



**PROPOSAL TO CONDUCT AN
EXECUTIVE DIRECTOR SEARCH**

for

**CALIFORNIA
COLLABORATIVE FOR
EDUCATIONAL EXCELLENCE**

March 2015



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April 6, 2015

Mr. Paul Jessup
Deputy Superintendent, Administrative Services
Riverside County Office of Education

Re: California Collaborative for Educational Excellence Executive Director Search

Dear Mr. Jessup:

Leadership Associates proposes to conduct a comprehensive search for the first executive director of the California Collaborative for Educational Excellence. We see this search not only as a professional opportunity but also a way to impact the quality of education for California students. Our experiences in finding leaders who are able to identify the right strategies for allocating resources to support the success of all students and working with districts to develop their Local Control Accountability Plans uniquely prepare us to work in partnership with the Governing Board of the Collaborative.

In addition all of us have track records of success in helping the education organizations we led to improve the levels of achievement of all students. We have a good sense of the knowledge and skills that will be required of the Executive Director for the Collaborative. These include the ability to identify the right systems, structures, and processes to improve student achievement; to connect with existing organizations and networks such as CORE, the California Collaborative for District Reform, the new California Center for the Implementation of Common Core, and the New Teacher Center; to build relationships with CTA, ACSA, and statewide leadership networks; to establish credibility with local school districts, and to work with the different providers that support local initiatives to improve student achievement. We also believe this person will have to be able to build out a new organization which includes establishing a strategic framework (vision, mission, core values, strategic goals, initiatives, and metrics), hiring a high quality staff, developing a business plan, and knowing what must be done to successfully implement the Collaborative's goals and strategies.

Leadership Associates is a Partnership composed of 12 former California superintendents and has over twenty years of work in California assisting boards of education, non-profits, and charter schools in identifying superintendents and other leaders. All Partners have been involved in major leadership positions in California public education and have a thorough understanding of the systems, structures, and processes that are characteristic of our state's public education system.

Four partners will be actively dedicated to this search and the remaining eight will be available as needed. For the CCEE, the lead partners will be Kent Bechler; former superintendent of the Corona Norco, Walnut Valley and Duarte School Districts; Dennis Smith, former superintendent

of the Placentia Yorba Linda, Orange County Public Schools (Florida), Irvine, Cajon Valley and Laguna Beach School Districts; Jim Brown, former superintendent of the Glendale, Palo Alto, Lompoc, and Cambria School Districts, and Sally Frazier who served as President of CCSESA and was elected to six consecutive four year terms as Madera County Superintendent . Their biographies are included with this proposal.

We have carefully reviewed the desired qualifications for a search that is intended to produce a strong leader who will be able to build a successful statewide organization that will assist a wide variety of school districts, county offices, and charter schools in implementing the Local Control Funding Formula (LCFF). Our own professional experiences provide us with in depth understanding of the leadership qualities that will be required to develop and implement this organization. Added to these experiences is the professional record of our Partnership in helping Boards in over 300 districts find new superintendents; the Association of California School Administrators and Gates/West Ed find Executive Directors; the Los Angeles County Office of Education find a new superintendent; and charter schools hire new education leaders. Examples of recent searches include the Oakland, Riverside, Santa Ana, and Sacramento City Unified School Districts. A list of all our past and present searches is included with this proposal.

Ours is a business where if we don't do well, we will quickly be out of business. This year we are engaged in the largest number of searches we have had in a given year since our founding. We attribute this success in no small way to the quality of our references. We are confident they will attest to the quality of our work which includes not only extensive recruiting and reference checking on a state and national level, but also the development of position descriptions (samples are available on our website), assistance in developing compensation packages and contract language, and processes to help those making the hiring decision come to agreement on the best candidate. We have included some of these references in this proposal.

Leadership Associates prides itself on the quality of candidates it is able to bring forward to our clients. We often tell them that our job is to make your job difficult by bringing forward multiple qualified candidates. We believe we have been able to do this for several reasons:

1. Because our partners have held numerous state and national education leadership positions, we have developed an extensive network within the state and nationally which enables to seek out candidates who are the right match for the profile that has been developed. As an example, Jim and Kent are members of the California Collaborative for District Reform, Jim has served as President of the Suburban School Superintendents, Dennis has served as a superintendent in both California and Florida, and Sally has served as CCSESA President. We all remain active in other education endeavors including leadership development, governance training, and Strategic/LCAP planning and implementation. To recruit the right candidates, it is important to be familiar in a hands-on way with the type of work they will be doing. That's something we bring to the table that other firms may not. Leadership Associates is well positioned in finding candidates who possess the unique skill and characteristics needed in the new Executive Director.
2. We know that a successful search requires both "passive and active recruiting" Passive is done through extensive advertising. For this position we would likely use Education Week, Ed Cal, AASA, and Ed Pioneers. However, the most important work involves proactive recruiting, which means personal phone calls and multiple interactions with possible candidates. All twelve partners will assist with this work.

