



Union High School District

**BOARD OF TRUSTEES
SPECIAL MEETING**

Board of Trustees
Joyce Dalessandro
Beth Hergesheimer
Amy Herman
Maureen "Mo" Muir
John Salazar

Superintendent
Eric R. Dill

**WEDNESDAY, JUNE 13, 2018
1:00 PM**

**DISTRICT OFFICE BOARD ROOM 101
710 ENCINITAS BLVD., ENCINITAS, CA 92024**

Welcome to the meeting of the San Dieguito Union High School District Board of Trustees.

PUBLIC COMMENTS

If you wish to speak regarding an item on the agenda, please complete a speaker slip located at the sign-in desk and present it to the Secretary to the Board prior to the start of the meeting. When the Board President invites you to the podium, please state your name before making your presentation.

In the interest of time and order, presentations from the public are limited to three (3) minutes per person, per topic. The total time for agenda items shall not exceed twenty (20) minutes. An individual speaker's allotted time may not be increased by a donation of time from others in attendance.

In accordance with the Brown Act, public comments are limited to item(s) on the published agenda. The Board may 1) acknowledge receipt of the information, 2) refer to staff for further study, or 3) refer the matter to the next agenda.

PUBLIC INSPECTION OF DOCUMENTS

In compliance with Government Code 54957.5, agenda-related documents that have been distributed to the Board less than 72 hours prior to the Board Meeting will be available for review on the district website, www.sduhsd.net and/or at the district office. Please contact the [Office of the Superintendent](#) for more information.

CLOSED SESSION

The Board will meet in Closed Session to consider qualified matters of litigation, employee negotiations, student discipline, employee grievances, personnel qualifications, or real estate negotiations which are timely.

CELL PHONES / ELECTRONIC DEVICES

As a courtesy to all meeting attendees, please set cell phones and electronic devices to silent mode and engage in conversations outside the meeting room.

In compliance with the Americans with Disabilities Act, if you need special assistance, disability-related modifications, or accommodations, including auxiliary aids or services, in order to participate in the public meetings of the District's Governing Board, please contact the [Office of the Superintendent](#). Notification 72 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accommodation and accessibility to this meeting. Upon request, the District shall also make available this agenda and all other public records associated with the meeting in appropriate alternative formats for persons with a disability.

**SAN DIEGUITO UNION HIGH SCHOOL DISTRICT
BOARD OF TRUSTEES
SPECIAL MEETING
AGENDA**

**WEDNESDAY, JUNE 13, 2018
1:00 PM**

**DISTRICT OFFICE BOARD ROOM 101
710 ENCINITAS BLVD., ENCINITAS, CA 92024**

The Governing Board of the San Dieguito Union High School District has scheduled a Special Meeting for Wednesday, June 13, 2018, at the above location.

1. CALL TO ORDER 1:00 PM

2. PUBLIC COMMENTS

In accordance to the Brown Act, public comments are limited to item(s) on the published agenda. (See *Board Agenda Cover Sheet*)

INFORMATION ITEMS

3. SEARCH FIRM PRESENTATIONS

Presentations by search firms for the purpose of being selected to conduct a candidate search for the position of Superintendent of the San Dieguito Union High School District.

4. BOARD OF TRUSTEES QUESTIONS

DISCUSSION / ACTION ITEMS

5. DELIBERATION & SELECTION OF A SUPERINTENDENT SEARCH FIRM

The Governing Board will deliberate and select a search firm to conduct a candidate search for the position of Superintendent of the San Dieguito Union High School District.

Motion by _____, second by _____, to select and enter into an agreement with _____, to conduct a candidate search for the position of Superintendent of the San Dieguito Union High School District, during the period June 14, 2018 until project is complete, in an amount not to exceed \$_____, to be expended from the General Fund/Unrestricted 01-00, and authorize Eric R. Dill or Tina Douglas to execute all pertinent documents as necessary.

INFORMATION ITEMS

6. DISCUSSION OF SEARCH FOR SUPERINTENDENT

Meet with selected search firm to discuss:

- Overview of Search Process
- Timeline
- Desired Qualities and Characteristics of a Superintendent
- Identification of Groups of Individuals for Community / Staff Input

CLOSED SESSION

7. CLOSED SESSION

- A. PUBLIC COMMENTS REGARDING CLOSED SESSION ITEMS (#7B)
- B. PUBLIC EMPLOYEE APPOINTMENT/ EMPLOYMENT

To consider personnel issues, pursuant to Government Code section 54957, limited to discussion regarding public employment, the search for a permanent superintendent, and regarding public employee appointment, an interim superintendent until a permanent superintendent is appointed.

- The Board will interview candidates for the position of Interim Superintendent.

OPEN SESSION

8. RECONVENE SPECIAL MEETING / CALL TO ORDER BOARD PRESIDENT

9. REPORT OUT OF CLOSED SESSION

10. ADJOURNMENT

San Dieguito Union High School District

INFORMATION REGARDING BOARD AGENDA ITEM

TO: BOARD OF TRUSTEES

DATE OF REPORT: June 8, 2018

BOARD MEETING DATE: June 13, 2018

PREPARED & SUBMITTED BY: Eric R. Dill, Superintendent

SUBJECT: PRESENTATIONS & SELECTION OF SEARCH FIRM TO CONDUCT A CANDIDATE SEARCH FOR SUPERINTENDENT

EXECUTIVE SUMMARY

The Board has requested proposals from search firms for the purpose of conducting a candidate search for the position of Superintendent. Two firms responded with proposals for the search, Hazard, Young, Attea & Associates (HYA) and McPherson & Jacobson L.L.C., as shown in the attached supplements.

At this special meeting, the search firms will make a presentation giving the Board the opportunity to interview and ask questions. After the presentations are made, the Board may deliberate and take action to select a firm to conduct the search.

After action is taken to select a search firm, the Board will meet with the selected firm to discuss the search for a superintendent.

RECOMMENDATION:

It is recommended that the Board 1) review and hear presentations submitted by the search firms to conduct a candidate search for the position of Superintendent, 2) deliberate, and 3) take the following proposed action to select a search firm:

- Motion by _____, second by _____, to select and enter into an agreement with _____, to conduct a candidate search for the position of Superintendent of the San Dieguito Union High School District, during the period June 14, 2018 until project is complete, in an amount not to exceed \$_____, and authorize Eric R. Dill or Tina Douglas to execute all pertinent documents as necessary.

FUNDING SOURCE:

General Fund/Unrestricted 01-00

San Dieguito

Union High School District

San Dieguito Union High School District Superintendent Search Proposal



June 6, 2018

Beth Hergesheimer, School Board President
San Dieguito Union High School District
710 Encinitas Blvd.
Encinitas, CA 92024

Dear Members of the San Dieguito Union High School District School Board:

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the San Dieguito Union High School District in your search for a new Superintendent. Why is HYA exceptional amongst educational search firms? We believe it is due to the following factors:

NATIONAL REACH – LOCAL KNOWLEDGE: We have conducted over 1200 searches and are represented by associates across the nation. We have also conducted searches for more than half of the member districts of the Council of Great City Schools and 47 of the 100 largest districts in the country.

THE BOARD PORTAL: Communication and organization are critical to successful searches. Our web-based delivery system gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

RESEARCH BASED COMMUNITY ENGAGEMENT: HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership.

MORE THAN A BACKGROUND CHECK – EXECUTIVE DUE DILIGENCE: HYA's comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read.

Our technical proposal, which follows, was written and coded based on the requirements defined in your RFP. Additionally, the brochure entitled, HYA Signature Search Process, defines a prototypical search, but please know that HYA customizes each search to the District's and Board's specific needs and wishes.

Sincerely,

A handwritten signature in blue ink that reads "Carolyn McKenna".

Carolyn McKenna, Ed.D., West Coast Regional President
Hazard, Young, Attea & Associates
HYA Executive Search Division of ECRA Group, Inc.

INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) Proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for San Dieguito Union High School District (hereinafter referred to as SDUHSD).

Information on our firm and the search process are detailed under separate cover titled *HYA Signature Search Process*. This document serves to clearly outline the specific services, deliverables and costs proposed for SDUHSD.

SCOPE OF SERVICES

Full descriptions of each phase in our search process are available in our *HYA Signature Search Process* brochure. HYA shall provide the following services and deliverables.



Engage Phase

- Conduct a Planning Meeting with the Board and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the board;
- Survey community constituents electronically and provide a report of findings;
- Provide for up to four individual consultant days for interviews, focus groups, and/or town hall meetings to gather in-person input from constituent groups as decided by the board; additional days are billed at \$1000/day;
- Present a *Leadership Profile Report* to the Board, and propose *Desired Characteristics* based on the data from the survey, interviews with district and community representatives and other material made available to the associates;



Recruit Phase

- Prepare and place advertisements as selected and paid for by the Board;
- Recruit and contact candidates utilizing national networks;
- Correspond with candidates regarding the search process, timeline, *Leadership Profile Report* and *Desired Characteristics*;
- Interview candidates;
- Conduct reference checks;
- Identify best qualified candidates;
- Prepare application materials of selected slate of candidates for Board consideration;



Select Phase

- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Conduct the Interview Workshop and provide materials and protocol to ensure informative effective Board interviews;
- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate Board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide third party, independent investigative background check(s) of candidates as selected and paid for by the Board;
- The Board's decision to hire or not hire a particular candidate is at the sole discretion of the Board; and the Board takes responsibility for that decision



Transition Phase

- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new Superintendent;
- Hold a debriefing meeting with the new Superintendent and Board regarding information learned throughout the search process;
- Offer other transition services to be considered by the Board and if desired, paid for by the Board.

