- Superintendent
- District level administrators
- Principals and assistants
- Students
- Support staff union leadership
- Support staff - open meeting for all interested members
- Teacher Union/Association Executive Board
- Teachers - open meeting(s) for any interested teacher
- Parent groups/booster groups/PTA/PTO Council
- Former board members
- Elected/appointed officials
- Other parent, school, business, service or community groups
- General Open Meeting(s) for all who wants to share their thoughts (with at least one scheduled in the evening)

Role of the Superintendent, The Role of the Board President, The Role of a Board Member and The Role of Board Committees, if appropriate. It normally requires four to six hours.

⁴ Most Boards prefer to conduct the initial interviews on a Friday evening and Saturday. An alternative is to interview on three evenings in close proximity to each other.

⁵ Generally, each candidate and his/her spouse/significant other if desired are invited to spend the better part of the day in the District. It is recommended that two board members take the candidate to lunch. The candidate may bring a spouse/significant other if desired. Following lunch, two other members will take the candidate on a tour of the community. Again, if desired the candidate may bring a spouse/significant other. Around 5:30-7:00 pm, the entire Board will convene for an interview followed by dinner with the candidate and spouse/significant other if desired. This process could be reversed with dinner first and the spouse/significant other being excused while the Board conducts a follow-up in-depth interview. The next morning, the president and vice-president of the Board will have an exit interview with each candidate.

⁶ The retreat-workshop usually is held within the first six weeks of the new superintendent's assumption of duties or shortly before s/he assumes his/her responsibilities. The workshop usually is held on a Friday evening and Saturday and results in a review of roles, the development of goals for the new Superintendent to address during his/her first two years in the position and the development of a monitoring/evaluation process and instrument to ensure accountability relative to achievement of the goals.

Online survey – HYA has developed an online research based survey that we recommend you consider for use in your search. We suggest boards use this survey to solicit input from individuals who may not be able to attend a session with your consultants, but desire to provide input. It permits input from a broad range of constituents on the desired characteristics to be considered in the selection of the next superintendent. The information can be disaggregated into six subgroups, which the Board will be asked to identify. Usually boards request that the data be disaggregated according to responses by *Board Members, Administrators, Community Members, Parents with Children in the CUSD, Support Staff, and Teachers*. However the six subgroups can be delineated in any manner that the Board would like. Some boards prefer to combine *Community and Parents* or *Support Staff and Teachers* and make *Students* the sixth group.

If it is decided to use this survey, it should be placed on your website and all stakeholders should be invited to complete it. Generally, the online survey and the focus group meetings have been very well received as an opportunity to share thoughts, a symbol of the openness of the search, and a tool for communicating that the search is underway.

The results of the survey will be tabulated and included as part to the *Leadership Profile Report*. Information gathered from the survey is useful in defining the *Criteria* for or *Characteristics Desired* in the next superintendent.

Scheduling of board members for input sessions – we will schedule each board member for an hour interview on the dates you select for the *Leadership Profile* interviews and focus groups.

Board liaison during search – generally, we communicate with all board members via e-mail. As a practice, we also send any response to a question from any board member that is related to the search to all board members in order to provide consistency and transparency to the search. If a special circumstance arises, we tend to discuss it with the liaison selected by the Board and ask him/her to convey the question, issue or concern to the entire Board for its response. The liaison usually is the Board President.

HYA consultants and liaisons – the CUSD's search team will consist of Bill Attea, Rudy Castruita, and Carolyn McKennan. Other associates may be involved, as needed. Carolyn and Rudy will lead the search. Bill will be available as desired by the Board and be engaged in the recruitment and vetting of candidates.

Number of candidates - most boards request HYA to present a slate of 5 candidates, pre-scheduled for interviews. What is your preference?

Internal candidates - if an employee of the District should apply, how do you want HYA to proceed with him/her? Some boards express a preference to look outside the district; others believe it is their responsibility to interview all internal candidates. We recommend that an internal candidate be treated in the same manner as any other candidate and that s/he be presented to the Board as a finalist only if s/he is competitive with the other candidates presented to you. It is HYA's practice to provide personal interviews to all qualified internal candidates unless the Board desires otherwise.

Salary and fringe benefits - we suggest the Board think in terms of a total compensation package on this item. Total compensation includes salary, annuities, board pick-up of non-obligatory retirement payments, whole life insurance, auto allowance, housing allowance and any other fringe benefit that has a monetary value attached to it, except for the insurance package and other benefits that generally are provided to all other administrators. We recommend that the compensation range be kept confidential and used as a guide.

If the candidate selected does not live within commuting distance, the Board usually pays the expenses related to moving the successful candidate's family and household belongings, as well as home selection visits by the successful candidate. In some cases, even if the candidate lives within commuting distance, the Board will offer to pay relocation expenses if the Board prefers to have the superintendent live within the District. This is entirely at the discretion of the Board. If either should be the case, we recommend that moving and any other one-time expenses incurred by the Board be placed in a letter of understanding rather than the candidate's contract, since these are one time expenditures for a specific purpose, are not part of annual compensation, and should not be referenced in future contract deliberations.

National Postings – We recommend that 2 to 3 ads be placed in *EdCal*, the Association of California School Administrators newspaper. We also recommend that 2 to 3 ads be placed in *Education Week* and on Education Week's website, on the AASA Leadership News website, and other regional and state newsletters/websites (generally no cost). The position also is posted on HYA's website, which has a direct link to your website. We recommend a budget of about \$5,000 for advertising.

Website – Individuals interested in the CUSD position will visit your website. In order to keep them, as well as your constituents, informed about the search, we recommend you provide a dedicated page on your website to the superintendent search. This page could contain the *on-line survey*, an invitation to an open forum to provide input to the consultants if you choose to have one, the *Leadership Profile Report*, the criteria to be established by the Board, the anticipated search calendar, etc. We also recommend that this page be linked to HYA's website where candidates are able to apply on-line.

Communicating with the Press – generally, we recommend that all requests for information or comments by the press be directed to a designated individual on the Board, usually the Board President. Some boards have asked us to respond to the press on their behalf. Others want us to respond to questions about the process but to refer all other calls to the Board designee. What is your preference in this area?

Other - anything else you might like to discuss. If a board member would like to have us bring something with us or give some forethought to a topic, please feel free to email or call Carolyn McKennan at 831-295-0982 (cell), caromk@comcast.net.

We look forward to meeting with you on Wednesday, February 12 at 5:00 pm.

Bill Attea
Rudy Castruita
Carolyn McKennan

Superintendent Search Flow Chart

BOARD RESPONSIBILITIES

CONSULTANTS' RESPONSIBILITIES

Planning Phase 3-4 Weeks

Selects Consultant

Planning Meeting with Board

- Interview Board, Staff, Community Representatives
- Develop Leadership Profile & Selection Criteria
- Present Leadership Profile Report to Board

- Approves Selection Criteria
- Approve Ad Content

Prepare Search Publicity and Publish
Vacancy Notices

Recruitment Phase 6-8 Weeks

Optional Workshop-Board Roles

Submit Questions to be Asked at Initial
Interviews

- Recruit Candidates Utilizing National Networks
- Receive & Process Applications
- Correspond with Candidates
- Contact Recommended Candidates
- Interview Selected Candidates
- Conduct Reference Checks
- Identify Best-Qualified Candidates
- Prepare Application Materials to be Shared with the Board

Selection Phase 3-4 Weeks

- Conduct Initial Interviews with Recommended Slate (Semifinalists)
- Holds Follow-up Interviews with Finalists
- Selects Preferred Candidates

Facilitate Board Discussion to Narrow
Candidate Pool After Each Round of
Interviews

- Conduct Board Seminar Re: Interview Procedures
- Present Slate of Semifinalists to Board

- Conducts Site Visit
- Negotiates Contract

- Conduct Professional Due Diligence Background Report
- Assist Board with Site Visit Planning
- Assist with Contract Preparation, as Desired by the Board

Appointment Phase Varies

Announce Appointment

Send Letters of Regret

- Transition Planning
- Sets Goals & Defines Evaluation Method with New Superintendent

Optional Workshop to Assist with Board/
Superintendent Evaluation

Superintendent Assumes Position



HYA Executive Search
Hazard, Young, Altea & Associates

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HYA Executive Search

Hazard, Young, Attea & Associates

January 10, 2014

Mr. John M. Alpay, Board President
Capistrano Unified School District
33122 Valle Road
San Juan Capistrano, CA 92675

Dear Members of the Capistrano Unified School District Board of Education,

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Capistrano Unified School District (CUSD) in your search for a new Superintendent. HYA is uniquely qualified and highly successful in assisting Boards with their search for new leaders due to three critical factors:

Our People - We are the nation's largest and most experienced network of associates who love their work and who know how to recruit talent by thoroughly and confidentially vetting candidates.

Our Process - Our approach is research-based and customized to meet your needs by employing the extensive use of unique community engagement tools and facilitating your work throughout the search.

Our Commitment - Building on the success of over 1000 searches, we work for you and with you, on behalf of your students, until you are completely satisfied.

We hope this information will provide you with the necessary data you need to select a search firm. We would also be delighted to talk with you further regarding the services we offer and our approach to working with districts and school boards in their search for new leaders.

Sincerely,

Hank Gmitro, President
Hazard, Young, Attea & Associates
HYA Executive Search Division of ECRA Group, Inc.

HYA Executive Search Division, ECRA Group, Inc.
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HYA Executive Search
Hazard, Young, Attea & Associates

Proposal and Description of Services for Capistrano Unified School District

Executive Summary:

HAZARD, YOUNG, ATTEA & ASSOCIATES (HYA) proposes to conduct a comprehensive national search for highly qualified candidates for the position of Superintendent of Schools for the Capistrano Unified School District (hereinafter referred to as the District or CUSD).

Hazard, Young, Attea & Associates began working with Boards more than twenty years ago in an effort to assist them in making the best leadership decisions possible. Presently, HYA is represented by 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. HYA's associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is now part of ECRA Group, Inc, a national consulting firm specializing in assisting leadership in obtaining the information and analytics they need to effectively lead their organizations.

The firm's home office is located in Rosemont, Illinois, in proximity to O'Hare Airport, and regional offices are located in Palo Alto, California and Jersey City, New Jersey. The president of HYA is Dr. Hank Gmitro, former Superintendent of Community Consolidated School District 93 in Carol Stream/Bloomington, Illinois. Dr. William Attea, former Superintendent in Glenview School District 34, Illinois, is co-founder of HYA and actively involved with the firm.