3. Thorough reference checking is essential. While we ask candidates to submit references, we know additional vetting through personal contacts and database searches is essential. We never want any client to be surprised by finding something out about a candidate that we had not previously indicated.
4. We also help our clients identify the critical questions to ask of candidates so that they have a thorough understanding of what they bring to the table.

Understanding the interest of the CCEE Governing Board in having a process that is both “quick and thorough,” Leadership Associates proposes the following steps:

1. Consult with the Board to finalize the search process and develop a position description. Leadership will recommend wording for the position description based on dialogue with Board members and review of descriptions for positions that might be deemed comparable in California and other states. As part of this process, we would want to identify major compensation and other contract parameters. It is extremely important this not be left to the end.
2. Establish a timeline for the search with a goal of having identified a finalist by the week of June 22, 2015.
3. Advertise in Ed Week, Ed Cal, AASA, Ed Pioneers and other publications to be identified.
4. Initiate affirmative recruiting actions both in and out of state.
5. Complete thorough references checks.
6. Prepare a written profile for each recommended candidate describing how that candidate meets the profile in the position description.
7. Meet with the Governing Board to review candidates and select those to be invited for an interview.
8. Two Rounds of Interviews in mid June with Leadership Associates present to assist the Board.
9. Selection of a Finalist by the week of June 22.
10. Facilitate a goal setting and evaluation workshop after the new executive director is hired.

We are acutely aware of the importance of this position for moving California public education forward and helping all California districts make LCFF work for the students they serve. We commit to doing what’s required to make sure CCEE has a leader who is able to create, plan, develop, and implement the vision, mission, goals, strategies, and metrics necessary for CCEE’s success.

In closing, we will note that elsewhere in this proposal you will find additional information about our work. We welcome an opportunity to discuss our proposal with you and complete a successful search.

Respectfully,

Kent Bechler

Kent L. Bechler, Ph.D

Jim Brown

James R. Brown

Dennis Smith

Dennis M. Smith, Ed.D

Sally Frazier

Sally Frazier, Ed,D



Overview of Executive Director Search Process for California Collaborative for Educational Excellence (CCEE)

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

***Initial Meeting with the CCEE**

This is our first meeting with you once we have been selected to represent the CCEE. At this meeting we will discuss the following with you: the characteristics you are looking for in your Executive Director; the process for engaging groups and individuals designated by the CCEE in the search process; the final timeline and your commitment to meeting dates; CCEE protocols during the search; possible contract parameters for the new executive director; potential candidates; the CCEE's liaison with Leadership Associates and spokesperson for the CCEE; and, other matters the CCEE may wish to discuss.

Public Input

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

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

Online Survey

We also provide an ONLINE SURVEY link for participants unable to attend a scheduled input meeting. Survey data will be tabulated and a summary report will be prepared for the CCEE.

Position Description

The position description is prepared reflecting the input we receive on qualities and characteristics desired, and key search dates. The CCEE reviews the draft and makes changes before the description is finalized. The description is then posted on our website and distributed widely and can be posted on the CCEE's website.

Advertising, Recruitment, Reference Checking

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

Development of Candidate Profiles

Leadership Associates will prepare a summary of all the candidates who submit applications, describing their background. For each of the recommended candidates, Leadership Associates will prepare a written profile that describes why the candidate is being recommended and how he/she meets the profile.

***Selection of Finalists**

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

***Final Interviews**

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

Public Approval of the New Executive Director

The CCEE takes public action to employ the new executive director.

Goal Setting and Evaluation Workshop

Leadership Associates will facilitate a goal setting and evaluation workshop after the new executive director is hired.

Throughout the process Leadership Associates will be available to answer any questions you may have.