FEES

In consideration for Services, the District will pay to ECRA/Hazard, Young, Attea and Associates:

- A. Consulting Fee for the search in the amount of \$23,500. This fee is due in three installments:
 - 50% will be invoiced upon execution of the contract/agreement
 - 25% will be invoiced upon presentation of the Leadership Profile Report
 - 25% will be invoiced upon presentation of the slate
- B. Associate Expenses for travel will be reimbursed by the Board. Mileage reimbursement is based on current IRS guidelines.
- C. If the Board chooses to reimburse candidates for travel for interviews, HYA will coordinate the reimbursement.

- D. Based on past experience, HYA has designed advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits their needs. The cost ranges from \$1950 - \$5000. See Appendix A in the *HYA Signature Search Process* for additional details.
- E. Background checks/Executive Due Diligence Services as selected by the Board. The cost ranges from \$1100 - \$1950 per candidate. See Appendix B of the *HYA Signature Search Process* brochure for investigative procedures and options.
- F. Printing and Postage; HYA is a green corporation whereby all documents related to the search will be provided via a Board portal. If the Board wishes to have hard copies, 3% of the Consulting Fee will be added to the agreement as an additional fee to cover the costs associated with printing, binding and shipping all materials.
- G. The Community and Leadership Profile Survey is offered in English and Spanish. If the district wishes to offer the survey in additional languages, the fee is \$315 per language. Please allow up to two weeks for translation.

Optional Transition Services

The Transition Phase consists of assisting the Board and new Superintendent to assure a successful transition. HYA associates will meet with the new Superintendent and Board leadership regarding the information learned throughout the search process. In particular, the *Community and Leadership Profile Survey Report*. HYA offers additional Transition Services, please see appendix C of *HYA Signature Search Process* brochure for a listing of transition services.

- \$3000 Board Governance Workshop
- \$5000 Board Goal Setting and Superintendent Evaluation
- \$15,000 Comprehensive First Year Support (includes Governance Workshop and Board Goal Setting and Superintendent Evaluation)
- Executive Coaching (quoted based on desired frequency)

Other transition services, such as Strategic Planning, are quoted based on student population.

THE SEARCH TEAM

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Board, HYA proposes the following search team.

HYA Associate	Cell Phone	Email
Rudy Castruita	619-778-1236	rmc1usc@outlook.com
David Cash	805-570-8787	davidcash@hyasearch.com

Executive oversight for the search is provided by the West Coast regional president Dr. Carolyn McKennan, ph: 831-295-0982 or carolynmckennan@ecragroup.com

The Director of Operations, Therese Meyer, serves as project manager and can be reached at 847-318-0072 and theresemeyer@ecragroup.com

GUARANTEES

Fixed Price

Throughout the search process the consultants will be available to counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the appropriate candidate for the position.

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 the Superintendent leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.

Client-Satisfaction

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses.

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).

REFERENCES

HYA's reputation for effectiveness and integrity is extremely important. The following references were chosen because the board worked with the HYA consultant(s) being proposed for the search or because the district has a similar demographic profile to the district. The reference contact information includes the Board President of the District. In addition to the references listed below, an extensive list of national searches our firm has completed since 2013 is attached.

District Name and State	Reference Name	Contact Information
Carlsbad (CA)	Claudine Jones	760.331.5000
Cupertino USD (CA)	Anjali Kausar	408.827.8336
Oceanside Unified School District (CA)	Ann Corwin	ann.corwin@oside.us
Santa Barbara Unified SD (CA)	Kate Parker	kparker@sbunified.org
Sequoia Union HSD (CA)	Carrie DuBois	cdubois@cbtnorcal.com

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

DAVID E. CASH

EDUCATION

Ed.D.	University of Southern California	2008
M.A.	University of California	1996
J.D.	Willamette University	1981
B.A.	University of California	1978

PROFESSIONAL EXPERIENCE

2016-Present	Associate, Hazard, Young, Attea & Associates
2013-Present	Faculty, USC, Rossier School of Education
2011-2016	Superintendent, Santa Barbara Unified School District
2009-2011	Superintendent, Clovis Unified School District
2006-2009	Superintendent, Claremont Unified School District
2004-2006	Assistant Superintendent, Fullerton Joint UHSD
1995-2004	Principal, Santa Barbara Unified School District
1992-1995	Superintendent/Principal, Buellton Union SD
1988-1992	Secondary Teacher, Irvine Unified School District
1981-1988	Attorney at Law, Francesconi & Cash, P.C.

CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

Adjunct Professor, University of California
 Adjunct Professor, California State University
 Adjunct Professor, Claremont Graduate School
 State Superintendent's Task Force on Beginning Teachers
 State Superintendent's Task Force on Common Core State Standards
 Governor's Advisory Committee on Assessment
 California Office for Reform in Education
 Association of California School Administrators, past President
 National Center for Education, Research and Technology
 Suburban School Superintendents, past President
 Southern California Superintendents, past President
 National Association of School Superintendents
 Education Research and Development Institute
 USC Alumni Association and Dean's Superintendent Advisory Group
 Phi Kappa Phi
 Oregon State Bar Association
 Washington State Bar Association
 Santa Barbara Children's Museum
 California Interscholastic Federation, Executive Committee

AWARDS AND RECOGNITIONS

California Principal of the Year (1996)
 Fellow, Broad Superintendent Academy (2009)
 Widney Award, University of Southern California (2016)

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California Searches Conducted by Hazard, Young, Attea & Associates

School District	Position
Acalanes Union HSD	Superintendent
Alvord USD	Superintendent
Antioch SD	Superintendent
Baldwin Park USD	Superintendent
Bassett USD	Deputy Superintendent
Belmont-Redwood Shores SD	Superintendent
Beverly Hills Schools	Chief Human Resources Officer
Beverly Hills Schools	Executive Director - Special Education
Beverly Hills Schools	Superintendent
Brisbane SD	Superintendent
*Burlingame ESD	Superintendent
Campbell Union HSD	Superintendent
Capistrano USD	Superintendent
Carlsbad USD	Superintendent
Castro Valley USD	Superintendent
Centinela Valley UHSD	Superintendent
Coachella Valley USD	Superintendent
Compton USD	Superintendent
Coronado USD	Superintendent
*Cupertino USD	Superintendent
Downey Unified Schools	Superintendent
East Side Union HSD	Superintendent
El Rancho Unified SD	Superintendent
Eureka SD (Granite Bay)	Superintendent
Fremont Union High School District	Superintendent
Fremont Unified School District	Superintendent
Fresno USD	Superintendent
Galt HSD	Superintendent
Gilroy USD	Superintendent
Gilroy USD	Asst. Superintendent - HR
Gilroy USD	Asst. Superintendent - Ed Services
Gravenstein Union SD	Superintendent/Principal
Hillsborough City School District	Superintendent
Jefferson UHSD	Superintendent
Laguna Beach USD	Superintendent
La Mesa Spring Valley SD	Asst. Superintendent - Business Services
Las Lomas ESD	Superintendent
Leadership Public Schools	Chief Executive Officer
Leadership Public Schools	Chief Academic Officer
Loomis USD	Superintendent
Los Altos SD	Superintendent
Los Angeles County High School for the Arts	Principal
Los Angeles County Office of Education	Asst. Superintendent - HR
Los Angeles County Office of Education	Deputy Superintendent
Los Angeles County Office of Education	Asst. Superintendent - HR
Los Angeles Unified School District	Deputy Superintendent - Instruction

California Searches Conducted by Hazard, Young, Attea & Associates

School District	Position
*Los Angeles Unified School District	Superintendent
Manhattan Beach USD	Superintendent
Mill Valley Schools	Superintendent
Montecito Union SD	Superintendent
Mountain View	Superintendent
*Oakland USD	Deputy Chief, Facilities – Facilities Planning and Management
Ocean View School District	Superintendent
Orinda Union SD	Superintendent
Pajaro Valley USD	Deputy Superintendent
*Palo Alto USD	Superintendent
Piedmont USD	Superintendent
Pleasanton USD	Superintendent
Portola Valley SD	Superintendent
Ravenswood City School District	Superintendent
Redwood City Schools	Superintendent
Reed SD	Superintendent
Rescue Union SD	Superintendent
Riverside USD	Superintendent
*Ross SD	Superintendent
*Ross Valley SD	Superintendent
Rowland USD	Superintendent
Saddleback Valley USD	Superintendent
San Carlos	Interim Supt/ Supt
*San Diego City SD	Superintendent
San Diego City, Office of Education	Superintendent
San Francisco USD	Superintendent
San Leandro USD	Superintendent
San Mateo County Office of Education	Asst. Superintendent - Special Ed
San Mateo HSD	Superintendent
San Mateo-Foster City School District	Superintendent
*Santa Ana Schools	Superintendent
*Santa Barbara SD	Superintendent
*Santa Clara County Office of Education	Chief Academic Officer
Santa Monica - Malibu USD	Superintendent
Saratoga ESD	Superintendent
Saugus Union SD	Superintendent
Sausalito Marin City SD	Superintendent
*Sequoia Union HSD	High School Principal
Sequoia Union HSD	Superintendent
Sonoma Valley USD	High School Principal
Soquel Union ESD	Superintendent
South San Francisco USD	Superintendent
Southwestern Community College	President
Stockton USD	Superintendent
Sweetwater Union HSD	Superintendent

