

# OXNARD SCHOOL DISTRICT

1051 South "A" Street • Oxnard, California 93030 • 805/385-1501



## **BOARD OF TRUSTEES**

**Mrs. Veronica Robles-Solis, President**  
**Ms. Monica Madrigal Lopez, Clerk**  
**Mr. Denis O'Leary, Member**  
**Dr. Jesus Vega, Member**  
**Mrs. Debra M. Cordes, Member**

## **ADMINISTRATION**

**Dr. Cesar Morales**  
District Superintendent  
**Mrs. Janet Penanhoat**  
Assistant Superintendent,  
Business & Fiscal Services  
**Dr. Jesus Vaca**  
Assistant Superintendent,  
Human Resources & Support Services  
**Dr. Anabolena DeGenna**  
Assistant Superintendent,  
Educational Services

## **SPECIAL BOARD MEETING**

**Wednesday, April 10, 2019**

**5:00 p.m.**

**Board Room**

**\*NOTE:** In accordance with requirements of the Americans with Disabilities Act and related federal regulations, individuals who require special accommodation, including but not limited to an American Sign Language interpreter, accessible seating or documentation in accessible formats, should contact the Superintendent's office at least two days before the meeting date.

**Persons wishing to address the Board of Trustees** on any agenda item may do so by completing a "**Speaker Request Form**" and **submitting the form to the Assistant Superintendent of Human Resources**. The Speaker should indicate on the card whether they wish to speak during Public Comment or when a specific agenda item is considered.

**Note: No new items will be considered after 10:00 p.m. in accordance with Board Bylaws, BB 9323 – Meeting Conduct**

[www.oxnardsd.org](http://www.oxnardsd.org)

OPIE TV – Charter Spectrum Channel 20 &  
Frontier Communications – Channel 37

## Oxnard School District Special Board Meeting

***1. Call to Order and Roll Call***

***5:00 PM***

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The President of the Board will call the meeting to order. A roll call of the Board will be conducted.

Time: \_\_\_\_\_

**ROLL CALL:**

**Cordes \_\_, Vega \_\_, O’Leary \_\_, Madrigal Lopez \_\_, Robles-Solis \_\_**

***2. Pledge of Allegiance to the Flag***

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***3. Adoption of Agenda (Superintendent)***

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Moved:  
Seconded:  
Vote:

**ROLL CALL:**

**Cordes \_\_, Vega \_\_, O’Leary \_\_, Madrigal Lopez \_\_, Robles-Solis \_\_**

***4. Presentation by Superintendent Search Firm - Leadership Associates***

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Leadership Associates will provide the Board a presentation on the process and agreement for services.

***5. Master Construct & State Aid Update***

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Caldwell Flores Winters, Inc. will provide the Board an update on the Master Construct & State Aid.

***6. Closed Session – Public Participation/Comment*** (Limit three minutes per person per topic)

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***7. Closed Session***

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- A. Pursuant to Section 54956.9 of *Government Code*:
  - Conference with Legal Counsel – Anticipated Litigation:
  - Conference with Legal Counsel – Existing Litigations:
    - Litigation Case: J.R. et. v. Oxnard School District et al. Central District No. CV-04304-JAK-FFM
  
- B. Pursuant to Sections 54957.6 and 3549.1 of the *Government Code*:
  - Conference with Labor Negotiator:
    - Agency Negotiators: OSD Assistant Superintendent, Human Resources & Support Services, and Garcia Hernández & Sawhney, LLP
    - Association(s): OEA, OSSA, CSEA;
    - and All Unrepresented Personnel – Administrators, Classified Management, Confidential
  
- C. Pursuant to Section 54957 of the *Government Code* and Section 44943 of the *Education Code* the Board will consider personnel matters, including:
  - a) Public Employee(s) Discipline/Dismissal/Release
  - b) Reassignment, Appointment

**Oxnard School District  
Special Board Meeting**

**8. *Reconvene to Open Session***

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Moved:  
Seconded:

**9. *Report Out of Closed Session***

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Moved:  
Seconded:

**10. *ACTION ITEMS (Votes of Individual Board Members must be publicly reported)***

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Moved:  
Seconded:

**A. *Approval of Leadership Associates Services Agreement for Consultant Services***

**ROLL CALL:**

Cordes \_\_, Vega \_\_, O’Leary \_\_, Madrigal Lopez \_\_, Robles-Solis \_\_

**11. *Adjournment***

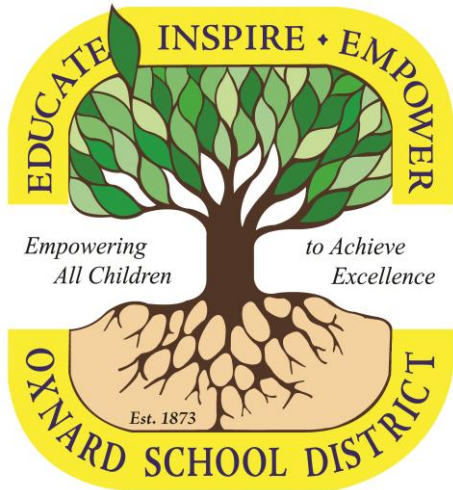
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***Time:***

Moved:  
Seconded:

Dr. CESAR MORALES  
District Superintendent and Secretary to the Board of Trustees

This notice is posted in conformance with the provisions of Chapter 9 of the Government Code, in the front of the Educational Service Center, 1051 South A Street, Oxnard, California, by 5:00 p.m. on Monday, April 8, 2019.



**Vision:**

Empowering All Children to Achieve Excellence

**Mission:**

Ensure a culturally diverse education for each student in a safe, healthy and supportive environment that prepares students for college and career opportunities.



**Visión:**

Capacitar a cada alumno para que logre la excelencia académica

**Misión:**

Asegurar una educación culturalmente diversa para todo el alumnado en un ambiente seguro, saludable y propicio que les prepare para la Universidad y el acceso a oportunidades para desarrollar una carrera profesional.