CALIFORNIA COLLABORATIVE FOR EDUCATIONAL EXCELLENCE (CCEE)

Suggested Timeline for Executive Director Search 2015

<u>DATE</u>	<u>EVENT</u>
March 16, 2015	CCEE receives proposal.
April 13, 2015	CCEE selects firm to conduct executive director search and approves the consultant agreement.
April 15 – May 2015	<p>Consultants meet with stakeholders designated by CCEE to receive input.</p> <p>Consultants begin identifying candidates.</p> <p>Development and posting of a position description.</p> <p>Advertising in state and national publications and active recruitment.</p> <p>Provide bi weekly updates to the Board.</p>
May 21, 2015	Deadline for Applications.
June 1-15, 2015	Consultants complete comprehensive reference and background checks on applicants.
June 4, 2015	Meet with Board to review candidate pool.
June 15, 16, or 17, 2015	CCEE sub-committee meets with consultants, reviews applications and selects finalists to be interviewed.
Week of June 22, 2015 (2 days)	<p>Day 1 - CCEE sub-committee interviews finalists. Recommends top 2-3 to be interviewed by Board.</p> <p>Day 2 - Board interviews top finalists. Schedule meeting for contract approval.</p>
By July 1, 2015	New Executive Director selected.
TBD	Leadership Associates will facilitate a goal setting and evaluation workshop after the new executive director is hired.

COST ANALYSIS

California Collaborative for Educational Excellence (CCEE) Executive Director Search 2015

\$45,000 PLUS EXPENSES

BREAKDOWN OF FEE AND EXPENSES TO CONDUCT SEARCH FOR NEW EXECUTIVE DIRECTOR:

Fee for service includes:

- **All meetings with the CCEE**
- **Development and posting of the position description announcing the position**
- **Accept applications and respond to all inquiries regarding the position.
We assume all clerical expenses**
- **Recruit candidates and do extensive background checks**
- **Gather further input as needed and provide CCEE with a written report**
- **Coordinate the logistics of the search:**
 - **scheduling appointments**
 - **notification of unsuccessful candidates**
- **Assist in the development of interview questions**
- **Act as an advisor to the CCEE**
- **Assist the new executive director and CCEE through transition and the first year**
- **Facilitate a goal setting workshop for the Board and new executive director**

Expenses include:

- **Consultant Business Travel – not to exceed \$8,000**
- **Advertising – not to exceed \$2,000**
- **Candidates will be responsible for travel costs for the first interview unless otherwise
determined by the Board on a case-by-case basis**



Leadership Associates' Profile

Leadership Associates has conducted over 300 searches in California since 1996. We have 12 partners, all active educators and former, successful California superintendents who reside throughout the state – north, south, and central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted school boards in finding top candidates from outside the state.

A few other facts about the firm:

- All have national and state-wide networks and alliances including ACSA, CALSA, Northern and Southern Superintendents, City Superintendents, AASA, and Suburban School Superintendents;
- All belong to organizations which include top and emerging leaders;
- Various partners have filled leadership roles with ACSA and CSBA;
- Three are bi-lingual in Spanish;
- Many facilitate workshops in districts throughout the state such as: board/superintendent relations; board/superintendent protocols; strategic planning; superintendent evaluations; team building; and instructional improvement. Several coach and mentor superintendents and other top district leaders;
- Our partners are connected with colleges and universities that prepare educational leaders;
- Most have taught or are currently teaching leadership courses at universities;
- All have received recognition for educational and community work, regionally, statewide and nationally; and one was honored by the Mexican Consulate; and
- One is a co-author, with two former partners, of *A Practical Guide to Effective School Board Meetings*; two have co-authored *Eight at the Top, Superintendent-School Board Practices*, and *The Superintendent's Planner*.



GENERAL INFORMATION

(1) Firm name, address and point of contact for this proposal:

Leadership Associates
50-855 Washington Street, #C-205
La Quinta, CA 92253

(2) Telephone: (760) 771-4277 Facsimile 760) 771-4277

Firm Web Address: www.leadershipassociates.org

Point of Contact Email: Lhunt@leadershipassociates.org

(3) Type of firm: **Partnership**

(4) Names and titles of all principals/officers/partners of the firm:

Name	Title	Phone Number
<u>Kent L. Bechler, Ph.D</u>	<u>Partner</u>	<u>(909) 721-0052</u>
<u>James R. (Jim) Brown</u>	<u>Partner</u>	<u>(818) 515-4089</u>
<u>Marc Ecker, Ph.D</u>	<u>Associate</u>	<u>(818) 802-4769</u>
<u>Michael Escalante, Ed.D</u>	<u>Partner</u>	<u>(818) 802-4769</u>
<u>Rich Fischer</u>	<u>Associate</u>	<u>(916) 770-9644</u>
<u>Sally Frazier, Ed.D</u>	<u>Partner</u>	<u>(559) 232-5476</u>
<u>Gwen E. Gross, Ph.D</u>	<u>Partner</u>	<u>(949) 419-5660</u>
<u>Don Iglesias</u>	<u>Partner</u>	<u>(408) 595-2282</u>
<u>Peggy Lynch, Ed.D</u>	<u>Partner</u>	<u>(760) 519-8506</u>
<u>Phil Quon</u>	<u>Partner</u>	<u>(408) 242-7795</u>
<u>Dennis M. Smith, Ed.D</u>	<u>Partner</u>	<u>(714) 612-1708</u>
<u>Rich Thome</u>	<u>Partner</u>	<u>(949) 842-0659</u>



❖ KENT L. BECHLER

Biographical Information

- Kent last served as superintendent of the Corona-Norco Unified School District, the 9th largest school district in California until 2012.
- Corona-Norco Unified School District was named a 2012 finalist for the \$1 million Broad Prize for Urban Education. The Broad Prize for Urban Education is the largest education prize in the country, honoring school districts that demonstrate the greatest overall performance and improvement in student achievement, while reducing achievement gaps among poor and minority students.
- He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. He held positions of Assistant Superintendent, Principal, Assistant Principal, Teacher and Coach.
- Kent received a bachelor's degree in social work from Azusa Pacific University, a master's degree in educational administration from California State University – Los Angeles and a Ph.D. in education from Claremont Graduate University.
- Kent has extensive training experience in management, leadership, systems, policies and procedures, strategic planning, labor relations, and developing collaboration and teamwork within organizations. He is well known for developing trusting relationships, team building and resolving organizational conflict. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses and other organizations.
- He was named the 2012 California Superintendent of the Year by the Association of California School Administrators.
- During Kent's 32 year career in K-12 education, he served in professional organizations including Association of California School Administrators (ACSA), California Collaborative on District Reform, American Association of School Administrators (AASA), Southern California Superintendents, Urban Education Dialogue and Educational Research Development Institute (ERDI).
- Born in Saginaw, Michigan and raised in South Central Los Angeles, he has traveled extensively throughout South America, Australia and Mainland China playing basketball.
- Kent is married and has three sons and two grandchildren.



❖ JAMES R. BROWN

Biographical Information

- James R. (Jim) Brown served as Superintendent of Schools for the Glendale, Palo Alto and Lompoc Unified School Districts. He was also superintendent of the Cambria Union Elementary and Coast Union High School Districts. He has been an Administrator of Instruction K-8, a middle school principal, high school assistant principal and teacher.
- Jim received his Masters Degree from the University of Kansas and his B.S.F.S. Degree from Georgetown University, Washington, D.C.
- Jim has chaired the ACSA Superintendency Committee and the ACSA Urban Superintendents' Committee. He has also served as co-chair of the California State Mathematics Task Force and the High School Exit Exam Panel. He was also a member of the It's Elementary Task Force.
- In 1999-2000, Jim was named California Superintendent of the Year by the Association of California School Administrators and in 1993 received the Robert Alioto Instructional Leadership Award from the California School Leadership Academy. He was also President of the national Suburban School Superintendents' Association and Schools for Sound Finance. He was given the Golden Oak Award in 2003 from the California PTA, the Tall Tree Award for Outstanding Professional in 1996 by the Palo Alto Chamber of Commerce, and received the Marcus Foster Award for Administrative Excellence from the Association of California School Administrators in 2004.
- Jim has experience conducting executive searches since 2004, and has facilitated or assisted in the facilitation of more than 55 executive searches since that time.
- Jim currently serves as senior advisor for Pivot Learning Partners. His areas of focus are: Teacher and Principal Effectiveness, Governance, the Strategic School Funding for Results Project, Executive Coaching, and documentation of education innovations.
- Jim has been a member of the Board of Directors of Glendale Memorial Hospital, the American Leadership Forum and the Southern California Leadership Network. He has served in leadership roles in numerous community and civic groups.
- Jim, and his wife, Kathy, who is a retired librarian, have three grown sons.