HYA's associates are located in 27 states across the country to conveniently serve our clients. Residing in Arizona, California, Colorado, Connecticut, Florida, Illinois, Kansas, Maine, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, New Jersey, New York, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia and Wisconsin, HYA Associates are uniquely qualified to bring local – as well as national – perspectives, knowledge, experience and connections to each search.

Since its founding, HYA has assisted over 1,000 school boards with executive searches. The student enrollment in these districts ranged from less than 100 students to upwards of 200,000. Based on HYA's experience in assisting the school boards in urban, suburban and rural districts, and our reputation as being the preeminent school search firm in the nation; we are most confident that we have both the personnel and support resources to assist your Board in a highly successful search process.

Management Team Approach

HYA assigns an individual management team to each executive search that it conducts. In most district searches, typically 1-2 Senior Associates are responsible for managing the search. They assume direct responsibility for the search and coordinate the activities of the other associates engaged in the project. Additional associates are generally engaged as needed, with all 100+ associates in the firm tasked with identifying prospective candidates for the search. An assigned team also ensures that individuals closely associated with the search are available to respond to any request the client board may have on the board's time schedule.

The specific role of each search team includes helping schools create an initial structure for their search by:

- assisting with profile development;
- providing valuable feedback about the school district based on HYA research and professional understanding of the district's standing in the broader marketplace;
- aggressive and insightful recruiting of candidates;
- screening potential candidates by means of preliminary interviews and background checks;
- reviewing candidates' references and tapping HYA's own confidential network to gain reliable information and;
- assisting the board and new superintendent to assure a successful transition.

In brief, HYA consultants work with the board and/or search committee – meeting as often as needed - maintaining direct and frequent communication – until a new superintendent is employed.

The Proposed Management Team and Firm References

Upon the concurrence of the Board, HYA proposes the search team will be Carolyn McKennan, West Coast Regional President and Rudy Castruita senior associate. The team will be assisted by Bill Attea, founder of the firm. The consultants' résumés are attached. Contact information for each Board President is provided so that you can speak with board members who have worked with the HYA consultants being proposed or with board members in districts with similar demographics to your district.

District	Reference Name	Contact Information
Alvord Unified School District, CA	Art Kaspereen	artjr@gmail.com
Cupertino Schools, CA	Anjali Kauser	aakanusar@att.net
Downey Unified Schools, CA	Nancy Swenson	nssension@dusd.net
Santa Ana Schools, CA	Jose Hernandez	714-397-1023
Santa Barbara School District, CA	Annete Cordero	corderoa@sbcc.edu

In addition to the references listed above, an extensive list of the national searches HYA has completed since 2007 is attached. Upon request, we would be pleased to provide a complete list of the over 1,000 searches we have conducted.

Tenure of Placements

HYA has had a long history of success in working with Boards to find the right candidates who will provide long-term leadership to the school district. Of the 296 superintendents hired with HYA's assistance since 2000, 90% of those individuals are still in their positions or have committed four years or more to the districts they served. The following data describes the tenure of those placements:

- 80% (234) are still in their position or retired from it
- 10% (32) stayed between 4 and 8 years - on average 5.1 years

The Search Process

We propose a multi-phased national search for candidates for the position of Superintendent. Recommended search procedures and cost estimates follow. The process outlined is defined in four phases and represents a prototypical search. However, HYA customizes each search to meet the needs of each school district or organization. Upon selection, the consultants will meet with the Board to discuss these procedures and modify them to meet the Board's unique needs.

The Planning Phase

The first step of every HYA search is to hold a formal Planning Session. At this meeting, HYA consultants convene with the Board and proceed to customize the search and its process to the specific needs and requirements of the District, as articulated by those present. More specifically, HYA and the Board will cover and sort out central matters and considerations regarding the search, including:

- Review Board and consultant responsibilities for each phase of the search.
- Tailor the search to meet the needs of the District.
- Determine the role of staff members and constituents in the search.
- Determine the timeline and specific dates for search activities. The following is a tentative timeline for the search.
 - Planning session – within one week of selection of HYA
 - Board/community input sessions – three weeks after Planning Session
 - Presentation of a slate of candidates to the Board, 6 – 10 weeks after identification of criteria desired in the new superintendent.
 - Interview of candidates – within 1 - 2 weeks of presentation.
 - Selection of new superintendent within 1 - 2 weeks of interviews.*(The exact dates and times for these activities will be developed in cooperation with the Board to ensure the availability of all Board members.)*
- Consider Board options and preferences with regard to advertisements.
- Discuss the compensation package to be offered to the new Superintendent of Schools.

- Agree upon a communication plan to keep the Board abreast of the search progress and the consultants alerted to issues that may arise from the Board.

Criteria Development

A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Board in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the Board and others the Board designates. HYA recommends extensive community involvement in providing input to the Board prior to establishing the criteria desired in the new Superintendent. Up to four consultant days are allocated for the purpose of soliciting input through individual interviews, focus groups and general forums (open to all stakeholders). It is recommended that the consultants facilitate the interviews, focus groups and general forums so as to maintain objectivity in determining what respective stakeholder groups value in the District, the issues they foresee, and the characteristics they would like the new Superintendent to possess.

In addition to the personal interviews, HYA has developed an online survey that can be completed by any stakeholder. The data collected from the online survey and interviews with Board members, staff and the various stakeholders will be compiled in a Leadership Profile Report, which will be presented to the Board in both oral and written formats. Working with the Board, specific profile characteristics emerge from the results of the Leadership Profile Report and are subsequently incorporated into recruitment material. From experience, HYA has learned that one of the most crucial aspects of a successful search is the careful and explicit formation and enumeration of the criteria used in the selection process. Overall, this leadership assessment process has been highly successful in determining critical attributes, while invariably building positive public relations.

Some of the critical decisions to be made during the planning phase of the search involve confidentiality versus the release of the names of candidates under consideration. In some states, state laws and requirements guide these issues, but in many states this is a local board decision. The desire for confidentiality on the part of candidates versus the desire of the community to know as much as possible about the candidates under consideration is an important issue for the Board to consider in order to weigh the impact of the approach to be followed.

HYA prides itself on the extensive time and energy that our associates commit to working with local community and staff members to determine what they seek in their next superintendent. This information is essential to the Board in making their decisions about the “Desired Characteristics” of their next Superintendent. While these steps in the process will satisfy the need for involvement in some communities, other Boards and communities have determined they wish to have more involvement and in some cases complete transparency in vetting and determining the preferred candidate.

HYA has developed a range of approaches to meet these varying needs of different communities as the Board determines which is the best approach for their community. The chart on the next page describes the range of approaches along with the positive and possible negative impact of each approach.

Community Engagement & Confidentiality Options

	Full Disclosure of Candidates Interviewed	Finalists Names with Community Forums	Confidential Stakeholder Committee Involved	Completely Confidential
Description of Option	The names of all candidates being interviewed by the Board are released to the public.	The name of the three finalists being interviewed would be released and community forums would be held to meet the candidates.	No names of candidates would be released publicly, but the Board would have a staff/community committee interview the finalists to provide feedback.	Board conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
Questions Related to Option	What benefit does it provide to release the name of all applicants interviewed?	What input would be sought from community members after meeting candidates? How will stakeholders gather information?	What feedback and input does the Board want from the committee? How to structure committee membership?	Do the community and staff accept that this is the Board's decision? Will there be push back?
Benefits of Option	Staff and community members will see the process as totally open and feel the Board is being as transparent as possible.	Stakeholders will have an option to meet the finalists and express an opinion on their preference.	Some stakeholders will be involved and will provide input to the Board in making their decision, which may provide information that would be helpful with their decision.	The Board will have the broadest field from which to select their next superintendent.
Drawbacks of Option	Very few if any active superintendents will consider the position. Stakeholders will make judgments about the Board's decision based on whatever information they gather on their own.	Stakeholders will form an opinion on their preference and may feel the Board did not listen to them if a different candidate is chosen. Successful superintendents will be unlikely to put their name into consideration.	Some stakeholders may feel the process is not open enough as they will want to know who is being considered. Some members of the committee may violate the confidentiality agreement. Some candidates may not apply.	Stakeholders may feel the Board is not interested in their views. Community reaction may impact the acceptance of the preferred candidate. If confidentiality is violated, it may be viewed that a board member did so.

The Recruitment Phase

A key factor of a successful search is effective marketing and aggressive recruitment of successful individuals who may not be seeking a new position. To this end, HYA will aggressively identify individuals who meet the criteria identified by the Board and actively recruit them to consider this position. Identification and recruitment is done in a variety of ways including the following:

- Announcements of the vacancy will be placed on a number of websites including HYA's (www.ecragroup.com), which will be linked to the District's website. It also will be posted on Education Week, AASA and other educational websites. The strengths of easy-to-use technology will be maximized when the District creates a superintendent search page and posts the link for the Leadership Profile Survey.

- Advertisements will be placed in national and regional publications as agreed upon with the Board. Ad content will be shared with the Board members prior to publication to ensure they reflect the intent of the Board. All material will indicate that the District is an equal opportunity employer.
- Subject to the Board's approval, all members of the groups with whom HYA consultants meet in the Leadership Profile Development process will be invited to nominate individuals they feel are highly qualified for the position. On occasion, the preferred candidate is identified through such a nomination. Regardless, it reinforces the Board's intent to have an open, unbiased search embracing candidates from within, as well as beyond, the local area.
- To initiate the search for candidates, contacts throughout the nation will be advised of the vacancy and asked to help identify individuals who match the criteria the Board has identified as desirable in its next Superintendent. Included in this communication will be superintendents reaching every region of the country and leaders of state and national educational organizations, university officials, foundation executives, state education department personnel, and individuals in business, government, industry and the military who have an interest in school ventures. Members of the firm are active professionally in state and national organizations affording ongoing identification of emerging educational leaders with unusual talent and promise.
- Members of the firm will contact prospective candidates who meet the criteria established by the Board. Additional candidates will be sought through personal contact with a number of individuals who work with and/or are aware of a broad spectrum of superintendents.
- Complementing nominations received and utilizing candidate information generated from over 1,000 successful executive searches, HYA will aggressively recruit candidates for the position. In addition, HYA staff will send frequent announcements regarding the search to all associates.