## **Superintendent Search Process Plan for**



## **Oxnard School District**

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April 8, 2019



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**Search Firm and Consultant Contact Information**



**Lead Consultants**

**Rich Thome**  
 949.842.0659  
[rthome@leadershipassociates.org](mailto:rthome@leadershipassociates.org)

**Sandy Thorstenson**  
 562.743.8413  
[sthorstenson@leadershipassociates.org](mailto:sthorstenson@leadershipassociates.org)

**Leadership Associates**

3905 State Street #7-407  
 Santa Barbara, CA 93105  
[www.leadershipassociates.org](http://www.leadershipassociates.org)

**Becky Banning**  
 Executive Assistant  
 805.364.2775  
[bbanning@leadershipassociates.org](mailto:bbanning@leadershipassociates.org)



3905 STATE STREET, #7-407  
SANTA BARBARA, CALIFORNIA 93105  
(805) 364-2775  
WWW.LEADERSHIPASSOCIATES.ORG

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ERIC ANDREW ♦ KENT BECHLER ♦ MARG ECKER ♦ RICHARD FISCHER ♦ SALLY FRAZIER ♦ JUAN GARZA ♦ PEGGY LYNCH ♦ MIKE MILLER ♦ PHIL QUON ♦ DENNIS SMITH ♦ RICH THOME ♦ SANDY THORSTENSON ♦ FRED VAN LEUVEN ♦ DAVID VERDUGO

April 8, 21019

Veronica Robles Solís  
President, Board of Trustees  
Oxnard School District  
1051 South A Street  
Oxnard, CA 93030

Dear President Robles Solís and Oxnard School District Board of Trustees:

Leadership Associates is pleased to partner with you and your district to select a new superintendent.

Our firm has worked with a wide variety of school districts throughout California since our founding in 1996. We have completed more than 385 searches for California school boards since that time. More than 84% of the superintendents selected have remained in their positions more than five years. We are an executive search firm that focuses its work in California, which has helped us deepen our understanding of the ever-changing California educational landscape. Through the continued participation of several of our partners in education organizations such as the California Collaborative for District Reform, we have remained current on key education policy and system wide developments including Local Control and Accountability Plan (LCAP) and Local Control Funding Formula (LCFF) legislation. We have a strong record of success in helping districts find superintendents who meet the profile developed by the Board with extensive engagement from staff, parent leaders and community led by Leadership Associates.

Through our years of experience, we have come to understand and respect the uniqueness of each board and district. While there are similarities among districts, we believe that each district has a unique culture that is important to respect and understand. There are many good superintendent candidates but only some will be the right match for your school district. In making recommendations to you about candidates, we will consider the uniqueness of the district and do all we can to respect and become fully aware of the accomplishments and priorities, and to find those candidates that best match your ideals and beliefs as a district.

As the lead consultant for this search, I look forward to meeting with you to discuss the search and recruitment process in detail. Co-leading with me will be Ms. Sandy Thorstenson. We are highly proficient in this field and are also former superintendents with many years of experience. You may learn a little more about our background as well as that of the firm's, in the *Qualification Statement* section of this document. To ensure the



widest possible pool of qualified candidates, all partners who are located in various geographical regions of the state will actively support and assist with the search. We will use our extensive leadership network at the state and national level to help find the best candidates for this exciting, challenging, and rewarding position.

I look forward to meeting with you in the near future.

Respectfully,

A handwritten signature in blue ink that reads 'Richard D. Thome'.

Rich Thome  
Consultant, Leadership Associates

A handwritten signature in blue ink that reads 'Sandy Thorstenson'.

Sandy Thorstenson  
Consultant, Leadership Associates





## EXECUTIVE SUMMARY

Leadership Associates is a California executive search firm with a national reach that specializes in helping California School Boards find new superintendents. We have done so since 1996 and have assisted with more superintendent searches than any search firm working in California. Our success is based on the following key factors:

1. We view each district as unique and therefore work as partners with the Board to develop a customized approach that the Board may use to select its new superintendent.
2. Through more than 385 searches in California we have developed processes that lead to the successful hiring of superintendents, and other education executives, who meet the profile developed by the Board. These processes include engaging key stakeholders, conducting extensive recruiting and thorough reference checking, and working with the Board throughout the interview and contract approval processes.
3. Our partners are all former superintendents with successful leadership experiences in a variety of districts and in state and national organizations. We know the work. And we know who will do it well.
4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively with each other throughout the various stages of the selection process. Done well, a search will always strengthen the work of the Board and pave the way for a successful superintendent.
5. We bring the Board highly qualified candidates. In some respects our job is to make your ultimate decision a difficult one. We are proud of the high quality leaders we have been able to bring forward for Board consideration.
6. Our belief is that in order for superintendents to be successful they must have successful leadership experience leading and managing complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, community, and the Board. They must support powerful teaching and learning, build leadership capacity, and strengthen systems and processes that support high levels of achievement for all students.
7. We will always provide our best recommendations to the Board including those related to the hiring of specific candidates and the importance of maintaining a high degree of confidentiality so that the best possible candidates come forward.

In conclusion we believe the strengths of our firm are the right match for your district. The superintendent position is one of the most challenging leadership positions in this country. It demands a unique knowledge base and skill set. The new superintendent will need to inspire the confidence of teachers, parents, and community leaders, build on the good work done by so many, but never be afraid to challenge everyone to do better and encourage innovative thinking wherever possible. We are the firm that will help the Board find that leader.



## SEARCH PROCESS PLAN

Leadership Associates has developed criteria to provide the Board of Education with a 9-phase process for selecting its next superintendent. 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.