❖ SALLY FRAZIER

Biographical Information

- Sally was elected Madera County Superintendent of Schools for six consecutive 4-year terms.
- Sally received her Doctorate from University of Southern California, and her Master's and Bachelor's degrees from California State University, Stanislaus.
- Sally served the California County Superintendents' Educational Services Association as President, Legislative Chairperson and numerous terms on its Executive Board. She was CCSESA's representative to ACSA's Superintendency Committee and its liaison to the Springboard Schools Board of Directors. Sally chaired CCSESA's Commission on the Organization of Policy Groups, Organizing for Action.
- Sally received CCSESA's Outstanding County Superintendent Award, was named Woman of the Year for the 14th State Senate District (Senator Maddy) and Woman of the Year for the 29th State Assembly District (Assemblyman Villines). She received the Robert F. Alioto Award for California Instructional Leadership, the Dr. Martin Luther King, Jr. Humanitarian Award, and Marjaree Mason Top Ten Professional Women Award.
- Sally was appointed by former State Superintendent of Public Instruction, Delaine Eastin, to the Education Commission for Technology in Learning. Sally was also appointed by Governor Schwarzenegger to the Advisory Commission on Juvenile Justice and Delinquency.
- Sally is married to Stephen. They have two married sons.



❖ DENNIS M. SMITH

Biographical Information

- Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (25,000 ADA) in Orange County until June of 2012.
- Dennis also served as superintendent of the Orange County Public Schools in Orlando, Florida, the 16th largest school district in the United States. Prior to that, he served as superintendent of the Irvine Unified School District, Cajon Valley Union School District and the Laguna Beach Unified School District. Dennis served a total of 26 years as a Superintendent of Schools.
- Dennis has experience conducting executive searches since 2005, and has facilitated or assisted in the facilitation of more than 20 executive searches since that time.
- Dennis was recognized as one of the top 100 Executive Educators in North America by the National School Boards Association, one of the 89 Rising Stars to Watch by the Los Angeles Times, one of the 100 Most Influential Business Leaders in Central Florida by the Orlando Business Journal, and the ACSA Region XVII Superintendent of the Year. He also served as President of the Southern California Superintendents' Association.
- Dennis received his Bachelor of Arts and Masters Degree from Arizona State University and his Doctorate from the University of Arizona. In addition, he has been an adjunct faculty member at California State University, Fullerton and held positions as assistant superintendent, principal and teacher.
- Dennis has spoken at the local, state and national level on Board- Superintendent relations, Strategic Planning and Goal Setting and Organizational Management. He has consulted with school districts across the United States assisting school boards with superintendent searches and conducting workshops, trainings and organizational efficiency audits.
- Dennis is married and has two children.



Leadership Associates

PARTNER AND STAFF INFORMATION

PARTNERS/ASSOCIATES

Name: Kent L. Bechler, Ph.D
Title: Lead Partner, Leadership & Organizational Development
Background: Former Superintendent, Duarte, Walnut Valley and Corona-Norco Unified School Districts.

Name: James R. (Jim) Brown
Title: Partner – Senior Advisor
Background: Former Superintendent, Glendale, Palo Alto and Lompoc Unified School Districts, and Cambria Union Elementary and Coast Union High School Districts.

Name: Marc Ecker, Ph.D
Title: Associate
Background: Former Superintendent, Fountain Valley School District.

Name: Michael Escalante, Ed.D
Title: Partner
Background: Former Superintendent, Glendale Unified and Fullerton Joint Union High School District.

Name: Rich Fischer
Title: Associate
Background: Former Superintendent, Mountain View-Los Altos HSD, Harmony Union SD, and Lake Tahoe USD.

Name: Sally Frazier, Ed.D
Title: Partner
Background: Former Madera County Superintendent of Schools.

Name: Gwen E. Gross, Ph.D
Title: Partner
Background: Former Superintendent, Irvine, Beverly Hills, Manhattan Beach and Ojai Unified School Districts and Hermosa Beach City School District.

Name: Don Iglesias
Title: Partner
Background: Former Superintendent, San Jose Unified School District.

Name: Peggy Lynch, Ed.D
Title: Partner
Background: Former Superintendent, Brea Olinda USD and San Dieguito Union High School District.

Name: Phil Quon
Title: Partner
Background: Former Superintendent, Union and Cupertino School Districts.

Name: Dennis M. Smith, Ed.D
Title: Lead Partner - Searches
Background: Former Superintendent, Placentia-Yorba Linda, Irvine, Cajon Valley and Laguna Beach Unified School Districts, and Orange County Public Schools, Florida.