HYA has learned that technology facilitates and enhances the application process, and thus requires all candidates to apply online. The applications will be reviewed and acknowledged by the consultants. During this phase of the search, HYA usually initiates communication with and conducts preliminary reference checks on the most promising applicants in anticipation of an interview. All materials received for this search will be considered confidential and provided to no one except on a need-to-know basis, in a manner consistent with both federal and state law.

Toward the close of the search, HYA will review all application materials carefully – with the guidance of the Board-established criteria – and typically identify 10 to 15 candidates for particular consideration. These individuals will undergo additional reference checks, internet searches, and, as appropriate, initial interviews with representatives from HYA. It is the practice of HYA to personally interview any candidate prior to making recommendations to the Board. As in all phases of the search, HYA adheres to strict guidelines of confidentiality.

Of note, HYA's examination of a candidate's background reaches beyond the handpicked personal and professional references provided by the candidate. Our ability to gain important background

information regarding our candidates – beyond that which merely appears in an individual’s official file – is a unique and distinguishing characteristic of our firm, and is attributable, in part, to the integrity of both the firm and our associates, and the vast network of professional relationships built through their years in the education field.

The Selection Phase

Upon completion of initial interviews, HYA will present a select slate to the Board. The number of candidates to be submitted will be determined by the Board during the initial Planning Session. Prior to presenting the slate (or in a separate advance session, if preferred), the consultants will conduct a seminar for the Board designed to prepare it for candidate interviews. This seminar will include written guidelines and protocols to ensure informative and comprehensive interviews. Approximately one-two hours in length, the seminar will also review the steps in the final stages of the search.

Prior to this workshop, HYA will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board’s initial interviews with the candidates. Such feedback will be developed into an Interview Script, which will be reviewed and revised during the aforementioned workshop and then used by the Board during the first round of interviews. The second interviews are generally unscripted and designed to follow-up on topics and questions identified during the first interviews. They also include an informal session such as a dinner with the candidate and his/her spouse or significant other, as well as the formal second interview.

The consultants generally do not sit in on the Board interviews but will be available for counsel or direct assistance to the Board throughout the interview process. The consultants will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board.

After the Board identifies a preferred candidate, usually after the second round of interviews, HYA can facilitate the completion of a comprehensive background check on the finalist by an independent, third party firm – Baker Eubanks. This background review will confirm degrees attained, any data regarding the candidate on file with the criminal and domestic courts, as well as a review of his/her driving record and credit history. The firm can also conduct both print and social media reviews of the candidate. If desired the Board can conduct the reviews on multiple candidates before second interviews are conducted if the search calendar provides sufficient time. The options for background checks will be reviewed and determined by the Board at the Planning Meeting.

HYA also will assist the Board in arranging a visit to the finalist’s community in order to ensure that the Board’s research will be as comprehensive as possible. These steps are important components of the selection process.

The Appointment Phase

Once the Board has determined their finalist and is satisfied with the successful completion of their due diligence review, the next step for the Board is to reach agreement on the contract terms to be offered. The HYA consultants will assist the Board in facilitating mutually agreeable terms with the preferred candidate. Once terms are determined, the consultants are available to work with the Board and/or its attorney in the preparation of a draft contract. It is highly recommended that the final contract be approved by the District's legal counsel prior to presentation to the candidate.

After the successful candidate accepts the offer, HYA will assist the Board in making the appropriate announcements and introducing the candidate to the community. HYA consultants will also contact all applicants, confirming the appointment and extending the Board's appreciation to all candidates. HYA advises the Board president to send a letter to the candidates interviewed by the Board.

Post Appointment

In addition, if desired, HYA can assist the Board and new superintendent in developing and implementing a successful transition plan. These services, which include a roles and/or goal setting workshops, facilitation of the first year superintendent's evaluation and mentoring support throughout the year can greatly enhance the success of the new superintendent as s/he assumes the leadership role in the organization. The costs associated with these additional services are described in the cost section of the proposal, and can be adjusted based on the level and frequency of the services desired.

HYA is also able to provide its clients a wide range of information management and accountability services to help support board governance and superintendent appraisal. Examples of such services include, but are not limited to 360-degree evaluations, strategic and long-range planning, community dashboards, and value-added impact analysis of programs and personnel.

Communication with the Board

HYA believes that communication and organization are critical to successful searches. These elements start even before the Planning Session. Prior to this meeting with the entire Board, each Board member will receive a detailed Planning Session agenda. A successful search relies on two-way communication throughout the search. In addition to the preparation of the agenda and meeting for the Planning Session, following are the formal and informal communication expectations for this search:

- A search manual will be provided to assist school board members in preparing for search activities and organizing all related material.

- A dedicated search portal can be established so that the Board can have confidential access to all information associated with the search through electronic communication.
- A clearly defined Planning Session will be held, during which all aspects of the search process will be discussed and decided.
- A comprehensive summary of the Planning Session will be sent to each Board member within three days of the meeting.
- A Leadership Profile Report will be sent to each Board member. The Report will summarize the input received from interviews with each Board member, individuals and groups with whom the Board requests the consultants to meet.
- The consultants will provide an oral report on the Leadership Profile findings and respond to questions at a public meeting to be determined by the Board.
- A workshop will be held with the entire Board to develop specific criteria to be sought in the new Superintendent. The criteria will be developed utilizing the findings of the Leadership Profile Report and Board members' knowledge relative to the District's future needs and challenges.
- Each Board member will be asked to identify questions, hypothetical situations or topics of interest that are important to consider in selecting the new Superintendent. These will be drafted into an Interview Script for the Board to review and revise, and eventually use in the interview of candidates.
- A workshop will be held to prepare Board members for successful candidate interviews.
- The slate will be presented to the Board in person. During this session, each Board member will be provided comprehensive written and verbal information relative to each candidate being recommended for an interview.
- The consultants will meet with the Board after each set of interviews to assist the Board in its debriefing and selection of semi-finalist candidates, and ultimately a preferred candidate.
- In addition to the above formal communications, HYA will provide progress reports via email or regular mail to all Board members, as agreed upon during the Planning Session. The consultants assigned to the search also will be available as needed via phone and email.

Board members will receive the business, home and cell phone numbers, as well as the email addresses, of the consultants. HYA's office staff, which is highly knowledgeable and pleased to

assist at any time, also will be available to the Board toll free from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

Extent of Services & Guarantees

HYA provides four guarantees to Boards when they contract with us for a search. They are:

- 1) Fixed Price** - The consultant fee is a fixed fee from the time of accepting our proposal until a Superintendent is employed. If there is a need to reopen a search because the chosen candidate decides not to come to the District or because the Board desires to see additional or different candidates, these search activities will be provided at no extra cost in the consulting fee.
- 2) Two-Year Window** - If the Superintendent departs from the position during the first year under any circumstances or within the (2) years if the same Board is still in place, HYA will conduct a new search for the Board at no additional cost barring expenses.
- 3) Non-Solicitation of Selected Candidate** - The Superintendent appointed with HYA's assistance will not be presented to another board as a candidate if it would result in his/her leaving the District in less than five (5) years unless the Board advises HYA that the Superintendent may seek another position or the Superintendent is no longer employed by the Board.
- 4) Price Match** - HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

Cost Proposal

The consulting fee for the Comprehensive Search, as described, is \$32,500. A mutually agreeable change in the fee will be established if the Board desires the consultants to have a greater or lesser involvement in any phase of the search or to provide services in addition to those delineated in this proposal.

Estimated Expenses

Expenses relating to search advertisement, interview expenses, and travel expenses of the candidates and Board will be borne by the Board.

- **Advertisements.** The costs for the advertisements are dependent upon variables such as type, size, layout and frequency of postings in national publications. Based on past experience HYA has created three advertisement packages that range between \$1,750 and \$4,000. These options will be explained and discussed at the Planning Meeting. HYA will also create a customized plan for the Board, if so desired.
- **Candidate Expenses.** Reliable estimates for interview costs and travel expenses for candidates are difficult to determine because interview accommodations, mode and

distance of travel, and – perhaps the most significant variable – the number of persons involved are unknown at this time. However, again based on our prototypical search, HYA estimates – for budgeting purposes – that candidate-related expenses will range anywhere between \$2,000 and \$6,000.

- **Consultant Expenses.** HYA estimates that travel costs for the proposed management team to be in the District and meet with the Board according to the plan for a typical search will be \$5000. If the Board wishes to have the consultants provide additional time for activities such as the community engagement committee or sitting in on candidate interviews with the Board, the cost for consultant time is \$750 per day.
- **Independent Background Checks and Media Reviews.** The costs for conducting independent, third party background checks by Baker-Eubanks depend upon the type and number of reviews the Board wishes to have completed. These decisions can be made at the Planning Meeting or at a later date. The costs range between \$800 and \$2,000 per candidate.

Payment Schedule

Our consultant fee is due in installments: (1) 50% upon contract signing, (2) 25% presentation of the Leadership Profile Report, (3) 25% upon presentation of slate of recommended candidates. Expenses, generally, are billed approximately two weeks after the search is concluded.

Workshops and Other Optional Services

HYA offers a variety of Board workshops, training and support services that could be of benefit to Boards and new superintendents during the transition period and the superintendent's first year in the school district. The most commonly requested workshops are:

- The "Roles Workshop" requires 3-4 hours and provides the Board with an opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement and systemic change. Developing and maintaining effective Board - Superintendent relations, the need for long and short range planning, consensus decision-making and other components of successful boardsmanship also are discussed at this workshop. Typical cost is \$3,000.
- The "Post-Employment Workshop/Retreat" requires 6-8 hours and generally is conducted on a Friday evening and Saturday. At this workshop, the roles developed by the Board at the prior workshop are reviewed with the Superintendent. This workshop/retreat also provides the Board with an opportunity to determine what it desires to have the Superintendent achieve during his/her first two years in the position. These goals are clarified and reduced to writing. The workshop/retreat also provides an opportunity to establish mechanisms to initiate or reinforce the

concept of continuous improvement and to monitor the achievement of the Board's expectations. Processes and instruments for performance evaluation of the Superintendent and the Board will be developed. As part of this workshop, the Board and Superintendent will be provided an opportunity to consider the use of HYA's recently developed research-based, 360-degree evaluation process. Typical cost is \$5,000.

- Comprehensive First-Year Support – In addition to the two workshops described above, HYA would also provide ongoing mentoring for the new Superintendent to provide periodic check points (at least six times during the year) on progress towards the goals and work in the District. The mentoring relationships will be designed between the HYA consultant and the new Superintendent with input from the Board. Comprehensive support also includes facilitation of the Board's first year evaluation of the new Superintendent using the evaluation process agreed upon during the aforementioned workshop-retreat and/or HYA's recently developed research-based 360-degree superintendent evaluation process. The specific plans and approach for these services will be determined by the Board and new Superintendent, with facilitation by the HYA consultant. Typical cost is \$12,500.