### (\*Indicates meetings with the Board)

#### **Phase 1: \*Initial Meeting with the Board**

Leadership Associates will meet with the Board upon our selection to represent your district. At this meeting we will discuss all matters addressed in the Request For Proposal (RFP) Scope of Services, including the characteristics the Board is seeking in the next superintendent; District strengths and challenges for the future; the process for engaging groups and individuals in the District and community in the search process; the final timeline and meeting dates; Board and Search Firm protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and all other matters addressed in the RFP Scope of Services which the Board may wish to discuss. We will meet with Board members individually, in person or by phone to learn each member's unique perspective. We will also be prepared to suggest criteria for consideration based on our own professional expertise. Immediately following the initial meeting we will work with district staff to create a Superintendent Search webpage on the district's website where members of the community can receive updates on the search process, including timelines, dates of community engagement opportunities, and access to online surveys.

#### **Phase 2: Community and Staff Input**

After working with the Board to develop a community engagement plan, we meet with the individuals and groups you request (community, staff, students). We share the search process, timeline, answer questions, and solicit input regarding the desired qualities, characteristics, background, and experiences of the new superintendent, and we discuss the key characteristics of the District's culture, strengths, and future challenges and issues. We spend the time necessary to ensure full input. If individuals are unable to attend the meetings, but would like to provide additional information, or prefer to submit their ideas in a different format, opportunities are provided to contact us via email or telephone. We also have an online survey that can be posted in various languages on the District website to encourage broader participation of staff and community. We prepare a thorough report containing the comments from each group, individuals, and the survey, and send it to Board members approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

#### **Phase 3: Position Description**

The Position Description will clearly state the criteria which applicants for the position should address in completing their application. It will also reflect input received on qualities and characteristics desired, a description of the District and community, and key search dates. The Board reviews the draft and makes changes before the description is finalized. The description is posted on our website, distributed widely, and can be posted on the District's website.

#### **Phase 4: Advertising, Recruitment, Reference Checking**

After our meetings with the Board, staff and community, we advertise and actively recruit both statewide and nationally. We will also conduct reference and database checks on all potential candidates. All partners participate in this process in order to take advantage of our

extensive state and national network. These are very critical activities as we work diligently to find the candidates that best match those qualities and characteristics on the Position Description. We verify degrees, credentials and professional experiences. We do extensive confidential reference checking including conversations with people not listed on the candidate's application. We keep the Board informed on a regular basis about the progress of the search.

#### **Phase 5: \*Selection of Finalists**

At this meeting we will review and discuss all applicants, recommend candidates you should consider interviewing, and explain our rationale for recommending some and not others. We will provide an executive summary on each candidate that will include a tiered ranking of candidates for your review. The Board, however, makes the final decision on those to be interviewed and determines the interview schedule and location. We offer sample interview questions developed by consultants, and assist the Board in finalizing them with a focus on the specific needs of the District as gleaned from community and staff input and reflected in the position description. In addition to making interview arrangements with the candidates, we provide all the materials the Board needs for the interview, and make logistical arrangements in coordination with the superintendent's assistant or designated district liaison.

#### **Phase 6: \*Final Interviews**

The Board conducts the interviews with the consultants observing and handling all the logistics. We are present during the interviews and will help facilitate discussions assisting the Board as needed to help 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.

#### **Phase 7: Visit to the Finalist's District and Contract**

The purpose of the visit is to validate the Board's choice prior to the official contract offer. The Board will determine who will go on the visit; the consultants will not participate in the visit. We work with the Board and the finalist as needed to develop final parameters for an agreement on the superintendent's contract. We recommend prior discussions with the Board on this topic since it is our intention to recruit candidates who will work within the contract parameters established by the Board.

#### **Phase 8: Public Approval of the New Superintendent**

Following the validation visit, the Board takes public action at a regularly scheduled board meeting to employ the new superintendent. Leadership Associates will assist the Board and staff with a communication plan and other activities to support the approval of the new superintendent's contract.

#### **Phase 9: After the New Superintendent is Signed**

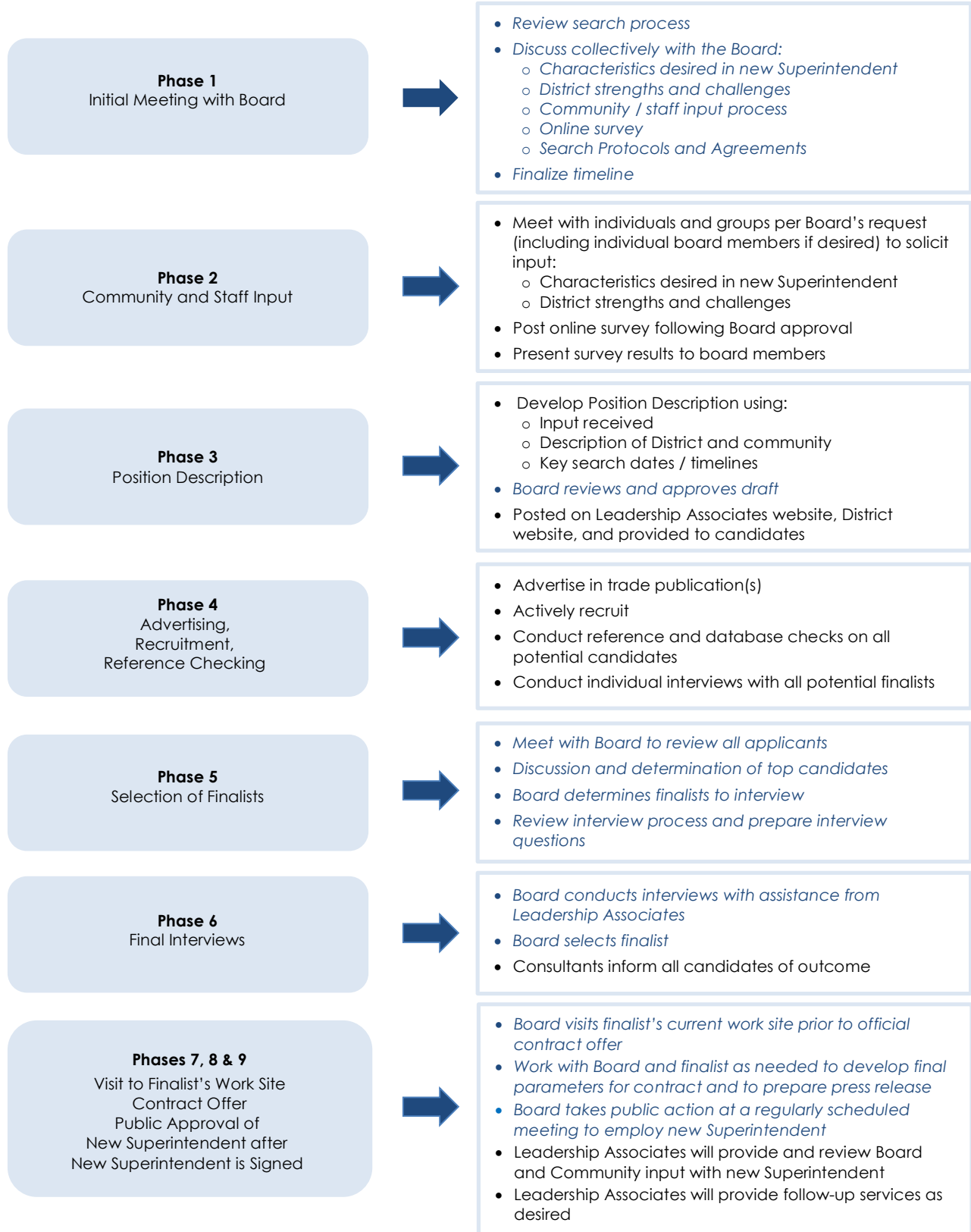
We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired. These services could include developing a transition plan and an initial workshop for the governance team to establish goals for the new superintendent, and the superintendent's evaluation process.