Name: Rich Thome
Title: Partner
Background: Former Superintendent, South Bay Union and Cardiff Elementary School Districts.

STAFF

Name: Linda Hunt
Title: Administrative Assistant
Background: Served more than 17 years in California public school district. 9 years as administrative assistant to the superintendent; was involved in three superintendent searches during tenure. Will assist District superintendent's assistant throughout entire search.

LEADERSHIP ASSOCIATES
50-855 Washington Street #C-205
La Quinta, CA 92253
Phone/Fax (760) 771-4277

AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made this **April 2015** between LEADERSHIP ASSOCIATES, hereinafter called the Contractor, and **CALIFORNIA COLLABORATIVE FOR EDUCATIONAL EXCELLENCE** hereinafter called the CCEE.

The Contractor agrees to perform services for the CCEE as follows:

The Contractor will conduct an executive director search as delineated in the search proposal.

The CCEE agrees to pay the Contractor **FORTY FIVE THOUSAND DOLLARS (\$45,000) plus expenses not to exceed \$10,000**, for services provided. Payment is to take place in two increments: (1) **\$22,500** upon the close of applications, and (2) **\$22,500 plus expenses** upon presentation of candidates. The Contractor will submit invoices and any expense receipts to the CCEE for each of the payment increments. Payments are due within 30 days of receipt of invoice.

The Contractor is to perform the above services beginning April 2015.

Contractor agrees to hold harmless and indemnify the CCEE, its officers, agents, and employees with respect to all damages, costs, expenses or claims, in law or in equity, arising or asserted because of injuries to or death of person or damage to, destruction, loss, or theft of property arising out of faulty performance of the services to be performed by Contractor hereunder.

It is expressly understood and agreed to by both parties hereto that the Contractor, while engaged in carrying out and complying with any of the terms and conditions of this contract, is an independent contractor and is not an officer, agent, or employee of the aforesaid CCEE. Either party may terminate this agreement by providing the other party with ten (10) days written notice. Upon such termination, fees will be determined on a pro rata basis.

CONTRACTOR:
LEADERSHIP ASSOCIATES
Taxpayer ID#: 68-038 3653

CALIFORNIA COLLABORATIVE
FOR EDUCATIONAL EXCELLENCE

By _____

By _____

Name KENT L. BECHLER, Ph.D

Name _____

Date April 2015

Date _____



Proposal for Executive Director Search
CALIFORNIA COLLABORATIVE FOR EDUCATIONAL EXCELLENCE
March 2015

REFERENCES

1. **District/Organization:** RIVERSIDE UNIFIED SCHOOL DISTRICT
Contact: Kathy Allavie, Board President
Tom Hunt, Board Vice President
2. **District/Organization:** OAKLAND UNIFIED SCHOOL DISTRICT
Contact: David Kakishiba, Former board member/Past president
3. **District/Organization:** PALO ALTO UNIFIED SCHOOL DISTRICT
Contact: Barb Mitchell, Former board member/Past president
(650) 245-7575/cell
4. **District/Organization:** WEST ED
Contact: Richard Whitmore, Chief Administrative Officer
(925) 899-0681
5. **District/Organization:** ASSOCIATION OF CALIFORNIA SCHOOL ADMINISTRATORS
Contact: Wes Smith, Executive Director
6. **District/Organization:** SANTA ANA UNIFIED SCHOOL DISTRICT
Contact: Rob Richardson, former board president
714 478-5099/cell



LISTING OF SEARCH PROJECTS

CURRENT SEARCH PROJECTS

District/Organization	County
Brea Olinda USD	Orange
Burbank USD	Los Angeles
Carmel USD	Monterey
Central Union HSD	Imperial
Cypress SD	Orange
Del Norte County USD	Del Norte
Duarte USD	Los Angeles
Franklin McKinley SD	Santa Clara
Moreland SD	Santa Clara
Mountain View-Los Altos UHSD	Santa Clara
Novato USD	Marin
Oakley Union SD	Contra Costa
Paradise USD	Butte
Reed Union SD	Marin
Rialto USD	San Bernardino
San Bruno Park SD	San Mateo
San Mateo Union HSD	San Mateo
University Preparatory School	Shasta
Ventura USD	Ventura
WestEd	Statewide