HYA also creates customized workshops to meet the specific needs of the Board. These can be designed to meet the specific needs, timelines, and price points desired by the Board.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader for the Capistrano Unified School District. Please contact us at 847-318-0072 or at hya@ecragroup.com if you have any questions or need for additional information.

CAROLYN McKENNAN

130 Sea Terrace Way
Aptos, CA 95003

EDUCATION

Ed.D.	University of Southern California
M.S.	Montana State University, Billings
B.S.	Montana State University, Billings

PROFESSIONAL EXPERIENCE

2013-Present	President, West Coast Region, Hazard, Young, Attea & Associates
2003-2013	Senior Associate, Hazard, Young, Attea & Associates, Ltd. (IL)
2005-2012	Member Services Representative, Association California School Administrators
1996-2005	Superintendent of Schools, Morgan Hill Unified School District (CA)
1990-1996	Superintendent of Schools, Soquel Union Elementary School District (CA)
1989-1990	Assistant Superintendent Instructional Services, San Luis Coastal Unified School District (CA)
1988-1989	Associate Superintendent Administration and Instructional Services Sunnyvale Elementary School District (CA)
1987-1988	Acting Superintendent, Sunnyvale Elementary School District (CA)
1986-1987	Associate Superintendent Curriculum and Instruction, Sunnyvale Elementary School District (CA)
1985-1986	Executive Director Curriculum and Instruction, Billings Public Schools (MT)
1973-1985	Principal, Billings Public Schools (MT)
1967-1972	Teacher, Billings (MT)

CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Morgan Hill Rotary Club, member, 1996-2005, Paul Harris Fellow
Board of Directors, Cultural Council of Santa Cruz County, 1993-1996
Capitola Chamber of Commerce, member, 1994-1995
Board of Directors, Wharf-to-Wharf Race Committee, 1995-present
Board of Directors, Sunnyvale Chamber of Commerce, 1987-1989
Board of Directors, Leadership Sunnyvale, Vice president, 1987-1989
Committee for Business and Education Together, Sunnyvale, CA, 1987-1989

PROFESSIONAL AFFILIATIONS

President, Superintendents Council, Association of California School Administrators, 2002-2005
President, California City School Superintendents Association, 2000-2001, Secretary 1999-2000
Association of California School Administrators Curriculum Management Audit Committee Governance Council, member, 1997-2003
Chairperson, Mentor New Superintendent's Workshop, Association of California School Administrators, Program, 1993-1994
President, Santa Cruz County Administrative Women in Education, 1992-1994
Vice President, Legislative Action, Santa Cruz Chapter, Association of California School Administrators, 1992-1994
American Association of School Administrators
Association for Supervision and Curriculum Development
Phi Delta Kappa

HONORS

Elected President, Association of California School Administrators Superintendency Council, 2002-2005
CA School Boards Association, Superintendent's Advisory Council, appointed representative, 2003-2005
Association of CA School Administrators, elected representative, Region 8 Superintendency Committee
Association of School Administrators Legislative Policy Committee, 1997-1998
American Association of School Administrators, California Delegate
Association of CA School Administrators, elected representative, Region 10, Superintendency Committee, 1995-1998
Regional Merit Award, South Bay School Leadership Center California School Leadership Academy, 1993
Senior Level Traineeship, Montana State University, 1967

RUDY M. CASTRUITA

EDUCATION

Ed.D.	University of Southern California	1983
M.S.	Utah State University	1967
B.S.	Utah State University	1966

PROFESSIONAL EXPERIENCE

2006-Present	Senior Associate, Hazard, Young, Attea & Associates (IL)
2006-Present	Endowed Chair, USC, Rossier School of Education Administration (CA)
1994-2006	Superintendent, San Diego County (CA)
1988-1994	Superintendent, Santa Ana Unified School District (CA)
1987-1988	Associate Superintendent, Santa Ana Unified School District (CA)
1985-1987	Assistant Superintendent, Santa Ana Unified School District (CA)
1980-1985	Principal, Los Alamitos Unified School District (CA)
1975-1980	Assistant Principal, El Monte Union High School District (CA)
1967-1975	Secondary Teacher, El Monte Union High School District (CA)
1967-1975	Counselor, Coordinator of Driver Education, El Monte Union High School District (CA)

CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Adjunct Professor, California State University
Adjunct Professor, University of San Francisco
U.S. Department of Defense Advisory Council on Dependent Education
State Superintendent's Task Force on "Reading First Initiative"
Language Arts Task Force, State of California, Chair
Academic Performance Index Task Force, State of California
Governance Task Force and State Committee to Develop a Master Plan for Education
State Superintendent's Advisory Commission for the Public Schools Accountability Act of 1999
State Superintendent of Public Instruction Eastin's Transition Team
USC Alumni Association Board of Governors and Superintendents Advisory Council
California County Superintendents Education Services Association (CCSESA), Past President
University of California Latino Eligibility Study
Harvard Urban Superintendent's Program, Mentor Superintendent
Scholarship America
Education Research and Development Institute
Greater San Diego Chamber of Commerce
Hispanic Chamber of Commerce
San Diego United Way/CHAD
San Diego YMCA
Natural History Museum
Laurels for Leaders
California Center for the Arts

AWARDS AND RECOGNITIONS

California's Superintendent of the Year, 1992
Marcus Foster Award from ACSA, 1991

WILLIAM J. ATTEA

EDUCATION

Ed.D.	State University of New York at Buffalo	1966
Ed.M.	State University of New York at Buffalo	1962
B.A.	Niagara University	1959

PROFESSIONAL EXPERIENCE

2010 - present	Executive Vice President, ECRA Group, Inc. (IL)
2007- 2010	Chair, Board of Directors, Hazard, Young, Attea & Associates (IL)
1987-2006	Managing Principal, Hazard, Young, Attea & Associates (IL)
2002-2009	Adjunct Professor, National-Louis University (IL)
1990-2007	Executive Secretary, Suburban School Superintendents (USA)
1994-1995	Director, National Center for Leadership, National Louis University (IL)
1970-1994	Superintendent of Schools, Glenview Public Schools (IL)
1985-1994	Administrative Agent, North Cook Educational Service Center (IL)
1967-1970	Director of Instructional Services, Wilmette Public Schools (IL)
1965-1967	Assistant to Superintendent, Geneva Public Schools (NY)
1964-1965	Ford Foundation Intern, North Tonawanda Public Schools (NY)
1963-1964	Research Assistant, Western New York School Study Council
1960-1963	Teacher, Clarence Central Schools (NY)

CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Adjunct Professor, University of Illinois Chicago
Council for Educational Change
DePaul University School of Education Advisory Committee
Ed-Red Finance Committee, Past Chair
Glenview Education Foundation
Glenview Values Project, Co-Founder
Glenview Historical Society
Glenview Sister Cities' Committee
Grove Heritage Association
Illinois State Superintendent of Education Advisory Committee
Rotary Club of Glenview-Sunrise, Past President

PROFESSIONAL MEMBERSHIPS

American Association of School Administrators
Illinois Association of School Administrators
Midwest Superintendents' Association
National Education Association
Phi Delta Kappa, Northwestern University (IL) Chapter
Society of Educational Administrators
Suburban School Superintendents
Superintendents Round Table and Study Club of Northern Illinois; Past-president

AWARDS AND RECOGNITIONS

Van Miller Distinguished Scholar Practitioner Award for "Outstanding contributions to the field of education" presented by the University of Illinois Alumni Association and the Illinois Association of School Administrators, 1989
Executive Education 100 Award (Selected as one of North America's 100 leading school executives by an independent panel of jurors) presented by the American School Board Journal and Executive Educator magazines, 1990 and 1987
James T. Lambdin III Memorial Award for "Outstanding contribution in support of naval aviation" through support for quality education for dependents of military, 1984
Glenview Citizen of the Year for "Outstanding and selfless dedication" toward the betterment of the Glenview community, 1980
PTA Honorary Life Member
"Service Above Self Award" presented by the Rotary Club of Glenview, 1979

PRICING SHEET

The purpose of this form is to provide a standard format by which the Proposer submits to the DISTRICT a summary of the estimated costs suitable for detailed review and analysis. The Proposer shall complete the Price/Cost Proposal in its entirety.

The negotiated hourly rate shall become the basis for payment of invoices and will be reflected in the Professional Services Agreement. Hourly rates shall remain fixed for the duration of the contract period.

Title	Hourly Rate
We do not use hourly rates	

Total Price for Superintendent Recruitment	Contract Price
	\$ 32,500

Hazard, Young, Attea & Associates
Print Name of Firm

Hank Gmitro
Representative

270092348
Federal I.D. #/License


Authorized Signature

1/10/14
Date

CERTIFICATION
REQUEST FOR PROPOSALS (RFQ-P) NO. 9-1314
Executive Search Firm - Superintendent Recruitment

I certify that I have read the attached Request for Qualifications/Proposal - (RFQ-P) NO. 9-1314 Executive Search Firm - Superintendent Recruitment and the instructions for submitting an RFQ-P. I further certify that I must submit one (1) original and eight (8) copies of the firm's proposal in response to this request, completed Certification by Contractor Criminal Records Check, Pricing Sheet, W9, Noncollusion Declaration, Tobacco Use, and Conflict of Interest Certification, and that I am authorized to commit the firm to the proposal submitted.

Hank Gmitro
Signature

President
Title

5600 N River Rd
Address

847-318-0072
Telephone

1/10/14
Date

hgmitro@ecragroup.com
E-Mail Address

Hank Gmitro
Typed or Printed Name

Hazard, Young, Attia & Ass.
Company

5600 N River Rd Suite 80 Rosemont, IL 60018
Address

847-724-8467
Fax

If you are bidding as a corporation,
please provide your corporate seal
here:

CERTIFICATION BY CONTRACTOR
CRIMINAL RECORDS CHECK
AB 1610, 1612 and 2102

To the Governing Board of Capistrano Unified School District:

I, Hank Gmitro certify that:
Name of Contractor

1. I have carefully read and understand the Notice to Contractors Regarding Criminal Record Checks (Education Code Section 45125.1) required by the passage of AB 1610, 1612 and 2102.
2. Due to the nature of the work I will be performing for the District, my employees may have contact with students of the District.
3. None of the employees who will be performing the work have been convicted of a violent or serious felony as defined in the Notice and in Penal Code Section 1192.7 and this determination was made by a fingerprint check through the Department of Justice.