**Confidentiality:** Leadership Associates strongly believes the quality of the applicant pool is directly dependent on the confidentiality of the process. Leadership Associates will not divulge the names of interested applicants to any party other than the Board within Closed Session. Reference checks will also be conducted using strategies that will maintain the confidentiality of the process. Throughout the process Leadership Associates will be available to answer any questions you may have.



## SUPERINTENDENT SEARCH PROCESS FLOW CHART

Note: *Blue italicized text* indicates Board Participation





**PROPOSED TIMELINE**

*(Flexible based on Board direction)*

**Oxnard School District Superintendent Search 2019**

Note: *Blue italicized text* indicates Board Participation

|                                  |                                   |   |
|----------------------------------|-----------------------------------|---|
| <b>APRIL 2019</b>                | April 8                           | District receives Supt Search Process Plan  |
| <b>APR - MAY 2019 Phases 1-4</b> | April 10                          | <i>Board meets with consultants and determines characteristics, skills &amp; qualities desired in a new superintendent; Board publicly announces timeline and procedures for superintendent selection</i> |
|                                  | April / May                       | Consultants identify potential candidates; Development and posting of recruitment materials and Position Description  |
|                                  | April 24                          | Consultants meet with staff and community designated by Board to receive input; Online survey is posted to district website April 15-26   |
|                                  | April 15 and 22                   | Advertising and active recruitment; Ad appears in <u>EdCal</u> , (Two consecutive publications)   |
| <b>MAY 2019 Phase 5</b>          | <b>May 10, 5:00 PM</b>            | <b>Deadline for applications</b>  |
|                                  | May 11-17                         | Consultants complete comprehensive reference and background checks on applicants  |
|                                  | May 21-24 (date tbd)              | <i>Board meets with consultants, reviews all applications and selects finalists to be interviewed</i>   |
| <b>JUNE 2019 Phases 6-8</b>      | June 1                            | <i>Board interviews finalists</i>   |
|                                  | Early June                        | <i>Board completes validation visit of leading candidate's community and makes final determination on selected candidate</i>  |
|                                  | June 5 or 19                      | <i>Board approves superintendent contract at a <b>regularly scheduled</b> board meeting</i>   |
| <b>JULY 2019 Phase 9</b>         | July 1<br>(or as mutually agreed) | New superintendent begins   |



**LEADERSHIP ASSOCIATES SERVICES AGREEMENT**

**LEADERSHIP ASSOCIATES**

[www.leadershipassociates.org](http://www.leadershipassociates.org)

3905 State Street #7-407  
Santa Barbara, CA 93105  
(805) 364-2775

**AGREEMENT FOR CONSULTANT SERVICES**

THIS AGREEMENT is made this \_\_\_\_ **day of April, 2019** between LEADERSHIP ASSOCIATES, hereinafter called the Contractor, and **OXNARD SCHOOL DISTRICT**, hereinafter called the District.

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

**The Contractor will conduct a Superintendent search, as delineated in the attached Cost and Services Summary.**

The District agrees to pay the Contractor **TWENTY-TWO THOUSAND, FIVE HUNDRED DOLLARS (\$22,500)** for services provided. Payment is to take place in two increments: **(1) \$11,250** upon completion of stakeholder input, and **(2), \$11,250** upon selection of a finalist. The Contractor will submit invoices to the District for each of the payment increments. Payments are due within 30 days of receipt of invoice.

**Remittance payable/forwarded to: Leadership Associates  
Attn: Linda Hunt  
50-855 Washington Street #C-205  
La Quinta, CA 92253**

The Contractor is to perform the above services beginning [Month]\_\_\_\_, 2019.

Contractor agrees to hold harmless and indemnify the District, 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 District. 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.