PAST SEARCH PROJECTS

District/Organization	County
Acalanes Union HSD	Contra Costa
Alameda USD	Alameda
Alhambra City SD	Los Angeles
Alta Loma ESD	San Bernardino
Anaheim City SD	Orange
Anaheim City SD (Asst. Supt., HR)	Orange
Anaheim Union High School District	Orange
Association of California School Administrators (ACSA) (Executive Director)	Statewide
Bakersfield City	Kern
Bakersfield SD	Kern
Baldy View ROP (Executive Director)	San Bernardino
Benicia USD	Solano
Berkeley USD	Alameda
Beverly Hills USD	Los Angeles
Brentwood Union SD	Contra Costa
Buckeye Union ESD	El Dorado
Buena Park ESD	Orange

Burrel USD	Mendocino
Cabrillo USD	San Mateo
Calistoga Joint USD	Napa
Cambrian School District	Santa Clara
Campbell Union SD	Santa Clara
Capistrano USD	Orange
Carlsbad USD	San Diego
Carmel USD	Monterey
Central Union HSD	Imperial
Ceres USD	Stanislaus
Charter Oak USD	Los Angeles
Chowchilla ESD	Madera
CIF, San Diego Section (Commissioner)	San Diego
City Heights Educational (Exec. Director.)	
Claremont USD	Los Angeles
Claremont USD (Special Ed Director)	Los Angeles
Clovis USD	Fresno
Coalinga-Huron Joint USD	Fresno
Coast USD	San Luis Obispo
Conejo Valley USD	Ventura
Corcoran Joint USD	King
Corona-Norco USD	Riverside
Covina Valley USD	Los Angeles
Culver City USD	Los Angeles
Cypress ESD	Orange
Del Mar Union SD	San Diego
Desert Sands USD	Riverside
Dinuba USD	Tulare
Dos Palos-Oro Loma Joint USD	Merced
Downey USD	Los Angeles
Duarte USD	Los Angeles
East San Gabriel SELPA (Executive Director)	Los Angeles
Edison ESD	Kern
El Dorado Union HSD	El Dorado
El Segundo USD	Los Angeles
Elk Grove USD	Sacramento
Emery USD	Alameda
Encinitas Union ESD	San Diego
Escondido Union SD	San Diego
Eureka City USD	Humboldt
Exeter Public Schools	Tulare
Fairfield-Suisun USD	Solano
Folsom Cordova USD	Sacramento
Fountain Valley USD	Orange
Fowler USD	Fresno
Franklin-McKinley Elementary SD	Santa Clara
Ft. Bragg USD	Mendocino
Fullerton SD	Orange
Galt JUHSD	Sacramento
Glendale USD	Los Angeles
Glendora USD	Los Angeles
Golden Valley USD	Madera
Goleta Union SD	Santa Barbara
Green Dot Public Schools (Chief Academic Officer)	
Hayward USD	Alameda
Hemet USD	Riverside
Hermosa Beach City SD	Los Angeles
Huntington Beach Union HSD	Orange
Irvine USD	Orange
Jefferson ESD/Daly City	San Mateo
Kelseyville USD	Lake
Kentfield ESD	Marin
Kings River Union ESD	Kings
La Puente Valley ROP (Executive Director)	Los Angeles
LACOE - CFO	Los Angeles