I declare under penalty of perjury that the foregoing is true and correct.

Executed at Rosemont, IL California on 1/10/14
Date

Signature

Typed or printed name

Title

Address

Telephone

Hank Gmitro

Hank Gmitro

President

5600 N River Rd Suite 180

Rosemont, IL

847-318-0072



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/26/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER DS&P Insurance Services, Inc. 1530 E Dundee Rd. 2nd Floor Palatine IL 60074	CONTACT NAME: PHONE (A/C No. Ext): (847) 934-6100 FAX (A/C No.): E-MAIL: ADDRESS: INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Ins Co Of Midwest NAIC # 37478 INSURER B: Sentinel Insurance Company, LT 11000 INSURER C: Federal Insurance Company 20281 INSURER D: INSURER E: INSURER F:
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COVERAGES

CERTIFICATE NUMBER: Cert ID 12911

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSR Y/YD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		83SBAPY2314	7/1/2013	7/1/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC					
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS		83SBAPY2314	7/1/2013	7/1/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB DED <input checked="" type="checkbox"/> RETENTIONS 10,000		83SBAPY2314	7/1/2013	7/1/2014	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	83WECBM2787	7/1/2013	7/1/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	PROFESSIONAL LIABILITY		82256406	7/1/2013	7/1/2014	Each Claim / Aggregate \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

ADDITIONAL INSURED WITH RESPECTS TO GENERAL LIABILITY WHEN REQUIRED BY WRITTEN CONTRACT: ALVORD UNIFIED SCHOOL DISTRICT

CERTIFICATE HOLDER**CANCELLATION**

ALVORD UNIFIED SCHOOL DISTRICT
ATTN: NICOLAS FERGUSON, SUPERINTENDENT
10365 KELLER

RIVERSIDE CA 92505

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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**Request for Taxpayer
Identification Number and Certification**

Give form to the
requester. Do not
send to the IRS.

Print or type
See Specific Instructions on page 2.

Name (as shown on your income tax return)

ECRA Group Incorporated

Business name, if different from above

Check appropriate box: ☐ Individual/sole proprietor ☒ Corporation ☐ Partnership

☐ Limited liability company Enter the tax classification (D=disregarded entity, C=corporation, P=partnership) ▶

☐ Other (see instructions) ▶

☐ Exempt
payee

Address (number, street, and apt. or suite no.)

5600 N River Rd Ste 180

City, state, and ZIP code

Rosemont IL 60018-5184

Requester's name and address (optional)

List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number

or

Employer identification number

27

0092348

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. See the instructions on page 4.

Sign
Here

Signature of
U.S. person ▶

Kevin P. Hottle

Date ▶

1/23/10

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity

CONFLICT OF INTEREST CERTIFICATION

All proposers/firms shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME

SIGNATURE AND DATE

TITLE OF OFFICER

NAME OF COMPANY

Hank Gmitro
Hank Gmitro 1/10/14
President
Hazard, Young, Attra & Ass

As part of your Certification, please respond to the following questions listed below:

1. Have you or any of your team member(s) or consultant(s) been employed by the DISTRICT in the last three years? [Yes] [No]. If your answer is "Yes", please provide the following information:

- a. Were you a full-time employee?
Part-Time employee?
As-Needed employee?
Consultant?
Or other, please

[Yes] ☒ [No]
[Yes] ☒ [No]
[Yes] ☒ [No]
[Yes] ☒ [No]

Explain: Bill Attra, did consulting work during the last Superintendent search in 2010

- b. What were the date(s) of your employment/employment contract/consulting contract?

Spring 2010

- c. In which department(s) of DISTRICT did you work?

Board of Education

- d. Who was/were your Supervisor(s)?

Board Members

- e. Please describe your job duties and responsibilities for each DISTRICT position held?

Assist the Board with their Superintendent search

- f. What was your last date of employment?

June 30 2010

2. Do any Board of Education Member(s) or District employee(s) have a business position or serve as an Officer(s), Partner(s) or Shareholder(s) in your company? [Yes] ☒ [No] If the answer is "Yes", please provide the following information:

- a. What is the name of the Board Member(s) or employee(s)?

NONCOLLUSION DECLARATION
IN ACCORDANCE WITH PUBLIC CONTRACT CODE SECTION 7106

The undersigned declares:

I am the President of Hazard, Young, Atkeson & Associates the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on 1/10/14 [date], at Rosemont [city], IL [state].

Hank Gmitro

Signature

Hank Gmitro

Print Name

TOBACCO USE POLICY

In the interest of public health, the Capistrano Unified School District provides a tobacco-free environment. Smoking or the use of any tobacco products are prohibited in buildings and vehicles, and on any property owned, leased or contracted for, by the Capistrano Unified School District. Failure to abide with conditions could result in the termination of this agreement.

Each employee engaged in the performance of the contract will be given a copy of this statement and, as a condition of this Agreement; the Bidder agrees to abide by the terms.

I acknowledge that I am aware of Tobacco Use Policy and hereby certify that I will adhere to the requirements of the policy.

Hazard, Young, Artea, & Ass.
Name of Bidder

Heh Guter
Signature

1/10/14
Date

Select HYA Superintendent Search History

WITH REFERENCES

2013

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Belmont-Redwood Shores SD (CA) 3,600 students Robert Tashjian tashjian@brssd.org</p> <p>Fox Point – Bayside Schools (WI) 500 students Deb Friberg deb_friberg@hotmail.com</p> <p>Monona Grove School District (WI) 3,121 students Susan Fox 608.222.5015</p> <p>Nicolet High School (WI) 1,300 students Marilyn Franklin 413.352.1180</p> <p>Portola Valley School District (CA) 700 students Jocelyn Swisher 650.851.1777</p> <p>Public Schools of the Tarrytowns (NY) 2,100 students Mimi Godwin 914.564.9621</p> <p>Sausalito Marin City SD (CA) 500 students William Ziegler 415.331.0505</p> <p>Secaucus School District (NJ) 2,190 students Jack McStowe jmcstowe@sboe.us</p> <p>Sunnybrook SD 171 (IL) 1,015 students Lance Lape 708.895.7790</p> <p>Tuckahoe Union Free SD (NY) 1,100 students Julio Urbina 212.239.3030</p> <p>Tukwila Schools (WA) 2,920 students Mark Wahlstrom wahlsea@yahoo.com</p> <p>Watchung Hills Regional HS (NJ) 2,068 students Robert Horowitz 732.563.1122</p>	<p>Livingston Schools (NJ) 5,400 students Ronnie Spring 201.424.0058</p> <p>Oconomowoc Area Schools (WI) 5,100 students Don Wiemer 262.490.0804</p> <p>Piscataway Twp SD (NJ) 7,200 students Tom Mosier tmosier@pway.org</p> <p>Passaic City SD (NJ) 7,000 students Salim Patel 973.470.8984</p> <p>Portage Public Schools (MI) 8,700 students Robert Snyder 269.381.3585</p> <p>San Leandro Unified SD (CA) 8,800 students Diane J. Prola 510.483.0744</p> <p>Shaker Heights City Schools (OH) 5,500 students Annette Sutherland 216.991.8573</p> <p>St John the Baptist Parish SD (LA) 6,253 students Gerald Keller 504.628.5277</p>	<p>Alvord Unified SD (CA) 19,812 students Art Kaspereen artjr@gmail.com</p>	<p>Fairfax County Schools (VA) 186,000 students Ilryong Moon 703.409.0270</p> <p>Fort Bend ISD (TX) 69,000 students Jim Rice 832.563.2942</p> <p>Indianapolis Public Schools (IN) 30,000 students Diane Arnold 317.679.8844</p> <p>Jersey City Public Schools (NJ) 26,000 students Suzanne Mack 201.344.7599</p> <p>Round Rock ISD (TX) 41,000 students Catherine Hanna 512.464.5000</p>

REFERENCES – PAGE 1



Select HYA Superintendent Search History

WITH REFERENCES

2012			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Byron CUSD 226 (IL) 1,600 students Doug Floski doug@oglelaw.com	Lynchburg City SD (VA) 10,000 students Charles White 434.528.4510	Cupertino Schools (CA) 14,000 students Anjali Kausar aakauser@att.net	Baltimore County Schools (MD) 106,000 students Lawrence Schmidt lschmidt@sgs-law.com
Deerfield Public Schools (IL) 3,100 students Ellen London 847.405.9607	Mentor Public Schools (OH) 8,900 students Alan Mihok 440.205.8432	Downey Unified Schools (CA) 22,500 K-12 students Nancy Swenson nswenson@dusd.net	Jefferson Parish SD (Harvey, LA) 46,000 students Mike Delesdernier 504.812.2150
Eureka School District (Granite Bay, CA) 3,800 students Jerri Davis 916.780.0383	Muskego-Norway Public Schools (WI) 5,000 students Jim Schaefer 414.303.9755	Hamilton Township Schools (NJ) 12,000 students Ron Tola 610.637.6617	Maryland State Superintendent James DeGraffenreidt 410.336.3991
Greenburgh CSD #7 (NY) 1,800 students Terry Williams 914.686.5224	Park Hill School District (MO) 9,000 students Denise Schnell 816.587.7620	Highline School District (Burien, WA) 18,000 students Angelica Alvarez 206.660.7695	Seattle Public Schools (WA) 45,300 students Michael DeBell 206.252.0040
Greendale Schools (WI) 2,600 students Joseph Crappitto 414.906.6213	Normandy Schools (MO) 4,400 students Sheila Williams sgw3@charter.net	Lansing School District (MI) 13,000 students Myra Ford myra.ford@lansingschools.net	Spokane Public Schools (WA) 30,300 students Bob Douthitt 509.220.3440
Indian Hill Exempted School (OH) 2,000 students Elizabeth Johnston Elizabeth.johnston@ih.k12.oh.us	Roaring Fork SD RE-1 (CO) 5,300 students Matthew Hamilton 970.400.7153		Stamford Public Schools (CT) 28,000 students Polly Rauh 203.325.9379
Irvington Union Free SD (NY) 1,800 students Robyne Kamp 914.591.6118	Upper Arlington Schools (OH) 5,300 students Robin Comfort rcomfort@uaschools.org		
Lake Bluff SD 65 (IL) 500 students Mary Jane Brady 847.615.7168			
Marlborough Schools (MA) 4,800 students Arthur Vigenat 508.460.3552			
Pelham Union Free SD (NY) 2,800 students Lisa Kiernan 914.629.5414			
Plainedge Union Free SD (NY) 3,400 students Catherine Flanagan cathy510@yahoo.com			
Riverside SD 96, (IL) 1,500 students Mary Ellen Meindl 708.528.5898			
Ross School District (CA) 500 students Todd Blake 415.456.6444			