Leadership Associates does not participate in a California public pension system. Leadership Associates and the District understand that the work/services provided should not be considered creditable toward the STRS earnings limit as the work is not normally performed by employees of the District and requires less than 24 months (496 business days). REF. CA Education Code § 26135.7 (2014)

CONTRACTOR:  
LEADERSHIP ASSOCIATES  
Taxpayer ID#: 68-0383653

DISTRICT:  
OXNARD SCHOOL DISTRICT

By: Richard D. Thome

By: \_\_\_\_\_

Name: Rich Thome

Name: \_\_\_\_\_

Title: Lead Consultant

Title: \_\_\_\_\_

Date: April 8, 2019

Date: \_\_\_\_\_



## **COST AND SERVICES SUMMARY**

### **OXNARD SCHOOL DISTRICT SUPERINTENDENT SEARCH 2019**

**\*TOTAL FEE TO CONDUCT SEARCH – All Inclusive: \$22,500**

This fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal (Two consecutive publications)
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report, including online survey
- Coordination of logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates
  - scheduling community visit
- Assisting in the development of interview questions and supporting the Board with the interview process
- Assisting the Board's administrative assistant throughout the process with templates, online posting updates and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification visit, if conducted

### **GUARANTEE**

Should the new superintendent leave within one year, Leadership Associates will conduct a new search at no cost except for travel and advertising expenses, provided the Board majority remains the same.



## QUALIFICATION STATEMENT

### EXPERIENCE AND QUALIFICATIONS OF THE FIRM

Leadership Associates has conducted over 385 executive searches in California since 1996. We have 14 partners and associates, 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 many school boards in finding top candidates from outside the state.

A few other facts about the partners of the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including Council of the Great City Schools; Urban Education Dialogue (UED); Association of California School Administrators (ACSA); California Association of Latino Superintendents and Administrators (CALSA); California Association of African-American School Administrators (CAAASA); California Collaborative for District Reform; (CCDR); American Association of School Administrators (AASA); Suburban School Superintendents; and California City School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California State Superintendent of the Year
- Three chaired the California state superintendent's committee for ACSA; two were presidents of ACSA
- A number are bi-lingual in Spanish
- Many facilitate workshops in districts throughout the state: 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
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide, and nationally; and one was honored by the Mexican Consulate
- Partners have authored or co-authored the following publications; *A Practical Guide to Effective School Board Meetings*; *Eight at the Top*; *Superintendent-School Board Practices*; and *The Superintendent's Planner*

### QUALIFICATIONS OF LEAD CONSULTANTS

#### Rich Thome – Partner

Rich served as Superintendent of Schools for South Bay Union School District, Cardiff Elementary School District and Assistant Superintendent, Human Resources and Technology for the San Diego county Office of Education. He has conducted more than 81 executive searches and more than 120 Board workshops or Superintendent Evaluations with School Boards. He recently served as Director of Partnerships and Professional Learning for the Institute for Entrepreneurship in Education (IEE), a professional development and research center in the School of Leadership and Education Sciences (SOLES), at the University of San Diego. Rich recently served on the University of San Diego School of Leadership and Education Sciences Advisory Board and on the Classroom of the Future Foundation Board of Directors. He received his Bachelor's Degree



from California State University, Los Angeles, and his Master's Degree from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual, Cross Cultural Specialist credential in California. Rich has been honored with the Honorary Service Award from the California Congress of Parents, Teachers and Students; The Orange County Hispanic Educator of the Year Award; and the Apple Distinguished Educator Award. Rich gained State-wide distinction while serving as Chairperson of the Superintendents' Technology Advisory Committee and leading the expansion of technology centers and efforts of school districts throughout the region as the Assistant Superintendent of Technology and Human Resources for the County of San Diego. One of these distinctions was directing the California Project, to assist parents of English language learners.

### **Sandy Sanchez Thorstenson – Partner**

Sandy Sanchez Thorstenson served as the Superintendent of the Whittier Union High School District for fifteen years having spent her entire 39-year career in Whittier Union. Prior to becoming Superintendent, Mrs. Thorstenson served as Assistant Superintendent, Educational Services, High School Principal, Assistant Principal and Teacher. The Whittier Union High School District, a minority-majority high school district with a student enrollment comprised of eighty-six percent Latino and sixty-nine percent socio-economically disadvantaged students, has demonstrated remarkable gains in student achievement at every school, in multiple indicators and over time. Most importantly, Whittier Union has narrowed the achievement gap from 35% to 9% and has proven on behalf of their students that demographics do not determine destiny. The Association of California School Administrators selected Mrs. Thorstenson as California's 2016 recipient of the Marcus Foster Administrator Excellence Award and its 2012 California Superintendent of the Year for AASA. She was selected as ACSA's Region XV Superintendent of the Year for 2007. Sandra Thorstenson served as president of ACSA's State Superintendency Council, president of California City School Superintendents Association, and was a member of Southern California Superintendents' Association and Urban Education Dialogue. She also served on the board for Pivot Learning Partners and the board of directors for the Whittier Chamber of Commerce. Mrs. Thorstenson was appointed by Governor Brown as the superintendent representative of the five-member board of the California Collaborative for Educational Excellence and served as chair helping to launch the state agency focused on providing support and assistance to school districts throughout California. She is a member of the California Collaborative for District Reform, serves on the board of directors of the Soroptimist International of Whittier and is an associate partner with Leadership Associates.

## **QUALIFICATIONS OF SUPPORTING CONSULTANTS**

### **Eric D. Andrew, Ed.D. – Partner**

Eric served as Superintendent of Campbell Union School District from February 2010 until his retirement in 2017. Throughout his education career from 1979 through 2017, he has served in the districts of Claremont, Redlands and Glendora Unified as a teacher, Director of Student Services and Assistant Superintendent of Educational Services. Eric teaches in the National Association of School Superintendents' Leadership Educational Administration Program for the Santa Clara County Office of Education. He has earned several distinctions, including being named a finalist for the National Association of School Superintendents (NASS) Superintendent of the Year and ACSA Region 8 Superintendent of the Year. He holds a masters degree in education from Cal-Poly Pomona and a doctorate in education from the University of LaVerne.