California Searches Conducted by Hazard, Young, Attea & Associates

School District	Position
Tamalpais UHSD	Asst. Superintendents - Ed Services
Tamalpais UHSD	Asst. Superintendents - HR
Tamalpais UHSD	Superintendent
Tustin USD	Superintendent
Union Elementary School District	Superintendent
Vallejo City Schools	Superintendent
Vista USD	Superintendent
Walnut Creek ESD	Superintendent
West Contra Costa USD	Superintendent
Woodside Elementary SD	Superintendent

** Denotes district in which we have conducted multiple searches*

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-318-0072 or at hya@ecragroup.com with questions or requests for additional information.

Hazard, Young, Attea & Associates

1475 E. Woodfield Rd, 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional office

Jersey City, NJ

West Coast Regional office

Palo Alto, CA

www.hyasearch.com



HYA Signature Search Process

HYA | HAZARD
YOUNG
ATTEA
ASSOCIATES

The HYA Difference

National Reach – Local Focus

Established in 1987, Hazard, Young, Attea & Associates (HYA) is one of the oldest and largest search firms having assisted more than 1000 school boards select exceptionally talented leadership in school systems across the nation, large and small, urban and rural. HYA's reputation and experience make it one of the preeminent school search firms in the nation and a standard which others often emulate. HYA Associates are located across the country to conveniently serve clients and are thus uniquely qualified to bring local - as well as national - perspectives, knowledge, experience, and connections to each search.

The Board Portal

Communication and organization are critical to successful searches. Our web-based delivery system gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

Executive Oversight

Every HYA search has executive oversight by a Regional President, and HYA's Director of Operations serves as project manager to ensure all details are carefully managed. HYA has professionally staffed offices, a technological infrastructure, and a staff of full-time employees. Our tech team serves as a resource to school districts for linking the online community survey and other search materials to their website. These resources make HYA capable of responding to Board's requests in a very timely fashion.

Research Based

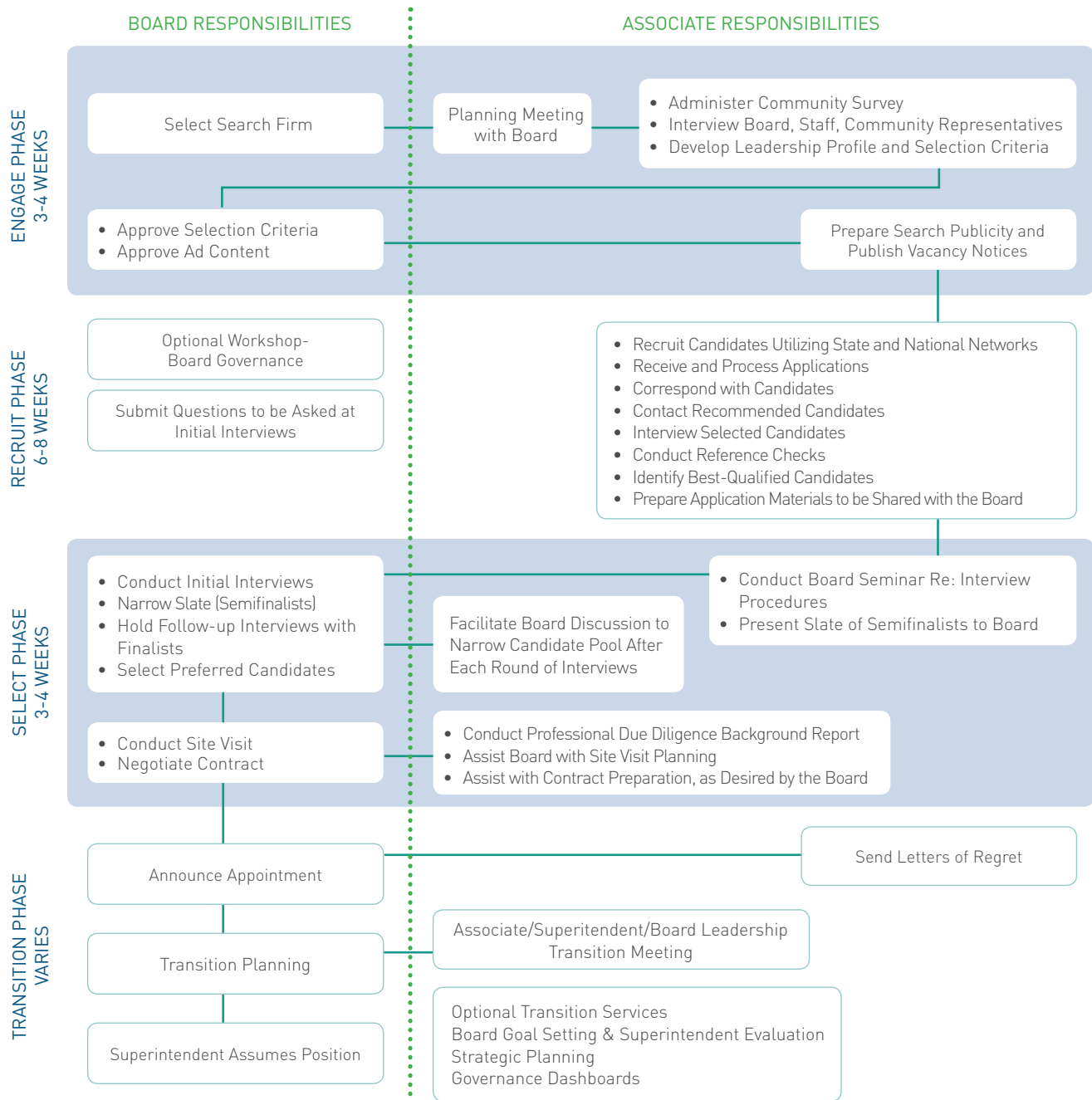
HYA is the leadership division of ECRA group, a premier research and analytics firm with over 35 years of experience supporting school districts in improving student outcomes. HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership. The resulting Community and Leadership Profile Survey Report provides information on the current state of the District, essential information the Board will use in the selection process and the new leader can use day one of employment. Furthermore, by blending consulting, professional service, and technology, HYA/ECRA group offers transition services and an analytics infrastructure to help the Board and their new leader better understand the interrelationships among school functions, and the impact of decisions and expenditures on student outcomes.



More Than a Background Check – Executive Due Diligence

HYA’s comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents could produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for civil and criminal record history. Additionally news and social media investigations provide a better understanding of a candidate’s leadership style, public relations skills, and reputation.

HYA Signature Search Process



The Four Phases of HYA's Signature Search

The process outlined represents a prototypical search. Upon selection, the Associates will meet with the Board to discuss this process and modify it to meet the Board's unique needs. The following is a description of each phase in the search:

The Engage phase consists of designing and planning a process of engaging the Board and stakeholders through interviews, online surveys (available in world languages), and focus groups. Information from these interactions assists the Board in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of the local district. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be a part of the search process and provides valuable feedback about the school district based on HYA's local research and professional understanding of the district's standing in the broader marketplace. In an effort to be fully transparent to the community, an internet link is provided to the HYA website which details the search process and the vacancy announcement.



Engage



ITEMS 3-5

HYA Signature Search Process



Recruit

The Recruit phase consists of leveraging HYA's extensive national network of Associates across multiple offices and incorporating advertising strategies (as selected and paid for by the Board pursuant to Appendix A) that results in the identification and recruitment of exceptionally talented leaders. HYA can also recruit non-traditional candidates, i.e. executives that have worked in business, military, private or public sector. HYA works in close partnership with state and national organizations with numerous Associates serving on those Boards.



Select

The Select phase consists of providing the Board with a slate of candidates that were interviewed by HYA Associates using the Leadership Profile established by the Board. HYA Associates are committed to spending the necessary time and energy on the details to find the right candidates to bring to the Board. The search team then facilitates the Board interviews and appointment process including reviewing candidates' references. HYA's ability to gain important background information regarding candidates - beyond what appears on an individual's resume - is a unique and distinguishing characteristic of HYA, and is attributable to the integrity of the firm, Associates, and the vast networks of professional relationships built through years in the education field. A workshop on interviewing and construction of interview questions is facilitated by the Associates for the Board. Executive due diligence including formal background and media checks complete the Select phase (as selected and paid for by the Board pursuant to Appendix B).