REFERENCES – PAGE 2



HYA Executive Search
Hazard, Young, Attea & Associates

Select HYA Superintendent Search History

WITH REFERENCES

2011

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Amherst –Pelham SD (MA) 2,000 students Rick Hood 413.320.3611	Bay Shore Schools (NY) 5,800 students Greg Nardone 516.523.7205	Davenport CSD (IA) 16,000 students Ralph Johanson 563.381.4598	Beaverton Schools (OR) 38,000 students Tim Quillen 503.880.4274
Beverly Hills Schools (CA) 4,702 students Lisa Korbato 310.413.3223	Clarence School District (NY) 5,600 students Michael Lex mblex@verizon.net	Frederick County Schools (VA) 13,000 students Stuart Wolk 540.533.6715	Boulder Valley Schools (CO) 25,000 students Ken Roberge 303.443.2509
Burlingame Schools (CA) 2,400 students Michael Intrieri 510.864.3600	Dothan City Schools (AL) 9,907 students Dr. Harry Wayne Parrish parrishhwp@yahoo.com	Santa Barbara School District (CA) 15,500 students Annette Cordero corderoa@sbcc.edu	Colorado State Commissioner of Education Elaine Berman 720.207.8703
Chappaqua Schools (NY) 4,000 students Janet Benton 914.273.5342	Grosse Pointe Public Schools (MI) 5,000 students John Steininger GPMS@aol.com	Saugus School District (CA) 11,000 k-6 students Doug Bryce dbryce@saugus.k12.ca.us	Frederick County Schools (MD) 39,000 students Brad Young 301.845.0263
Dobbs Ferry Schools (NY) 1,300 students Lynn Black 914.674.9110	Southeast Polk CUSD (IA) 5,988 students Lori Slings Islings@valleyb.com	Vallejo City Schools (CA) 17,700 students Ward Stewart 707.853.6160	Lewisville ISD (TX) 50,000 students Carol Kyer 469.576.0871
Lincolnshire-Prairie View SD (IL) 1,650 students David Panitch david@rlg-inc.com	Zeeland Schools (MI) 5,723 students Carol Slagh b_cslagh@juno.com		Montgomery County Schools (Rockville, MD) 136,000 students Christopher Barclay 301.302.5623
Loomis Union School District (CA) 2,500 students Jim Foster jimmy-foster@sbcglobal.net			Santa Ana Schools (CA) 58,000 students Jose Hernandez 714.397.1023
Marblehead Schools (MA) 3,200 students Kathleen Leonardson 781.307.2019			
Mill Valley Schools (CA) 2,813 students Robin Moses 415.381.5795			
North Chicago CUSD (IL) 4,000 students Ken Robinson (224)374.7299			
Summit School District (CO) 3,062 students Jon Kraemelmeyer 970.668.5384			
Telluride Schools (CO) 800 students Banks Brown 970.729.1100			
Woodside Elementary (CA) 850 students Betinna Pike 650.851.7121			

REFERENCES – PAGE 3



Select HYA Superintendent Search History

WITH REFERENCES

2010			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Clayton County SD (MO) 2,500 students Omri Praiss omri.praiss@huschblackwell.com</p> <p>Fremont SD 79 (IL) 1,875 students Sandy Bickley 847.302.2699</p> <p>Kohler SD (WI) 500 students Jane Bishop 920.207.6278</p> <p>Lindop SD (IL) 500 students Terri Sharpp 312.261.3154</p> <p>Newburyport Public Schools (MA) 2,300 students Gordan Bechtel 978.465.5681</p> <p>Park Ridge SD 64 (IL) 4,300 students John Heyde jheyde@sidley.com</p> <p>Reed SD (CA) 1,035 students Lisa Matthews 415.505.5472</p> <p>Ross Valley SD (CA) 2,000 students Sharon Sager 415.847.0035</p> <p>Warren Twp SD, (NJ) 2,189 K-8 Roberta Monahan 908-753-5300 #7</p> <p>Whitefish Bay Schools (WI) 3,000 students James Phillips 414.961.7723</p>	<p>Bellingham SD (WA) 10,000 students Dr. Ken Gass 360.671-1003</p> <p>Fairfield Public Schools (CT) 7,900 students Catherine Albin 203.256.1422</p> <p>Mamaroneck Union Free SD (NY) 5,000 students Linnet Tse 914.833.2871</p> <p>Millburn Township Schools (NJ) 5,200 students Noreen Brunini 973.912.0424</p> <p>Oak Park SD 97 (IL) 5,200 students Peter Traczyk ptraczyk@op97.org</p> <p>Orangeburg SD (SC) 7,300 students Melvin Crum 803.536.0155</p> <p>Wausau SD (WI) 8,300 students Michelle Schaeffer 715.551.0722</p>	<p>Carpentersville CUSD 300 (IL) 19,000 students Joe Stevens jstevens@dls.net</p> <p>Fremont USD (CA) 32,000 students Byron Gebhart 501.543.4566</p> <p>Iowa City Schools (IA) 11,237 students Patti Fields 319.338.9688</p> <p>Newton Public Schools (MA) 11,237 students Claire Sokoloff 617.816.4469</p> <p>Oshkosh Area SD (WI) 10,500 students Ben Schneider, II 920.235.9262</p> <p>Peoria SD 150 (IL) 14,000 students David Gorenz 309.688.2824</p> <p>Pleasanton USD (CA) 14,787 students Valerie Arkin 925.417.1969</p>	<p>Birmingham City Schools (AL) 29,000 students April Williams 205.960.6257</p> <p>Capistrano USD (CA) 51,000 students Anna Bryson 949.290.7196</p> <p>Carroll County Schools (MD) 28,000 students Barbara Shreeve 410.740.3150</p> <p>Douglas County Schools (CO) 56,000 students Dan Gerken 720.219.3366</p> <p>Polk County Schools (FL) 92,000 students Kay Fields 863.559.6829</p>

REFERENCES – PAGE 4



HYA Executive Search
Hazard, Young, Attea & Associates

Select HYA Superintendent Search History

WITH REFERENCES

2009

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
CCSD 181 (Hinsdale, IL) 4,700 students Marc Monyek 630.794.0517	Castro Valley USD (CA) 8,684 students George Granger 510.326.8903	Arlington Public Schools (VA) 18,736 students Sally Baird 703.486.0655	East Baton Rouge Parish (LA) 45,000 students Jerry Arbor 225.387.5557
Croton-Harmon Schools (NY) 1,600 students Kathy Brechner 914.271.8590	Fond du Lac Schools (WI) 7,200 students Eric Everson 920.517.2316	Bellevue SD (WA) 16,218 students Chris Marks 425.941.9573	Metro. SD (Nashville, TN) 74,000 students David Fox 615.298.2848
Hudson SD (MA) 2,500 students Tom Green tgreen_inhudson@hotmail.com	Greenwich PS (CT) 8,960 students Steve Anderson andersonsb@optonline.com	Clarke County Schools (Athens, GA) – 11,000 students Denise Mewborn 706.338.2189	Rockford SD (IL) 29,000 students Nancy Kalchbrenner 815.262.3216
Lyons Township HSD (IL) 3,897 students Mark Pera 708.579.6455	White Plains Schools (NY) 6,000 students Donna McLaughlin 914.761.3778	Coachella Valley USD (CA) 17,900 students Gloria Maldonado 760.775.9738	Scottsdale USD (AZ) 26,567 students Karen Beckvar 602.686.3803
Moffatt County SD (Craig, CO) 2,395 students Andria Camp 970.824.0257		Lawrence Public Schools (KS) 10,254 students Craig Grant 785.842.8298	St. Paul Public Schools (MN) 39,000 students Kazoua Kong-Thao 651.238.1869
Mountain Brook City Schools (AL) 4,000 students Gary London 205.244.5672		Oswego CUSD 308 (IL) 15,000 students Lynn Cullick 630.551.4811	Wichita Public Schools (KS) 48,000 students Lynn Rogers 316.262.4716
Robbinsville SD (NJ) 1,100 students Michael Reca 609.259.8441		Oxnard USD (CA) 15,441 students Dennis O'Leary 805.815.4442	
West Chicago HSD (IL) 2,160 students Tony Reyes 630.669.0501		Richmond Public Schools (VA) 25,000 students Tom Farrell 804.819.2112	

REFERENCES – PAGE 5



Select HYA Superintendent Search History

WITH REFERENCES

2008

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Alamo Heights ISD (TX) 4,400 students Bill Kingman 210.829.1199</p> <p>Ardley UFSD (NY) 2,200 students Mark Cohen mcohen23@aol.com</p> <p>Burlingame ESD (CA) 2,400 students Michael Barber 650.483.5087</p> <p>Homer CCSD 33C (IL) 2,700 students Tom Buckley 708.301.6691</p> <p>Islip UFSD (NY) 3,600 students Catherine Romano 631.793.7671</p> <p>Kohler SD (WI) 500 students Jim O'Donnell 920.458.6115</p> <p>Locust Valley CSD (NY) 2,300 students Dr. Yao Chu 516.759.3012</p> <p>Roxbury Township SD (NJ) 4,500 students Robert Badini 973.584.8525</p> <p>Tamalpais UHSD (CA) 3,900 students Susan Schmidt susanschmidt1117@yahoo.com</p>	<p>Durango SD 9-R (CO) 5,000 students Jeff Shell 970.375.7721</p> <p>Lake Central Schools (IN) 9,860 students Howard Marshall 219.864.7273</p> <p>Normandy SD (MO) 5,500 students Cozy W. Marks, III 314.389.4576</p> <p>Plainfield SD (NJ) 7,000 students Patricia Barksdale 908.754-3380</p> <p>St. Cloud Area SD (MN) 10,000 students Deb Lalley deb.lalley@isd742.org</p> <p>White Bear Lake Area SD (MN) 7,700 students Gregg Larson 651.426.1288</p>	<p>Alexandria City Schools (VA) 10,557 students Yvonne Folkerts 703.823.6269</p> <p>Bend – La Pine SD (OR) 16,000 students Nathan Hovekamp 541.318.8362</p> <p>Burnsville-Eagan-Savage ISD (MN) 10,600 students Vicki Roy 952.894.4032</p> <p>Clifton Public Schools (NJ) 10,500 students Mike Urcioli 973.881.0252</p> <p>Lancaster, SD of (PA) 11,744 students Patrick Snyder pns1@comcast.net</p> <p>Waukesha, SD of (WI) 13,923 students Dan Warren dwarren@pabstfarms.com</p>	<p>Compton USD (CA) 32,000 students Fred Easter 310.603.9424</p> <p>Riverside USD (CA) 45,000 students Dr. Charles Beaty 951.787.8984</p> <p>San Diego City SD (CA) 131,000 students Luis Acle 619.232.6658</p> <p>Shawnee Mission Schools (KS) 28,000 students Craig Denny 913.888.7703</p> <p>Spokane Public Schools (WA) 30,300 students Christie Querna 509.455.9886</p> <p>Stockton USD (CA) 36,700 students Dan Castillo 209.564.0253</p>