### **Kent L. Bechler, Ph.D. – Partner, Leadership & Organizational Development**

Kent served as superintendent of the Corona-Norco Unified School District, the 9<sup>th</sup> largest school district in California until his retirement in 2012. The district was named a 2012 finalist for the \$1 million Broad Prize for Urban Education. He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. 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. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses and other organizations. 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).

**Marc A. Ecker, Ph.D. – Partner, Chief Financial Officer**

Marc retired in December, 2014 as Superintendent of the Fountain Valley School District for 18 ½ years in that position. He served as Chair of the Orange County Special Education Alliance and is a past president of the Orange County Superintendents' Organization. Marc is a past State President of the Association of California School Administrators (ACSA). He served with other leading superintendents in providing input and advice on the development of the Local Control Funding Formula to the Governor and his staff. He also served on the State Public Schools Accountability Act Advisory Committee and two terms on the Financial Crisis Management Assistance Team Advisory Board. Marc is the financial officer for the California League of Schools and served as president of the Association of Middle Level Education. He is a full time faculty member at California State University, Fullerton in the position of Distinguished Professor in the College of Education. He directs the ACSA mentor program and is currently the chairperson of the Schools First Federal Credit Union Board of Directors. Marc received his Bachelor's Degree from UCLA, his Master's Degree from California State University, Fullerton and his Doctorate from Alliant University. He is currently the Chief Financial Officer for the firm.

**Richard Fischer – Partner**

Rich served as Superintendent of Schools for 19 years in the Mountain View Los Altos Union High School District, Lake Tahoe Unified School District and the Harmony Union School District. He currently serves as Director of the Executive Leadership Center and is also a member of the El Dorado County Board of Education. Rich has been Director for the ACSA Superintendents' Academy and presenter and trainer for California Association of School Business Officials, California Foundation for Improvement of Employer-Employee Relations (CFIER), California State Superintendents' Symposium, El Dorado County Instructional Leaders - Series on Effective Leadership Techniques, Leadership Mountain View, and California School Leadership Academy. He has been honored as ACSA Regions 1,2,3 Superintendent of the Year and Administrator of the year as well as being named Los Altos of the Year in 2006. Rich received his Bachelor of Arts Degree from California State University, Northridge and his Master's Degree from California State University, Sacramento.

**Sally Frazier, Ed.D. – Partner, Member at Large**

Sally was elected Madera County Superintendent of Schools for six consecutive 4-year terms. She 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 Superintendents 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 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.

### **Juan Garza – Partner**

Juan has been a superintendent for 15 years in Kings Canyon Unified School District, a district that has 22 schools. He has worked 27 years in the district that serves Reedley, Orange Cove and the communities of Navelencia, Squaw Valley, Dunlap and Miramonte. He was inducted into the Reedley Chamber of Commerce Hall of Fame, has been awarded Administrator of the Year, and has been a featured keynote speaker in various workshops on topics such as *Building Effective Governance Teams*, and *Working With the Members of your Rural Communities*, sponsored by Lozano Smith. Mr. Garza is also an active member of the California Association of Latino Superintendents and Administrators, (CALSA), where he has presented as part of a panel featured in CALSA workshops.

### **Peggy Lynch, Ed.D. – Partner**

Peggy served as Superintendent for San Dieguito Union High School District in San Diego County until her retirement in April 2008. She also served as Superintendent of the Brea Olinda Unified School District in North Orange County for seven years, part of her nearly 14 years serving as a superintendent. Peggy has experience conducting executive searches since 2009, and has facilitated or assisted in the facilitation of more than 30 executive searches. She received her doctorate from the University of La Verne, her Master's Degree from Fullerton and her Bachelor's Degree from Parsons College in Iowa. Peggy chaired the ACSA Orange County and San Diego County Superintendents, was chair of the ACSA Superintendents' Symposium and ACSA's State Annual Conference. Peggy has received recognition from various organizations, including Southern California Women in Educational Management, Stanford University School of Engineering and the PTA. She has also co-authored several books, including *Effective Superintendent-School Board Practices; The Superintendent's Planner, A Monthly Guide and Reflective Journal; and Eight at the Top: A View Inside Public Education*.

### **Phil Quon – Partner**

Phil served as Superintendent for 19 years in the Bay Area – 13 years at Union School District in San José and the last six years in Cupertino Union School District. He served as the President of the statewide ACSA Superintendents Council, the Chair of the ACSA Superintendents' Symposium, and the President of the California City School Superintendents. He also served on the American Association of School Administrators (AASA) Governing Board and on the CSBA Annual Education Conference Planning Committee and Education Legal Alliance Advisory Group. He has been the Director of the ACSA Superintendents Academy as well as a presenter in the ACSA "Leading the Leaders" Program for newly appointed superintendents in California. He has chaired numerous WASC accreditation teams in California and Hawaii. Phil was a member of the CTC Teaching Mathematics Advisory Panel and a contributor to the National Journal Online Education Blog. Phil received his Bachelor's Degree in Mathematics from UCLA and his Master's Degree in Education Administration from CSULA.

### **Dennis M. Smith, Ed.D. – Partner, Search Lead**

Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (25,000 ADA) in Orange County until his retirement in June 2012. He 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, Cajon Valley Union and Laguna Beach Unified School Districts. 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. 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

Master's 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. 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.

**Fred Van Leuven, Ed.D. – Associate**

Fred served as President of Accrediting Commission for Schools of the Western Association of Schools and Colleges, (ACS WASC) for the San Francisco Bay Area from 2013 through 2018. He has served as the School Assistance Intervention Team Lead for Roosevelt High School in Fresno Unified and DAIT Team Member in Palmdale Elementary School District. He has assisted school boards, school districts and schools throughout California, Hawaii and Guam in a variety of key areas. He served as Superintendent of Santa Ynez Valley Union High School District for 12 years beginning in 1996, after three years as Director of Secondary Education for the Conejo Valley Unified School District, and retired in 2008. He also served as teacher and administrator for 13 years in the Saddleback Valley Unified School District and four years as Poway High School Principal in San Diego County. Fred is a graduate of the University of Southern California and holds a Doctorate in Education.