Transition

The Transition phase consists of assisting the Board and new Superintendent to assure a successful transition. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. Included in the search fee is a transition meeting with the new Superintendent and representative(s) of the Board regarding the information learned throughout the search process, in particular, the Community and Leadership Profile Survey. Additional transition services are available (as selected and paid for by the Board pursuant to Appendix C).

The Search Team

Presently, HYA is represented by Associates across the United States who assist with the firm's mission to provide proactive, thorough and quality assistance to School Boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. HYA 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 committed to engaging a diverse and gender balanced cadre of Associates. Among HYA Associates are members of NABSE (National Alliance of Black School Educations) and ALAS (Association of Latino Administrators and Supervisors).

HYA assigns an individual management team to each executive search that it conducts. Associates assume direct responsibility for the search and coordinate the activities of all individuals engaged in the project. In addition to the Associates assigned to the search, all nation-wide Associates in the firm are tasked with identifying prospective candidates. Board members will receive the business, home and cell phone numbers, as well as the email addresses of the Associates.

HYA has professionally staffed offices, a technological infrastructure and a full-time employed staff; thus, HYA is capable to respond to any request the Board may have on the Board's time schedule. Finally, each search has executive oversight by a Regional President and HYA's Director of Operations serves as project manager to ensure no detail is overlooked. HYA's office staff, which is highly knowledgeable and pleased to assist at any time, is available to the Board from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

HYA believes that communication and organization are critical to successful searches. Our delivery system gives the Board anytime, anywhere access to all documents regarding the search. HYA has adopted a green process whereby all materials are delivered via a dedicated search portal so the Board and its Associates can have confidential access to all information associated with the search in an organized and timely manner.

All materials are delivered via a dedicated search portal giving the Board immediate and organized access to all information

Appendices

- A Advertising Services
- B Executive Due Diligence
- C Transition Services

Advertising Services

HYA Associates work with their clients to consider the many approaches to advertising vacant position(s). The HYA staff creates and coordinates all advertisements at the Board's direction. The National Plan ensures exposure in the most frequently read print, e-publication journals, and job boards of educational leaders across the country. HYA has created other more focused advertisement options for the Board to consider as add-ons to the National Plan, including state and region-specific options. Whatever the Board chooses, HYA staff will write, place, and coordinate all the details.

Package 1	Package 2	Package 3
HYA group print ad in Ed Week	Two HYA group print ads in Ed Week	Monthly HYA group print ad in Ed Week for length of search
Online listing on EdWeek's TopSchoolJobs site for 30 days	Online listing on EdWeek's TopSchoolJobs site for 30 days	Dedicated District specific print ad in Ed Week
Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days	Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days	Online listing on EdWeek's TopSchoolJobs site for 30 days
Online listing on AASA's site for 30 days	Online listing on AASA's site for 30 days	Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days
Posted on ECRA, Twitter, and LinkedIn	Online Spotlight and Preferred upgrades on AASA's Site for 30 days	Online listing on AASA's site for 30 days
	Posted on ECRA, Twitter, and LinkedIn	Online Spotlight, Preferred, and Featured upgrades on AASA's Site for 30 days
		Posted on ECRA, Twitter, and LinkedIn



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Options to Complement the Advertising Packages

(Choose as many as desired.)

Careerbuilder Network	ALAS & NABSE	LinkedIn
<p>Careerbuilder ad, linked to ASCD job ramp (Association for Supervision and Curriculum Development) for 30 days</p>	<p>Association of Latino Administrators and Superintendents (ALAS) for 6 weeks online, push on ALAS apps</p> <hr/> <p>National Alliance of Black School Educators (NABSE) for 30 days</p>	<p>LinkedIn listing for 30 days</p>

Regional Packages

(Choose one of the following.)

California	Northeast	State Specific
<p>2 advertisements (5X4) in EdCal/ACSA (Association of CA School Administrators), print and e-publication</p> <hr/> <p>CALSA (CA Association of Latino Superintendents and Administrators) online advertisement for 30 days</p> <hr/> <p>Posted on ECRA, Twitter, and LinkedIn</p>	<p>NJASA (New Jersey Association of School Administrators)</p> <hr/> <p>NYSCOSS (New York State Council of School Superintendent) online and newsletter</p> <hr/> <p>CAPSS (Connecticut Association of Public School Superintendents)</p> <hr/> <p>Posted on ECRA, Twitter, and LinkedIn</p>	<p>Three state association advertisements as decided by the associate and the board</p> <hr/> <p>Posted on ECRA, Twitter, and LinkedIn</p>

Executive Due Diligence

HYA incorporates executive due diligence in the search process. The comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents will produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for criminal record history. Each background search requires 7-10 working days to complete.

Two packages are offered. The Comprehensive Package includes a news and social media analysis. The news media investigation provides a better understanding of a candidate's leadership style, public relations skills and priorities. The news media investigation draws upon over 28,000 specialized publications and 900 newswires in 200 countries and includes 30 years of credible archived information. Special focus is given to publications in communities where the candidate has lived or worked. The social media review includes a review of text and images on sites such as Twitter, LinkedIn, personal blogs and industry websites. The analysis provides a summary of candidate generated activity with highlights of negative alerts.

The Basic package was designed in response to requests for a simpler cabinet or principal position background check; it does not include the news and social media analysis.

	Comprehensive	Basic
Personal Profile Summary	x	x
Social Security Trace	x	x
County Criminal Record History	x	x
Federal Criminal Record History	x	x
County Civil Record History	x	x
Department of Motor Vehicles License Information	x	x
Education (Degree) Verification	x	x
Transunion Credit Report	x	x
Investigation of all Aliases Identified within Past 7 Years	x	x
Investigation of all Jurisdictions of Residence, Education, and Employment within Past 7 Years	x	x
University and Academic Program Accreditation	x	x
National Criminal Record History	x	x
National Sex Offender Search	x	x
Executive Summary	x	x
News Media Review (5 year timeframe and up to 20 relevant articles)	x	
Social Media Review	x	

Transition Services

HYA offers optional transition services that would benefit Boards and new Superintendents during the transition period and the Superintendent's first year in the school district.

Board Governance Workshop

The Board Governance Workshop requires 3-4 hours and provides the Board the opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement and systematic change. Developing and maintaining effective Board-Superintendent relations, the need for long and short range planning, consensus decision-making, and other components of successful Board service are also discussed at this workshop.

Board Goal Setting & Superintendent Evaluation

To develop and maintain effective Board-Superintendent relations and provide the Board with an opportunity to determine what it desires to have the Superintendent achieve during his/her first two years in the position, goals and the evaluation process must be codified and understood with great clarity. The evaluation process should reinforce the concept of continuous improvement, and should monitor the achievement of the Board's goals. Processes and instruments for performance evaluation will be provided.

Comprehensive First Year Support

This service includes both the Board Governance Workshop and the Board Goal Setting & Superintendent Evaluation service in addition to ongoing mentoring for the new Superintendent. The mentoring relationship will be designed with the HYA Associate and the new Superintendent with input from the Board. There is a focus on monitoring progress towards attainment of Board goals and facilitation of the Superintendent's first year evaluation.

Strategic Planning

Improving student outcomes begins with a clear and compelling vision for student success. When a new leader is appointed, a clear and concise strategic plan helps guide decisions and ensures energy is directed toward advancing the priorities of the community as directed by the Board. A disciplined strategic planning process allows school systems to engage stakeholders, build a consensus around what matters, and channel resources accordingly in order to ensure a maximum return on investments. A disciplined strategic planning process provides clarity of purpose as well as a structure to align the organization, its structures, and its policies. This service is typically a 3-6 month engagement.

Governance Dashboards

Governance dashboards help to facilitate, launch, and govern implementation of the district's strategic plan and give meaningful data for the Board to evaluate the impact and return on investment that strategic goals are having on student achievement, financial, and other system outcomes. The strategic dashboard provides a framework for the Board and Superintendent to communicate the priorities and progress of the school system to the community. This service is a continued service from year to year.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-318-0072 or at hya@hyasearch.com with questions or requests for additional information.

Hazard, Young, Attea & Associates

1475 E. Woodfield Rd., 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional office

Jersey City, NJ

West Coast Regional office

Palo Alto, CA

www.hyasearch.com

A Proposal Prepared for

***San Dieguito Union
High School District
Encinitas, California***

for

*The Search and Selection of a
Superintendent of Schools*

submitted in collaboration with



by

MCPHERSON *MJ* JACOBSON, LLC
EXECUTIVE RECRUITMENT & DEVELOPMENT

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MCPHERSON & JACOBSON, L.L.C.

Executive Recruitment & Development

in collaboration with the California School Boards Association

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May 30, 2018

Board of Trustees
San Dieguito Union High School District
710 Encinitas Boulevard
Encinitas, California 92024

Thank you for your request for information. The enclosed proposal describes the professional services the California School Board Association representative, McPherson & Jacobson, L.L.C. will provide San Dieguito Union High School District in ensuring your superintendent search secures quality leadership for the district.