REFERENCES -- PAGE 6



HYA Executive Search
Hazard, Young, Attea & Associates

Select HYA Superintendent Search History

WITH REFERENCES

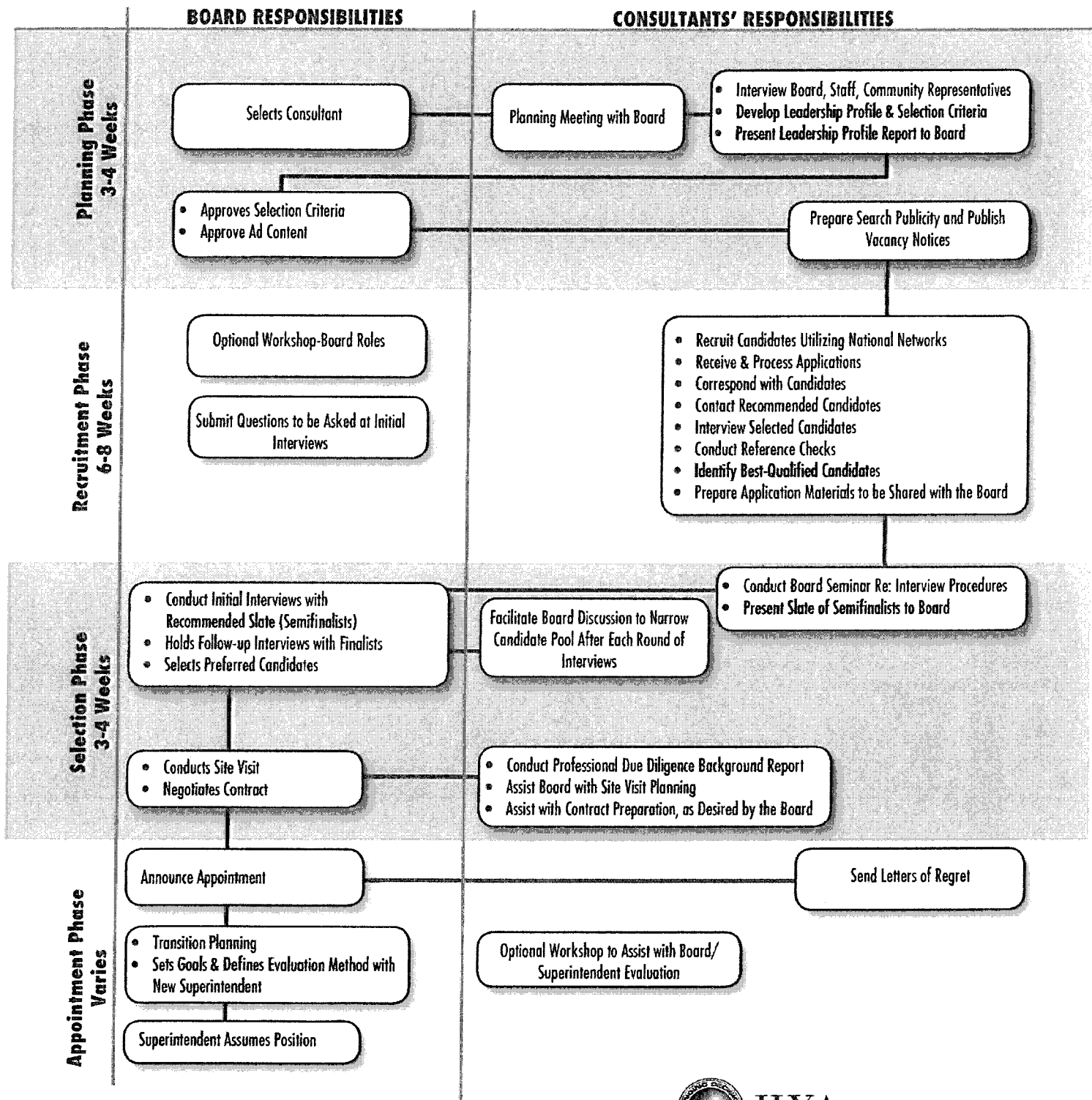
2007

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Eastchester UFSD (NY) 3,000 students Michelle Kissel 914.629.0142</p> <p>Forest Park SD (IL) 1,400 students Lois Bugajsky 708.366.5610</p> <p>Las Lomas SD (CA) 1,000 students Lee Anderson 650.361.8980</p> <p>Lafayette SD (CA) 3,200 students Shayne Silva 925.283.4159</p> <p>Muskego – Norway SD (WI) 5,000 students Jim Schaefer 414.303.9755</p> <p>Nicolet SD (WI) 1,300 students Marilyn Franklin 414.352.1180</p> <p>North Salem SD (NY) 1,400 students Marie Martell 914.277.7613</p> <p>Walnut Creek SD (CA) 3,200 students Barbara Pennington 925.997.2155</p>	<p>Barrington CUSD (IL) 9,000 students Cara Richardson 630.285.4077</p> <p>Gilroy USD (CA) 9,200 students Tom Bundros 408.717.5481</p> <p>Round Lake Area Schools (IL) 6,500 students Ann Welk 847.546.9247</p> <p>South Orange Maplewood SD (NJ) 6,300 students Rowland Bennett 973.762.5670 Lynn Crawford 973.378.9230</p>	<p>Academy School District 20 (CO) 21,000 students Vicki Taylor 719.337.7744</p> <p>Hoover City Schools (AL) 11,600 students Donna Frazier 205.991.8104</p> <p>Mt. Vernon City Schools (NY) 10,100 students Lynn McBride 914.918.8524</p> <p>Southwestern Comm. College (CA) 19,000 students Terri Valladolid 619.778.9991</p> <p>Tempe Union HSD (AZ) 13,000 students Zita Johnson 480.967.4185</p> <p>Wheaton-Warrenville CUSD 200 (IL) – 14,200 students Andy Johnson 630.240.7092</p>	<p>Boulder Valley Schools (CO) 25,500 students Helayne Jones 303.545.6376</p> <p>Indian Prairie SD 204 (IL) 28,000 students Jeanette Clark 630.983.9349</p> <p>Jefferson County SD (Louisville, KY) – 89,600 students Joe Hardesty 502.367.1529</p> <p>San Francisco USD (CA) 53,000 students Eric Mar 415.730.4188 Mark Sanchez 415.828.0029</p> <p>Sweetwater Union HSD (CA) 41,000 students Greg Sandoval 619.917.7773</p>

REFERENCES – PAGE 7



Superintendent Search Flow Chart



HYA Executive Search
Hazard, Young, Attea & Associates

847.318.0072 | www.ecragroup.com | hya@ecragroup.com

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5600 N. River Road, #180
Rosemont, Illinois 60018



February 4, 2014

EMAIL MEMO

TO: Board of Education of Capistrano Unified School District

RE: Planning Meeting Agenda – Tuesday, February 12th at 5:00 p.m.

Thank you for selecting Hazard, Young, Attea & Associates (HYA) to assist you with your superintendent search. We assure you that we will do everything within reason to make your search for your next superintendent a worthwhile and successful experience.

At the February 12th meeting, we would like to plan the entire search, ensuring that it is customized to serve the unique needs of the Board of Education, the Capistrano Unified School District (CUSD) and the communities served by the District. We also want to make sure we answer any question you might have relative to your search.

Following is a tentative agenda for the Planning Meeting. If there are any additional topics you would like to discuss, please email us or call Carolyn McKennan at 831-295-0982 (cell). If you prefer, you also will be able to add items to the agenda at the meeting.

Since we will be developing the calendar for the entire search, please bring your personal calendars to the meeting.

Review search process - we will review each step of the attached flow chart¹ and discuss any special steps you would like modified, added to or deleted from the CUSD search.

Calendar for search - again, please bring your calendars to the meeting so that we can finalize the search calendar. Following are possible dates for the activities that will involve the Board during the search. At the meeting, these will be modified to ensure that all board members are available on the required dates.

<i>Leadership Profile</i> interviews/focus groups	Week of February 24 or March 3 ²
<i>Leadership Profile Report</i> presented to Board	March 3 or 10
Roles Workshop (optional)	optional ³

¹ A copy of this flow chart also is in the proposal.

² Board members will be engaged for only 1 hour for a personal interview. The important thing in scheduling these dates is to ensure no other significant activity is taking place in the District at the same, and that at least one of the evenings is available for a community forum, if desired.

³ The roles workshop normally is provided after developing the criteria to be sought for a new superintendent and prior to the Board's interview of candidates. The workshop focuses on a review of concepts related to *Governance and Management* including *trusteeship, working together, continuous improvement* and *micro-management*, among others. It also results in the Board development of current policy statements relative to *The Role of the Board, The*

Seminar for interviews & final stages of search	April 21
Slate presented to Board	after workshop
Initial interviews with candidates	April 21 or 28 ⁴
Board meets to identify semi-finalists	after interviews
Interviews with semi-finalists	April 28 or May 5 ⁵
Board meets to identify finalist	after interviews
Board members visit home site of finalist	May 5 or 12
Announcement of appointment	Prior to end of May
Superintendent assumes responsibilities	ASAP; no later than Aug. 1
Board-Superintendent Retreat/Workshop	optional ⁶

Leadership Profile Report – in the proposal, we recommend that the community be engaged in providing input for the development of the criteria to be sought in your new superintendent. If the Board concurs, in addition to individual interviews with each board member, following are the individuals and groups you may want to consider engaging:

- Superintendent
- District level administrators
- Principals and assistants
- Students
- Support staff union leadership
- Support staff - open meeting for all interested members
- Teacher Union/Association Executive Board
- Teachers - open meeting(s) for any interested teacher
- Parent groups/booster groups/PTA/PTO Council
- Former board members
- Elected/appointed officials
- Other parent, school, business, service or community groups
- General Open Meeting(s) for all who wants to share their thoughts (with at least one scheduled in the evening)

Role of the Superintendent, The Role of the Board President, The Role of a Board Member and The Role of Board Committees, if appropriate. It normally requires four to six hours.