Laguna Beach USD	Orange
Lake Elsinore USD	Riverside
Lammersville ESD	San Joaquin
Larkspur ESD	Marin
Las Lomitas ESD	San Mateo
Las Lomitas ESD (MS & Elem. Principals)	
Lindsay USD	Tulare
Lodi USD	San Joaquin
Lompoc USD	Santa Barbara
Los Alamitos USD	Los Angeles
Los Angeles COE (CBO)	Los Angeles
Los Angeles COE (Superintendent)	Los Angeles
Los Banos USD	Merced
Los Gatos Union ESD	Santa Clara
Los Gatos-Saratoga Joint UHSD	Santa Clara
Lowell-Joint ESD	Los Angeles
Lucia Mar USD	San Luis Obispo
Mark Twain ESD	Calaveras
Mark West Union SD	Sonoma
Menlo Park SD	San Mateo
Merced City	Merced
Mill Valley ESD	Marin
Milpitas USD	San Jose
Mission Valley ROP (Executive Director)	San Diego
Modesto City Schools	Stanislaus
Montebello USD (HR Director)	Los Angeles
Montebello USD (M.S. & Elementary Principal)	Los Angeles
Montecito SD	Santa Barbara
Monterey Peninsula USD	Monterey
Moreland ESD	Santa Clara
Moreno Valley USD	Riverside
Mountain View-Los Altos Union HSD	Santa Clara
Mt. View-Whisman ESD	Santa Clara
Murrieta Valley USD	Riverside
Napa Valley USD	Napa
Natomas USD	Sacramento
Newark USD	Alameda
Newhall SD	Santa Clara
Novato USD	Marin
Oak Grove Elementary	Santa Clara
Oak Park USD	Ventura
Oakland USD	Alameda
Ocean View SD	Orange
Oceanside USD	San Diego
Ojai USD	Ventura
Orange USD	Orange
Orcutt Union ESD	Santa Barbara
Orinda Union SD	Contra Costa
Oxford Preparatory Academy	Orange
Oxnard SD	Ventura
Pajaro Valley USD	Santa Cruz
Palo Alto USD	Santa Clara
Panama Buena Vista USD	Kern
Pasadena USD	Los Angeles
Pasadena USD (Asst. Superintendent)	Los Angeles
Pittsburg USD	Contra Costa
Placentia-Yorba Linda USD	Orange
Placer Union HSD	Placer
Pleasanton USD	Alameda
Poway USD	San Diego
Reed Union ESD, (M.S Principal)	
Reed Union SD	Marin
Rincon Valley Union ESD	Sonoma
Riverside USD	Riverside
Roseville City ESD	Placer

Roseville Joint Union HSD	Placer
Ross ESD, (M.S. Principal)	
Ross Valley ESD	Marin
Rowland USD	Los Angeles
Sacramento City USD	Sacramento
Sacramento COE	Sacramento
Saddleback Valley USD	Orange
San Benito HSD	San Benito
San Bernardino City USD (Interim Superintendent)	San Bernardino
San Bruno Park ESD	San Mateo
San Carlos SD	San Mateo
San Diego Jewish Academy	San Diego
San Dieguito Union HSD	San Diego
San Leandro USD	Alameda
San Lorenzo Valley USD	Santa Cruz
San Luis Coastal USD	San Luis Obispo
San Marino USD	Los Angeles
San Mateo Union HSD	San Mateo
San Mateo-Foster City SD	San Mateo
San Ramon Valley USD	Contra Costa
Santa Clara COE (Superintendent)	Santa Clara
Santa Clara USD	Santa Clara
Santa Cruz City ESD	Santa Cruz
Santa Maria Joint Union HSD	Santa Barbara
Santa Monica-Malibu USD	Los Angeles
Santa Ynez Valley Union HSD	Santa Barbara
Santee SD	San Diego
Scotts Valley USD	Santa Cruz
Selma USD	Fresno
Solana Beach ESD	San Diego
Sonoma Valley USD	Sonoma
Sonora Union HSD	Tuolumne
South Bay Union SD	San Diego
South Pasadena USD	Los Angeles
South San Francisco USD	San Mateo
St. Helena USD	Napa
Sunnyvale ESD	Santa Clara
Sylvan Union ESD	Stanislaus
Tamalpais Union HSD	Marin
Temple City USD	Los Angeles
Torrance USD	Los Angeles
Tracy Joint USD	San Joaquin
Tri-Cities ROP (Executive Director)	Los Angeles
Ukiah USD	Mendocino
Upland USD	San Bernardino
Valley Center-Pauma USD	San Diego
Walnut Valley USD	Los Angeles
West Covina USD	Los Angeles
West End SELPA (Exec. Director)	Los Angeles
West San Gabriel Valley SELPA (Executive Director)	Los Angeles
Whittier City ESD	Los Angeles
Willits USD	Mendocino
Winters Joint USD	Yolo

Comments From Board Members

The following are excerpts from letters of recommendation written by boards that selected Leadership Associates as their search consultant:

(Leadership Associates) brought to the search an impressive wealth and breadth of experience and contacts from large and small, urban and rural, coastal and inland school districts. (Leadership Associates) listened to us and recognized that although we are a small, rural district, we have high, twenty-first century goals for our kids." Ft. Bragg USD

"We recognize the selection of a superintendent is the most important decision we make as a school board, (Leadership Associates) designed an effective process to get to know us and to meet our needs - including recruiting candidates who were not looking for a new position." Palo Alto Unified School District

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

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

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

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

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

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

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

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

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

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

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

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

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

Leadership Associates