Our firm's five-phase protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

McPherson & Jacobson has been conducting searches for boards of education since 1991. We have over 100 consultants across the United States, including 15 in California who will ensure your search results in quality leadership for your district.

Our contact information:

McPherson & Jacobson, L.L.C.
7905 L St., Suite 310
Omaha, Nebraska 68127
Telephone: 402-991-7031/888-375-4814
Fax: 402-991-7168
Email: mail@macnjake.com

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

Thomas Jacobson

Thomas Jacobson Ph.D.
Owner/CEO, McPherson & Jacobson L.L.C.

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The McPherson & Jacobson Difference

“It’s About the Kids”

- WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.
- OUR MISSION is to ensure your search results in quality leadership for education excellence.

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process. The openness of the process has not gone unnoticed. In the *Transparency—The McPherson & Jacobson Difference* section of this proposal you will find a selection from the many articles discussing McPherson & Jacobson’s stakeholder involvement, and editorials from newspapers across the country praising boards for being open, transparent, and doing the public business in the public.

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Qualifications and Background of McPherson & Jacobson, L.L.C.

California School Board Association Search Service

The California School Board Association has selected McPherson & Jacobson, L.L.C. to represent them in conducting superintendent searches in California. McPherson & Jacobson is a leading national search firm that has California-based consultants. Our California consultants understand California and its unique requirements and laws.

Leading National Search Firm

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 675 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

Nationwide Network of Experienced Consultants

McPherson & Jacobson has **over 100 consultants** across the nation. Almost one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

Sustainability in Leadership

Waters and Marzano (2006) review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **almost seventy-five percent** of administrators are in the position for which they were hired. **Over fifty percent** of administrators are still in the position for which they were hired within the past ten years. **Almost half** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

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Executive Summary

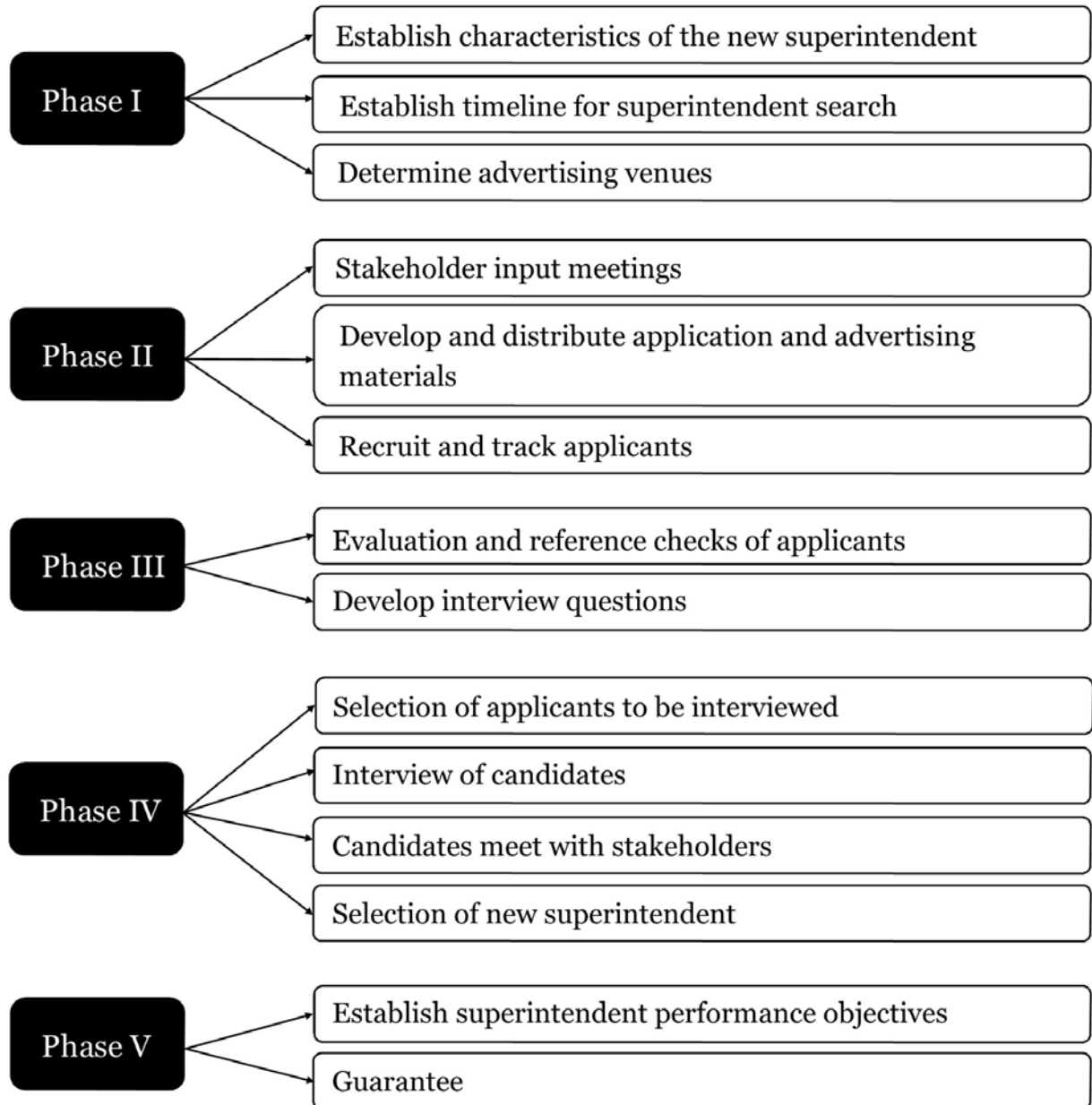
McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- We continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.

***Our mission is to ensure your search results in
quality leadership for education excellence.***

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Five Phases of a Superintendent Search



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Phase I

Working with the Board, and stakeholder groups identified by the Board, McPherson & Jacobson's consultants will:

✓ **Using a group process with the board, identify the most important characteristics of the future superintendent.**

Using Nominal Group Technique, the consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

✓ **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

✓ **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

✓ **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson's consultants to meet with to solicit input into the process.

✓ **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board's consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

✓ **Identify the point of contact for the district**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure, and coordinating details for stakeholder input and other meetings within the district.

Phase II

In Phase II McPherson & Jacobson's consultants will:

✓ **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district's point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

✓ **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

The results of the stakeholder meetings and online stakeholder input are summarized by the consultants and presented to the board.

✓ **Develop promotional literature and brochures announcing the vacancy.**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board's selection criteria, the board members, and the application procedures and timelines.

✓ **Prepare and place announcement of vacancy.**

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to all state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply on line. The website averages over 150,000 hits per month.

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✓ **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson's staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

✓ **Post application information and notify interested applicants.**

McPherson & Jacobson's staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

✓ **Actively recruit applicants who meet the district's needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women's Leadership Conference.

✓ **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of the candidates will be made public upon confirming the interviews. During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

If the board chooses to conduct semi-finalist interviews, the candidates will only meet with the board. The names of the semi-finalist candidates will remain confidential (in states where an executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

✓ **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe the public business should be done in public with openness and transparency. We also understand the need for applicants' confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time we recommend the names of the finalists are made public

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search and we will adapt our process to fit your unique needs.

✓ **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson's staff monitors applicants and notifies them of what is still needed to complete the process.

✓ **Communicate with all Board Members in a timely manner**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

"We were really impressed with the interview process. This was my third time in twenty years to select a superintendent and this was the best. We had an opportunity to meet informally and formally in a quiet setting and really get to know the candidates better."

Priscilla Cox, Elk Grove Unified School District, CA

"It gave us peace of mind and made our work much easier. We could focus on our needs rather than getting bogged down and frustrated with the process."

Janet Alonso, Winship-Robbins Elementary School District, Meridian, CA

"The brochure looked very professional, we were pleased."

Tamara Jones, Lakeside Union School District, Bakersfield, CA

"Thorough and open review of all candidates."

Michael Leydon, Newcastle Elementary School District, Newcastle, CA

"Best price, best service."

Bobbie Singh-Allen, Elk Grove Unified School District, CA

Phase III

In Phase III McPherson & Jacobson's consultants will:

✓ **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional material in each file and begin reviewing against the selection criteria.

✓ **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualification. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

✓ **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants will share with the selection committee.

✓ **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

Phase IV

In Phase IV McPherson & Jacobson's consultants will:

- ✓ **Review candidates with the board and assist board members in determining which candidates they will interview.**

The consultants will present a complete list of applicants, who completed the application process, to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district's criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

- ✓ **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

- ✓ **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

- ✓ **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouses/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

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✓ **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouses/significant others. In order to ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

✓ **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

✓ **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

✓ **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

✓ **Conduct background checks.**

Included in the fee is a criminal/financial/credential verification background check for the selected candidate. For an additional fee, the board can choose background checks for all of the finalists.

"This was the first time our district had used a stakeholder committee in addition to the board for input on finalists. The search firm provided outstanding guidance and worked well with district staff to establish a thoughtful productive process."