⁴ Most Boards prefer to conduct the initial interviews on a Friday evening and Saturday. An alternative is to interview on three evenings in close proximity to each other.

⁵ Generally, each candidate and his/her spouse/significant other if desired are invited to spend the better part of the day in the District. It is recommended that two board members take the candidate to lunch. The candidate may bring a spouse/significant other if desired. Following lunch, two other members will take the candidate on a tour of the community. Again, if desired the candidate may bring a spouse/significant other. Around 5:30-7:00 pm, the entire Board will convene for an interview followed by dinner with the candidate and spouse/significant other if desired. This process could be reversed with dinner first and the spouse/significant other being excused while the Board conducts a follow-up in-depth interview. The next morning, the president and vice-president of the Board will have an exit interview with each candidate.

⁶ The retreat-workshop usually is held within the first six weeks of the new superintendent's assumption of duties or shortly before s/he assumes his/her responsibilities. The workshop usually is held on a Friday evening and Saturday and results in a review of roles, the development of goals for the new Superintendent to address during his/her first two years in the position and the development of a monitoring/evaluation process and instrument to ensure accountability relative to achievement of the goals.

Online survey – HYA has developed an online research based survey that we recommend you consider for use in your search. We suggest boards use this survey to solicit input from individuals who may not be able to attend a session with your consultants, but desire to provide input. It permits input from a broad range of constituents on the desired characteristics to be considered in the selection of the next superintendent. The information can be disaggregated into six subgroups, which the Board will be asked to identify. Usually boards request that the data be disaggregated according to responses by *Board Members, Administrators, Community Members, Parents with Children in the CUSD, Support Staff, and Teachers*. However the six subgroups can be delineated in any manner that the Board would like. Some boards prefer to combine *Community and Parents* or *Support Staff and Teachers* and make *Students* the sixth group.

If it is decided to use this survey, it should be placed on your website and all stakeholders should be invited to complete it. Generally, the online survey and the focus group meetings have been very well received as an opportunity to share thoughts, a symbol of the openness of the search, and a tool for communicating that the search is underway.

The results of the survey will be tabulated and included as part to the *Leadership Profile Report*. Information gathered from the survey is useful in defining the *Criteria* for or *Characteristics Desired* in the next superintendent.

Scheduling of board members for input sessions – we will schedule each board member for an hour interview on the dates you select for the *Leadership Profile* interviews and focus groups.

Board liaison during search – generally, we communicate with all board members via e-mail. As a practice, we also send any response to a question from any board member that is related to the search to all board members in order to provide consistency and transparency to the search. If a special circumstance arises, we tend to discuss it with the liaison selected by the Board and ask him/her to convey the question, issue or concern to the entire Board for its response. The liaison usually is the Board President.

HYA consultants and liaisons – the CUSD’s search team will consist of Bill Attea, Rudy Castruita, and Carolyn McKennan. Other associates may be involved, as needed. Carolyn and Rudy will lead the search. Bill will be available as desired by the Board and be engaged in the recruitment and vetting of candidates.

Number of candidates - most boards request HYA to present a slate of 5 candidates, pre-scheduled for interviews. What is your preference?

Internal candidates - if an employee of the District should apply, how do you want HYA to proceed with him/her? Some boards express a preference to look outside the district; others believe it is their responsibility to interview all internal candidates. We recommend that an internal candidate be treated in the same manner as any other candidate and that s/he be presented to the Board as a finalist only if s/he is competitive with the other candidates presented to you. It is HYA’s practice to provide personal interviews to all qualified internal candidates unless the Board desires otherwise.

Salary and fringe benefits - we suggest the Board think in terms of a total compensation package on this item. Total compensation includes salary, annuities, board pick-up of non-obligatory retirement payments, whole life insurance, auto allowance, housing allowance and any other fringe benefit that has a monetary value attached to it, except for the insurance package and other benefits that generally are provided to all other administrators. We recommend that the compensation range be kept confidential and used as a guide.

If the candidate selected does not live within commuting distance, the Board usually pays the expenses related to moving the successful candidate's family and household belongings, as well as home selection visits by the successful candidate. In some cases, even if the candidate lives within commuting distance, the Board will offer to pay relocation expenses if the Board prefers to have the superintendent live within the District. This is entirely at the discretion of the Board. If either should be the case, we recommend that moving and any other one-time expenses incurred by the Board be placed in a letter of understanding rather than the candidate's contract, since these are one time expenditures for a specific purpose, are not part of annual compensation, and should not be referenced in future contract deliberations.

National Postings – We recommend that 2 to 3 ads be placed in *EdCal*, the Association of California School Administrators newspaper. We also recommend that 2 to 3 ads be placed in *Education Week* and on Education Week's website, on the AASA Leadership News website, and other regional and state newsletters/websites (generally no cost). The position also is posted on HYA's website, which has a direct link to your website. We recommend a budget of about \$5,000 for advertising.

Website – Individuals interested in the CUSD position will visit your website. In order to keep them, as well as your constituents, informed about the search, we recommend you provide a dedicated page on your website to the superintendent search. This page could contain the *on-line survey*, an invitation to an open forum to provide input to the consultants if you choose to have one, the *Leadership Profile Report*, the criteria to be established by the Board, the anticipated search calendar, etc. We also recommend that this page be linked to HYA's website where candidates are able to apply on-line.

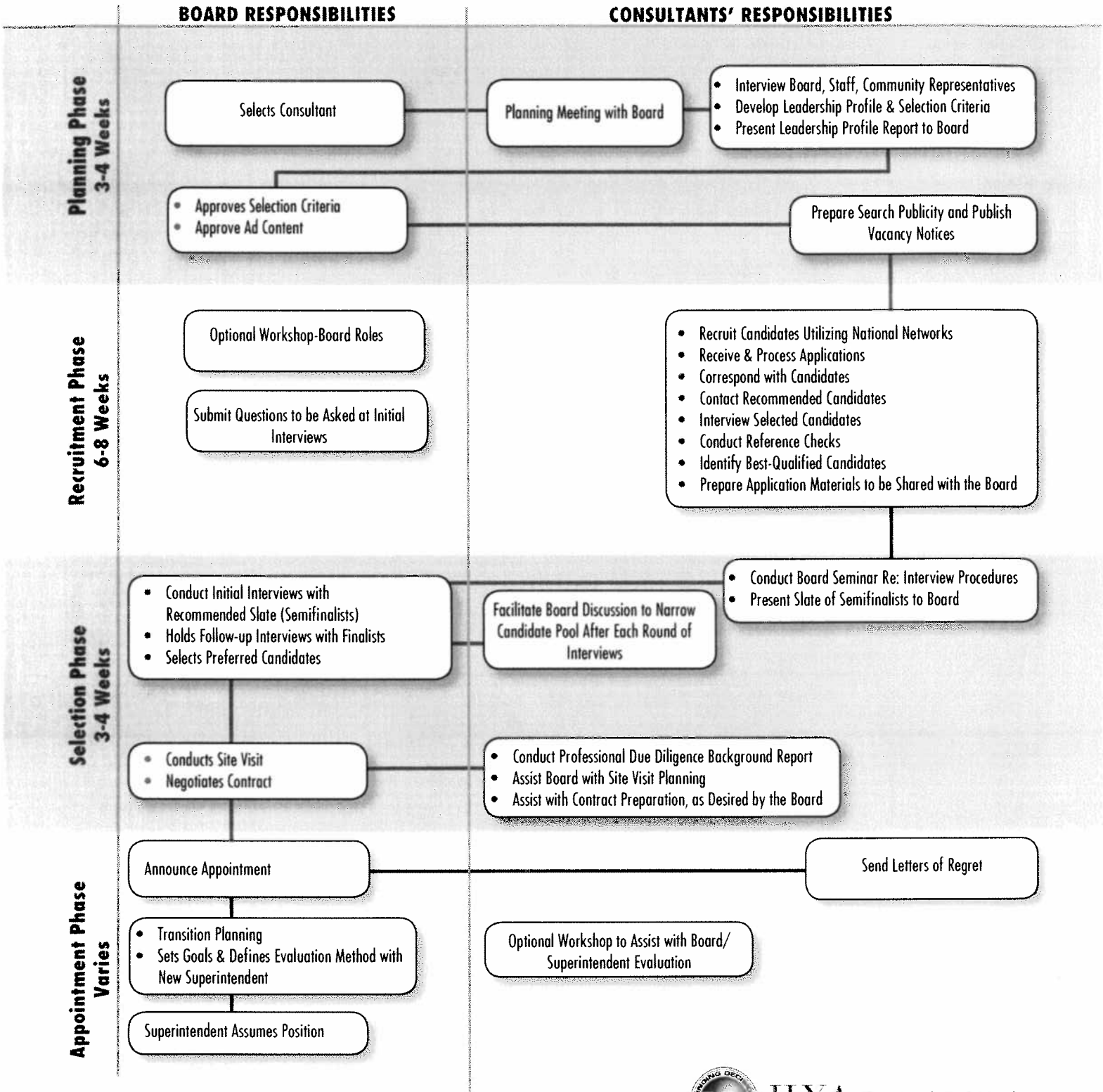
Communicating with the Press – generally, we recommend that all requests for information or comments by the press be directed to a designated individual on the Board, usually the Board President. Some boards have asked us to respond to the press on their behalf. Others want us to respond to questions about the process but to refer all other calls to the Board designee. What is your preference in this area?

Other - anything else you might like to discuss. If a board member would like to have us bring something with us or give some forethought to a topic, please feel free to email or call Carolyn McKennan at 831-295-0982 (cell), caromk@comcast.net.

We look forward to meeting with you on Wednesday, February 12 at 5:00 pm.

Bill Attea
Rudy Castruita
Carolyn McKennan

Superintendent Search Flow Chart



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