**David J. Verdugo, Ed.D. – Partner**

David served as Superintendent of Schools for the Paramount Unified School District (17,000 ADA) in Los Angeles County for 9 years. He also served as the Assistant Superintendent of the Placentia-Yorba Unified School District (25,000 ADA) and has held positions of Assistant Superintendent, Director of Secondary Education, Principal at both Elementary and High School levels as well as teacher and coach. David has served a total of 43 years in the field of education spanning Grades K-12. During his 43 years in the field of education, his duties have included school facility management; extensive involvement with budget development, implementation of technology programs, employer/employee relations, curriculum and instructional strategies, and organizational development. His experience includes serving students of diverse populations and socioeconomic levels in urban and suburban settings. He was named ACSA's 2008 Region 14 Superintendent of the Year, and received the California State University Long Beach Outstanding Superintendent Leadership Award in 2012 and the Association of Latino Administrators and Superintendents (ALAS) National Outstanding Educator Award in 2013. He earned his Bachelor's Degree from Whitworth College in Spokane, Washington and his Master's Degree from the University of La Verne. His Doctoral Degree in Educational Administration was earned at the University of Southern California. Dr. Verdugo is a past Governing Board member to AASA and has addressed and spoken on State and National topics from building a case for reform to the importance of Arts in schools. Currently he is the Executive Director of the California Association of Latino Superintendents and Administrators (CALSA) as well as the former Superintendents' Leadership Academy Director for the Association of Latino Administrators and Superintendents (ALAS) based in Washington, D.C.



## EXECUTIVE SEARCHES 2013-Current

### STATEWIDE

|  |                    |
|--|--------------------|
| Association of California School Administrators (ACSA)     | Executive Director |
| California Collaborative for Educational Excellence (CCEE) | Executive Director |
| WestEd/GATES   | Executive Director |

### COUNTY OFFICE OF EDUCATION SUPERINTENDENT

|                           |                |
|---------------------------|----------------|
| Los Angeles County – 2011 | 1,500,000+ ADA |
| Santa Clara County – 2008 | 275,000+ ADA   |

### SCHOOL DISTRICT SUPERINTENDENT (2013-Current)

| <u>District</u>           | <u>County</u>  | <u>ADA</u> |
|---------------------------|----------------|------------|
| Fresno USD                | Fresno         | 73,356     |
| San Francisco USD         | San Francisco  | 58,865     |
| Santa Ana USD             | Orange         | 57,410     |
| Capistrano USD            | Orange         | 53,833     |
| Corona-Norco USD          | Riverside      | 53,148     |
| Sacramento City USD       | Sacramento     | 47,616     |
| Oakland USD               | Alameda        | 46,486     |
| Riverside USD             | Riverside      | 42,560     |
| Stockton USD              | San Joaquin    | 40,984     |
| Fontana USD               | San Bernardino | 40,374     |
| San Jose USD              | Santa Clara    | 32,938     |
| Anaheim Union HSD         | Orange         | 32,085     |
| Mt. Diablo USD            | Contra Costa   | 31,923     |
| San Ramon Valley USD      | Contra Costa   | 31,900     |
| West Contra Costa USD     | Contra Costa   | 30,596     |
| Bakersfield City SD       | Kern           | 30,262     |
| Modesto City Schools      | Stanislaus     | 30,718     |
| Orange USD                | Orange         | 28,522     |
| Saddleback Valley USD     | Orange         | 27,803     |
| Rialto USD                | San Bernardino | 26,468     |
| Placentia-Yorba Linda USD | Orange         | 25,821     |
| Palm Springs USD          | Riverside      | 23,332     |
| Lake Elsinore USD         | Riverside      | 22,000     |
| Hemet USD                 | Riverside      | 21,977     |
| Pajaro Valley USD         | Santa Cruz     | 20,438     |
| Folsom-Cordova USD        | Sacramento     | 19,865     |
| Anaheim City SD           | Orange         | 19,312     |
| Alvord USD                | Riverside      | 19,255     |
| Coachella Valley USD      | Riverside      | 18,861     |
| Antioch USD               | Contra Costa   | 18,352     |
| Ventura USD               | Ventura        | 17,430     |
| Santa Rosa City Schools   | Sonoma         | 16,700     |
| Oxnard SD                 | Ventura        | 16,533     |
| Burbank USD               | Los Angeles    | 16,207     |
| Cajon Valley Union SD     | San Diego      | 16,059     |
| Paramount USD             | Los Angeles    | 15,681     |
| Santa Clara USD           | Santa Clara    | 15,509     |
| Walnut Valley USD         | Los Angeles    | 14,658     |
| Vallejo City USD          | Solano         | 14,554     |
| West Covina USD           | Los Angeles    | 14,402     |
| Fullerton SD              | Orange         | 13,661     |
| Vacaville USD             | Solano         | 12,561     |