Priscilla Cox, Elk Grove Unified School District, CA

"High level of professionalism accompanied by a personable and transparent consultant leading a very good process to a very good outcome."

Michael Leydon, Newcastle Elementary School District, Newcastle, CA

"Know what school boards need for district size. Easy to do business with."

Chet Madison, Elk Grove Unified School District, CA

Phase V

In Phase V McPherson & Jacobson's consultants will:

✓ **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives. The action plan will be presented to the board for formal approval and forwarded to McPherson & Jacobson's home office.

✓ **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process. If the person selected leaves the position, *FOR WHATEVER REASON*, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

"I have been through this process several times. This process was one of the best"
Jeanette J. Amavisca, Elk Grove Unified School District, CA

"I would highly recommend your firm to other school districts."
Field Gibson, Paso Robles Joint Unified School District, CA

"I was very pleased with the search in every aspect."
Peggy Buckles, Conejo Valley Unified School District, Thousand Oaks, CA

Timeline

The timeline for the search process is established when we meet with the board so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

Search sequence:

- At the beginning of the search
 - Advertising decisions are made
 - The qualities for the new superintendent are identified
 - Application information is posted
 - A formal timeline is established
 - A brochure is created to advertise the district and the vacancy

- At the time designated by the board
 - Stakeholder group meetings are held
 - A summary of stakeholder input is presented to the board

- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials

- After the closing date
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process

- Approximately two to four weeks after the closing date
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - McPherson & Jacobson notifies each applicant not selected for an interview

- Soon after the board selects their candidates
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates
 - The board selects their new superintendent
 - A criminal/financial/credential verification background check is conducted on the selected candidate
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

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Responsibilities of San Dieguito Union High School District and McPherson & Jacobson, L.L.C.

Event	McPherson & Jacobson's Tasks
1 st board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> o Characteristics for the new superintendent o The search calendar o Compensation parameters o Identify the appropriate constituent groups for stakeholder input o Advertising venues <input type="checkbox"/> The consultant works with the Point of Contact to compile: <ul style="list-style-type: none"> o Information to create the brochure announcing the vacancy o The list of names to be invited to the community input meetings
After 1 st meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Application link is posted online <input type="checkbox"/> Brochure announcing the vacancy is created <input type="checkbox"/> Advertising is started <input type="checkbox"/> Vacancy announcements are sent out <input type="checkbox"/> E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening <input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position <input type="checkbox"/> Opening is posted on social media and additional venues
During application period	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants recruit candidates that fit the position <input type="checkbox"/> Monitors applicants and where they are in the application process <input type="checkbox"/> Notifies applicants of the closing date for submitting their materials <input type="checkbox"/> Lead consultant keeps the board up-to-date on the search
Stakeholder meetings are scheduled	<ul style="list-style-type: none"> <input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district
Stakeholder meetings	<ul style="list-style-type: none"> <input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input <input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post
Stakeholder meetings completed	<ul style="list-style-type: none"> <input type="checkbox"/> Consultant summarizes key themes and gives the results to the district <input type="checkbox"/> Copy of summary is sent to Home Office <input type="checkbox"/> The stakeholder input summary report is created
2 nd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Review stakeholder input summary report and provide copies to the district <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> o Interview questions o Length of contract, moving and interview expenses o Spouse/significant other's involvement in interview process o District Interview Schedule o Candidate Daily Interview Schedule <input type="checkbox"/> Interview questions are sent to Home Office to be formatted
Prior to 3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed <input type="checkbox"/> Contact candidates on short list and verify their interest in the position <input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures and screen questions

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Event	McPherson & Jacobson's Tasks
3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant facilitates the board's <ul style="list-style-type: none"> o Review of the list of all applicants o Overview of candidates on short list o Selection of finalists o Finalizing of interview dates & schedule o Review of interview questions & procedures o Finalizing candidate & spouse/significant other arrangements <input type="checkbox"/> Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues <input type="checkbox"/> Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) <input type="checkbox"/> Send Candidate Daily Interview Schedule to each finalist <input type="checkbox"/> Notify the applicants who were not selected to be interviewed
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> Call Point of Contact after 1st interview to learn how it went <input type="checkbox"/> Call 1st candidate to learn their perspective and how the interview went <input type="checkbox"/> Suggest any possible improvements <input type="checkbox"/> Be available for questions <input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service)
Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Verify acceptance <input type="checkbox"/> Conduct criminal/financial/credential verification check on selected candidate <input type="checkbox"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept <input type="checkbox"/> Consultant reviews superintendent's plan

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San Dieguito Union High School District

Event	School District's Tasks
1 st Board Meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Provides consultant with the necessary information to create the brochure; the name of the Point of Contact; and the board member list <input type="checkbox"/> Reviews the brochure
Community meetings are scheduled	<ul style="list-style-type: none"> <input type="checkbox"/> Names and addresses are sent to Home Office for community member stakeholder meeting invitations <input type="checkbox"/> Notifies internal stakeholders of times and locations for stakeholder meetings <input type="checkbox"/> Posts dates, times and locations of meetings and public forum(s) and encourages stakeholder attendance <input type="checkbox"/> Publishes link to online stakeholder input survey
3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> Board decides if they wish to conduct semi-finalist interviews <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour <input type="checkbox"/> Arrange logistics for stakeholder focus groups
Semi-finalist Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> The board interviews each semi-finalist <input type="checkbox"/> The board determines the finalists to be interviewed
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> One candidate per day <input type="checkbox"/> Board member greets each candidate upon arrival to district <input type="checkbox"/> Coordinates candidate's meeting with stakeholder focus groups and retrieval of input forms <input type="checkbox"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated
Meeting to Select Finalists/ Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Board members meet and discuss each candidate individually <input type="checkbox"/> Individually rank order candidates <input type="checkbox"/> Read input forms submitted by stakeholder focus groups <input type="checkbox"/> Select minimum of #1 and #2 candidates <input type="checkbox"/> Contact consultant with selection results <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board completes an evaluation of the search service provided by McPherson & Jacobson
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Board adopts plan <input type="checkbox"/> Send copy of plan to Home Office

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Investment

The investment for conducting the superintendent search is \$19,500 for Phases I-V.

The total not to exceed amount including expenses is \$25,150. (*Candidate interview expenses are not included in this amount.*)

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses, there is not an additional fee.

Additional Services:

In addition to the basic services provided, McPherson & Jacobson can provide at no additional charge the following services:

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.
- Schedule an on-site visitation to the finalist's home district.

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Price Breakdown for Search Activities

Phase	Description of Services	Fee	Expenses	Additional Costs/Notes
I	Meet with board to start search process. Start development of application materials. Initiate advertising.	\$4,000	\$2,500	Expenses include consultant travel and \$2,000 in advertising costs. Advertising costs are determined by the media selected by the board; therefore, this amount is an estimate only.
II	Conduct stakeholder input meetings. Begin candidate recruitment.	\$5,000	\$1,600	Expenses are based on one (1) team of two (2) consultants conducting stakeholder meetings for two (2) days. If the board chooses additional meetings beyond the two (2) days, the expenses will increase. The fee for additional days of stakeholder meetings is \$500 per day per consultant plus expenses.
III	Continue candidate recruitment. Conduct reference checks on applicants.	\$5,000	\$300	Expenses include office expenses for candidate recruitment and conducting reference checks.
IV	Meet with the board to review applicants and identify finalists to be interviewed. Assist board with interview questions and schedule. Coordinate candidate visits to the district.	\$4,000	\$750	Expenses include preparation of materials, consultant travel expenses and video interviews of five (5) candidates.
V	Meet with the board to determine the superintendent performance objectives.	\$1,500	\$500	Expenses include preparation of materials and consultant travel expenses.
Totals		\$19,500	\$5,650	Fees and/or expenses will increase if <ol style="list-style-type: none"> 1. the board chooses advertising media over \$ 2,000; 2. the board requests more than two (2) days of stakeholder input sessions; 3. The board requests more than 5 shortlist candidate videos 4. the board requests consultants be present at meetings not included above; 5. actual travel costs increase due to changing prices.
	Total*	\$25,150		<i>*based on parameters above</i>

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Stakeholder Involvement

Initial stakeholder input sessions

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

Meeting the candidates

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

Process for Obtaining Staff Input

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

Process for Obtaining Parent and Community Input

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

Process for Obtaining Online Stakeholder Input

McPherson & Jacobson will create an online input survey to allow stakeholders to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

California Searches Conducted by McPherson & Jacobson, L.L.C.

Alisal Union School District

1205 E. Market St.
Salinas, CA 93905
School Phone: 831-753-5700
Search Year: 2015/16
Enrollment: 9,000

Alpine Union School District

1323 Administration Way
Alpine, CA 91901
School Phone: 707-747-8300
Search Year: 2015/16
Enrollment: 1,700

Bellflower Unified School District

16703 South Clark Ave.
Bellflower, CA 90706
School Phone: 562-866-9011
Search Year: 2017/18
Enrollment: 12,700

Benicia Unified School District

350 East K St.
Benicia CA 94510
School Phone: 707-747-8300
Search Year: 2014/15
Enrollment: 5,000

Brawley Elementary School District

261 D Street
Brawley, CA 92227
School Phone: 760-344-2330
Search Year: 2015/16
Enrollment: 4,000

Calexico Unified School District

901 Andrade Ave.
Calexico, CA 92231
School Phone: 760-768-3800
Search Year: 2017/18
Enrollment: 8,966

Cold Spring School District

2243 Sycamore Canyon Rd
Santa Barbara CA 93108
School Phone: 805-969-2678
Search Year: 2016/17
Enrollment: 175

Conejo Valley Unified School District

1400 E. Janss Rd
Thousand Oaks CA 91362
School Phone: 805-497-9511
Search Year: 2014/15
Enrollment: 19,500

Denair Unified School District

3460 Lester Road
Denair CA 95316
School Phone: 209-632-7514
Search Year: 2017/18
Enrollment: 1,500

El Monte Union High School District

3537 Johnson Ave
El Monte CA 91731
School Phone: 626-444-9055
Search Year: 2014/15
Enrollment: 9,500

Elk Grove Unified School District

9510 Elk Grove-Florin Rd.
Elk Grove CA 95624
School Phone: 916-686-5085
Search Year: 2014/15
Enrollment: 62,000

Fallbrook Union High School District

2234 South Stagecoach Lane
Fallbrook CA 92028
School Phone: 760-723-6332
Search Year: 2013/14
Enrollment: 2,600

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Fort Sage Unified School District

100 D.S. Hall St
PO Box 35
Herlong CA 96113
School Phone: 530-827-2129
Search Year: 2016/17
Enrollment: 180

Nevada Joint Union High School District

11645 Ridge Rd
Grass Valley, CA 95945
School Phone: 530-273-3351
Search Year: 2017/18
Enrollment: 2,600

Glendale Unified School District

223 North Jackson St.
Glendale CA 91206
School Phone: 818-241-3111
Search Year: 2014/15
Enrollment: 26,200

New Haven Unified School District

34200 Alvarado-Niles Rd
Union City CA 94587
School Phone: 510-471-1100
Search Year: 2016/17
Enrollment: 12,148

Gustine Unified School District

1500 Meredith Ave.
Gustine CA 95322
School Phone: 209-854-3784
Search Year: 2014/15
Enrollment: 1,830

Newcastle Elementary School District

450 Main St.
PO Box 1028
Newcastle CA 95658
School Phone: 916-259-2832
Search Year: 2014/15
Enrollment: 796

Hemet Unified School District

1791 W. Acacia Ave.
Hemet, CA 92545
School Phone: 951-765-5100
Search Year: 2015/16
Enrollment: 21,000

Old Adobe Union School District

845 Crinella Dr.
Petaluma CA 94954
School Phone: 707-695-6633
Search Year: 2013/14
Enrollment: 1,700

Johnstonville Elementary School District

704-795 Bangham Lane
Susanville, CA 96130
School Phone: 530-257-2471
Search Year: 2015/16
Enrollment: 205

Oxnard Union High School District

39 S K St.
Oxnard CA 93030
School Phone: 805-385-2500
Search Year: 2015/16
Enrollment: 16,500

Lakeside Union School District

14535 Old River Road
Bakersfield CA 93311
School Phone: 661-836-6658
Search Year: 2014/15
Enrollment: 1,310

Parlier Unified School District

900 S. Newmark Ave.
Parlier, CA 93648
School Phone: 559-646-2731
Search Year: 2017/18
Enrollment: 3,435

Paso Robles Joint Unified School District

800 Niblick Rd
PO Box 7010
Paso Robles CA 93446
School Phone: 805-769-1000
Search Year: 2013/14
Enrollment: 6,500

Penn Valley Union Elementary School District

14806 Pleasant Valley Rd.
Penn Valley CA 95946
School Phone: 530-432-7311
Search Year: 2014/15
Enrollment: 700

Pollock Pines Elementary School District

2701 Amber Trail
Pollock Pines CA 95726
School Phone: 530-644-5416
Search Year: 2015/16
Enrollment: 800

Red Bluff Joint Union High School District

1260 Union St.
Red Bluff CA 96080
School Phone: 530-529-8710
Search Year: 2013/14
Enrollment: 1,622

Richland School District

331 N. Shafter Ave.
Shafter, CA 93263
School Phone: 661-746-8600
Search Year: 2015/16
Enrollment: 3,504

Roseville Joint Union High School District

1750 Cirby Way
Roseville, CA 95661
School Phone: 916-786-2051
Search Year: 2017/18
Enrollment: 10,300

Saugus Union School District

24930 Avenue Stanford
Santa Clarita, CA 91355
School Phone: 661-294-5300
Search Year: 2017/18
Enrollment: 10,000

Sausalito Marin City School District

200 Phillips Drive
Marin City CA 94965
School Phone: 415-332-3190
Search Year: 2015/16
Enrollment: 524

Soledad Unified School District

1261 Metz Rd.
Soledad, CA 93960
School phone: 831-678-0786
Search Year: 2016/17
Enrollment: 4,800

Sonora Union High School District

100 School Street
Sonora, CA 95370
School phone: 209-533-8510
Search Year: 2017/18
Enrollment: 1,000

Ventura Unified School District

255 W. Stanley Ave., Suite 100
Ventura, CA 93001
School phone: 805-641-5000
Search Year: 2016/17
Enrollment: 17,000

Winship-Robbins Elementary School

District

4305 S Meridian Rd

Meridian CA 95957

School Phone: 530-696-2451

Search Year: 2013/14

Enrollment: 200

California Consultants

Mrs. Janice Adams
Retired Superintendent
Benicia, California

Mr. Edward Agundez
Retired Superintendent
Nuevo, California

Mrs. Nicole Anderson
Educational Consultant
Vallejo, California

Ms. Aida Buelna
Retired Superintendent
Woodland, California

Mr. Robert Challinor
Retired Superintendent
Victorville, California

Mr. Julian Diaz
Retired Superintendent
Oroville, California

Mr. Robert Ferguson
Retired Superintendent
Napa, California

Mr. William Huyett
Retired Superintendent
Lodi, California

Mr. Benjamin Johnson, II
Board Member
Riverside, California

Dr. Barry Kayrell
Retired Superintendent
Murrieta, California

Dr. Steven Lowder
Retired Superintendent
Stockton, California

Dr. Michael McCoy
Superintendent
Muroc Joint USD, North Edwards
Bakersfield, California

Mr. Dennis Murray
Retired Superintendent
Murrieta, California

Mr. John Pruitt, Jr.
Former Board Member
Chino, California

Dr. Marilyn Shepherd
Retired Superintendent
Friant, California

Dr. John Sugiyama
Retired Superintendent
Indio, California

Mr. Edward Velasquez
Retired Superintendent
Chino, California

Ms. Teri Vigil
Board Member
Falls River Joint Unified School Dist.
McArthur, California

Dr. Thomas Jacobson, CEO/Owner
McPherson & Jacobson, L.L.C.
Omaha, Nebraska

Dr. Steve Joel, National Recruiter
Superintendent
Lincoln, Nebraska

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Transparency—The McPherson & Jacobson Difference

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process. The openness of the process has not gone unnoticed. The following article discusses McPherson & Jacobson’s stakeholder involvement.

Report details what community members want in new Elk Grove district superintendent

Residents, teachers and students in the Elk Grove Unified School District are all looking for the same characteristics in a new superintendent, according to report from McPherson & Jacobson LLC, an executive search firm hired by the district.

They want someone who is collaborative, culturally competent, approachable, has integrity and strong communication skills and is visible at schools. They also want someone who can lobby for legislation, policy and resources at the state and federal level, according to the report.

...

The report, compiled from more than 20 meetings with community members and stakeholders, was distributed to board members and others at a school board workshop Wednesday afternoon.

“It’s a good process – to get a feel for the community, employees and students,” said board President Priscilla Cox.

The report also says that stakeholders are in sync about issues at the district that they would like a new superintendent to know about. They list the achievement gap at the top of their list of concerns, as well as institutional racism and equity in the distribution of resources between schools.

They want the new superintendent to know that there is a split on the school board that makes it difficult for staff to work with trustees and that there is a need to re-establish trust between the administration and staff, according to the report.

The report will be used to help select a superintendent and will be distributed to the candidates so they can understand the community’s needs, said Bob Ferguson, a consultant for McPherson and Jacobson LLC. The new superintendent also will receive a copy as a guide to taking the helm of the district.

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The process is very effective, said William Huyett, a consultant for McPherson and Jacobson. By the third or fourth meeting, common themes began to emerge.

“It’s a healthy thing to talk to your stakeholders and to find out what the issues are,” Huyett said.

The school board adjourned to a closed session with the expectation that it would identify finalists for interviews that will begin Friday.

...

The entire board will conduct formal interviews of candidates in closed sessions. Interviews could continue Monday if the board selects more than four finalists. Representatives of employee, district and community organizations have also been selected to participate in the interviews.

**Taken in part from Lambert, Diana, *Sacramento Bee*,
Wednesday, Sep. 3, 2014 - 9:30 pm**

What Board Members Say About the Service of McPherson & Jacobson, L.L.C.

BOARD OF EDUCATION

Betsy Connolly, D.V.M., President
Pat Phelps, Vice President
Mike Dunn, Clerk
Peggy Buckles, Member
John Andersen, Member

SUPERINTENDENT

Jeffrey L. Baarstad, Ph.D.



June 3, 2015

To Whom It May Concern:

We have just completed a successful search for our new superintendent with the able assistance of Anita Johnson and Ed Velasquez, our consultants from the search firm McPherson & Jacobson, LLC.

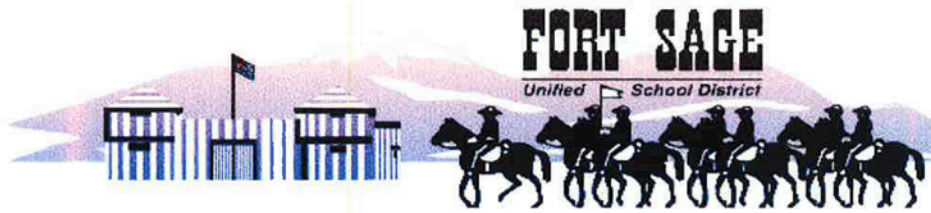
The entire process was handled in a highly professional manner. Every question was answered, every concern addressed. Rather than following a scripted process, the board remained in control of the style and substance of the search but without the burden of its execution. As board president, I worked closely with our consultants and came to depend on them for insight and advice. Their experience, with the search process and with the issues faced by education agencies was invaluable.

We were on a tight timeline and, like many board members, I have a demanding schedule outside of my school board responsibilities. Anita and Ed were available to me in the evening and on weekends when questions and conflicts arose. They did the detail work and planning so that we didn't have to. The level of support and encouragement provided was extraordinary. I cannot imagine doing a search without them.

The number and quality of the applicants was reassuring to the board and spoke to the success of the initial planning process and the skillful execution of our plan. I believe that our consultants represented us enthusiastically to potential candidates, thus helping to develop a high quality candidate pool. Our board constructed a rigorous candidate assessment that no doubt placed additional burdens on our consultants. They didn't waiver or complain. During our post interview discussion of the applicants, our consultants provided insight and guidance without attempting to influence the final outcome. Honestly, with such a difficult and important decision, it was critical to have their advice and support.

That support didn't stop with the selection of a finalist. Anita kept in touch with me, and with our selected candidate, as we worked through the contract development and public announcement process. It is for these reasons, and many more, that I give our consultants and their firm, my enthusiastic endorsement.

Betsy Connolly DVM



December 14, 2016

To Whom It May Concern;

I am writing this letter of recommendation for Teri Vigil of the McPherson and Jacobson Executive Recruitment and Development Firm.

Mrs. Vigil has provided excellent guidance and professionalism to our district during a rough time of transition. We are very appreciative of her work and her honest dedication to helping our district become the best it can be.

The Board of Trustees had hired a superintendent/principal on their own the year before who was not the right fit. His departure caused our district to fall apart. During the chaos, Mrs. Vigil was recommended to us by the County Superintendent of Schools and by another district in our county which had benefitted from her work.

She was immediately able to step in to provide a strong, confident voice to advise the board on how to move forward. She led the difficult conversations through stakeholder meetings to get to the basics about what the district needed in a new superintendent/principal.

The candidates she brought forward for final review and for interviews were impressive. Although it was a bit of a challenge to settle on just one, we have been very pleased with our new superintendent/principal. He was well prepared for the job and was able to step right into the district to take control.

I would recommend Mrs. Vigil and the firm of McPherson and Jacobson for other districts going through the process of hiring a new administrator. We could not have done it without her.

Thank you,

A handwritten signature in black ink that reads "Vanessa Vazquez". The signature is written in a cursive style with a small smiley face above the letter 'V' in "Vazquez".

Vanessa Vazquez
President, Board of Trustees
Fort Sage Unified School District

District Office (530) 827-2129 Ft. Sage Middle School/Herlong High School 827-2101 Sierra Primary School 827-2126

PO Box 35 ♦ 100 DS Hall ♦ Herlong, CA 96113 ♦ Fax (530) 827-3239

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

Over 25 percent of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

McPherson & Jacobson has placed numerous minority/female candidates; our most recent placements are listed below:

<u>Search Year</u>	<u>School District/Entity</u>	<u>Person Placed</u>
2016-2017	Cold Spring School District, Santa Barbara, CA	Dr. Amy Alzina
2016-2017	New Haven Unified School Dist., CA	Dr. Arlando Smith
2016-2017	Carlsbad Municipal Schools, NM	Dr. Gregory Rodriquez
2016-2017	School District of Fort Atkinson, WI	Dr. Beverly Brown
2016-2017	Starkville Oktibbeha Consolidated School District, MS	Dr. Eddie Peasant
2016-2017	Richland School District, CA	Dr. Dagoberto Garcia
2015-2016	Oxnard Union High School Dist., CA	Ms. Penelope DeLeon
2015-2016	Alisal Union School District, CA	Dr. Hector Rico
2015-2016	Johnstonville Elem. School Dist., CA	Dr. Melanie Spears
2015-2016	East Dubuque School District, IL	Mrs. Tori Lindeman
2015-2016	Hemet Unified School District, CA	Ms. Christi Barrett
2015-2016	Ottumwa CSD, IA	Ms. Nichole Koolker
2015-2016	Charlotte-Mecklenburg Schools, NC	Dr. Clayton Wilcox
2015-2016	Rapid City Area School District, SD	Dr. Lori Simon
2015-2016	Francis Howell School District Saint Charles, MO	Dr. Mary Hendricks-Harris
2015-2016	Glendale Unified School District, CA	Mr. Winfred Roberson
2015-2016	Grand Island Public Schools, NE	Dr. Tawana Grover
2015-2016	Othello School District No. 147, WA	Dr. Kenneth Hurst
2014-2015	Penn Valley Union Elementary School District, CA	Dr. Torie England
2014-2015	Newcastle Elem. School District, CA	Ms. Denny Rush
2014-2015	Seattle Public Schools, WA (Director of Enrollment Planning)	Ms. Ashley Davies
2014-2015	Caney Valley USD 436, KS	Mr. Blake Vargas
2014-2015	Birmingham City Schools, AL	Dr. Kelley Gacutan
2014-2015	Cherokee Community School Dist., IA	Ms. Kimberly Lingenfelter
2014-2015	Chief Leschi Schools, Puyallup, WA	Dr. Amy Eveskcige
2014-2015	Colts Neck Township Schools, NJ	Ms. Mary Jane Garibay

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2014-2015	Conejo Valley Unified School District Thousand Oaks, CA	Dr. Ann Bonitatibus
2014-2015	El Monte Union High School Dist., CA	Dr. Irella Perez
2014-2015	Gustine Unified School District, CA	Mr. William Morones
2014-2015	Hot Springs School District, AR	Mr. Mike Hernandez
2014-2015	San Juan Island School District Friday Harbor, WA	Dr. Danna Diaz
2014-2015	Sunnyside Unified School District Tucson, AZ	Mr. Steven Holmes
2014-2015	Unity Charter School, Morristown, NJ	Ms. Connie Sanchez
2014-2015	Watson Chapel School District Pine Bluff, AR	Dr. Connie Hathorn
2013-2014	Arkansas Arts Academy(Benton County School of Arts), AR	Mrs. Mary Ley
2013-2014	Caddo Parish Public Schools Shreveport, LA	Dr. Theodis Lamar Goree
2013-2014	Fallbrook Union High School District, CA	Dr. Hugo Pedroza
2013-2014	Gardner Public Schools, MA	Ms. Denise Clemons
2013-2014	Hermitage School District, AR	Dr. Tracy Tucker
2013-2014	Mary M. Knight School Dist., WA	Dr. Ellen Perconti
2013-2014	Winship-Robbins Elem. Schools, CA	Dr. Laurie Goodman
2013-2014	Valley Springs School Dist., AR	Ms. Judy Green
2012-2013	Clarke Comm. School District, IA	Ms. Bonita Gonzales
2012-2013	Eatonville School District, WA	Ms. Krestin Bahr
2012-2013	Galena Unit School District #120, IL	Dr. Sharon Olds
2012-2013	Goshen County School District Torrington, WY	Ms. Jean Chrostoski
2012-2013	Hot Springs School District, SD	Mrs. Danielle Root
2012-2013	Ladue Schools, St. Louis, MO	Dr. Donna Jahnke
2012-2013	Laguna Dept. of Education, NM	Mr. Emmanuel "David" Atencio
2012-2013	Little Rock School District, AR	Dr. Dexter Suggs
2012-2013	McCleary School District, WA	Ms. Tita Mallory
2012-2013	Santa Fe Indian School, NM	Mr. Roy Herrera
2012-2013	Texarkana School District, AR	Mrs. Becky Kesler