| <u>District</u>              | <u>County</u>   | <u>ADA</u> |
|------------------------------|-----------------|------------|
| Inglewood USD                | Los Angeles     | 12,570     |
| San Dieguito UHSD            | San Diego       | 12,485     |
| Palo Alto USD                | Santa Clara     | 12,357     |
| Natomas USD                  | Sacramento      | 12,300     |
| Metropolitan Education       | San Jose        | 12,000     |
| Oak Grove SD                 | Santa Clara     | 11,800     |
| Victor ESD                   | San Bernardino  | 11,531     |
| San Lorenzo USD              | Alameda         | 11,530     |
| Evergreen School District    | Santa Clara     | 11,385     |
| Franklin-McKinley SD         | Santa Clara     | 11,269     |
| Lucia Mar USD                | San Luis Obispo | 10,710     |
| Pittsburg USD                | Contra Costa    | 10,560     |
| Azusa USD                    | Los Angeles     | 10,518     |
| Berkeley USD                 | Alameda         | 10,340     |
| Dublin USD                   | Alameda         | 10,000     |
| Roseville City ESD           | Placer          | 9,943      |
| Los Alamitos USD             | Orange          | 9,833      |
| Yucaipa--Calimesa Joint USD  | San Bernardino  | 9,655      |
| Ocean View SD                | Orange          | 9,461      |
| Westminster SD               | Orange          | 9,264      |
| East Whittier City ESD       | Los Angeles     | 8,829      |
| Davis Jt. USD                | Yolo            | 8,626      |
| San Mateo Union HSD          | San Mateo       | 8,163      |
| Novato USD                   | Marin           | 8,078      |
| South Bay UESD               | San Diego       | 7,682      |
| Santa Maria JUHSD            | Santa Barbara   | 7,633      |
| Santa Cruz City Schools      | Santa Cruz      | 7,092      |
| Newhall SD                   | Santa Clarita   | 6,831      |
| Fountain Valley USD          | Orange          | 6,337      |
| Newark USD                   | Alameda         | 6,294      |
| Ukiah USD                    | Mendocino       | 6,214      |
| Brea Olinda USD              | Orange          | 5,973      |
| Alta Loma SD                 | San Bernardino  | 5,900      |
| Santa Paula USD              | Ventura         | 5,454      |
| Orcutt Union ESD             | Santa Barbara   | 5,087      |
| Oakley Union SD              | Contra Costa    | 4,871      |
| Buena Park SD                | Orange          | 4,684      |
| Moreland SD                  | Santa Clara     | 4,670      |
| Sonoma Valley USD            | Sonoma          | 4,564      |
| San Lorenzo Valley USD       | Santa Cruz      | 4,444      |
| Wiseburn USD                 | Los Angeles     | 4,301      |
| Ravenswood City SD           | San Mateo       | 4,296      |
| Paradise USD                 | Butte           | 4,261      |
| Duarte USD                   | Los Angeles     | 4,247      |
| Lindsay USD                  | Tulare          | 4,150      |
| Central UHSD                 | Imperial        | 4,104      |
| Cypress SD                   | Orange          | 4,000      |
| Brawley ESD                  | Imperial        | 3,980      |
| Eureka City Schools          | Humboldt        | 3,884      |
| Hanford Joint Union HSD      | Kings           | 3,802      |
| Amador County USD            | Amador          | 3,829      |
| Lemon Grove SD               | San Diego       | 3,797      |
| Mountain View-Los Altos UHSD | Santa Clara     | 3,753      |
| Goleta Union SD              | Santa Barbara   | 3,718      |
| Del Norte County USD         | Del Norte       | 3,591      |
| Cabrillo USD                 | San Mateo       | 3,357      |
| Cambrian SD                  | Santa Clara     | 3,349      |

| <u>District</u>               | <u>County</u>  | <u>ADA</u> |
|-------------------------------|----------------|------------|
| Pacifica SD                   | San Mateo      | 3,150      |
| San Marino USD                | Los Angeles    | 3,146      |
| Mill Valley Elementary SD     | Marin          | 3,086      |
| Exeter Public Schools         | Tulare         | 3,000      |
| Standard ESD                  | Kern           | 2,979      |
| South Whittier ESD            | Los Angeles    | 2,918      |
| San Bruno Park ESD            | San Mateo      | 2,785      |
| Oroville City ESD             | Butte          | 2,696      |
| Castaic Union SD              | Los Angeles    | 2,568      |
| Fowler USD                    | Fresno         | 2,562      |
| Scotts Valley USD             | Santa Cruz     | 2,482      |
| Jefferson SD                  | San Joaquin    | 2,477      |
| Carmel USD                    | Monterey       | 2,468      |
| Bear Valley USD               | San Bernardino | 2,453      |
| Galt JUHSD                    | Sacramento     | 2,287      |
| Lammersville JUSD             | San Joaquin    | 2,200      |
| Woodlake USD                  | Tulare         | 2,192      |
| Red Bluff Union ESD           | Tehama         | 2,178      |
| Plumas USD                    | Plumas         | 2,130      |
| Fort Bragg USD                | Mendocino      | 1,917      |
| Willits USD                   | Mendocino      | 1,907      |
| Mariposa County USD           | Mariposa       | 1,816      |
| Byron Union SD                | Contra Costa   | 1,686      |
| Reed Union SD                 | Marin          | 1,556      |
| Larkspur-Corte Madera SD      | Marin          | 1,523      |
| Las Lomas ESD                 | San Mateo      | 1,336      |
| Wilsona SD                    | Los Angeles    | 1,315      |
| St. Helena USD                | Napa           | 1,295      |
| Guadalupe Union SD            | Santa Barbara  | 1,280      |
| Fall River JUSD               | Shasta         | 1,209      |
| Kentfield SD                  | Marin          | 1,177      |
| Taft UHSD                     | Kern           | 1,045      |
| University Preparatory School | Shasta         | 900        |
| Bass Lake JUSD                | Madera         | 891        |
| Lassen UHSD                   | Lassen         | 825        |
| Banta ESD                     | San Joaquin    | 770        |
| Wheatland UHSD                | Yuba           | 739        |
| Rancho Santa Fe SD            | San Diego      | 700        |
| Emery USD                     | Alameda        | 687        |
| Summerville UHSD              | Tuolumne       | 624        |
| Eastern Sierra USD            | Mono           | 417        |
| Le Grand Union ESD            | Merced         | 401        |
| Kings River Union ESD         | Tulare         | 476        |
| Alview-Dairyland Union SD     | Madera         | 367        |

**EXECUTIVE DIRECTOR/DIRECTOR**

|   |                |
|---|----------------|
| Baldy View ROP                              | San Bernardino |
| Birmingham Community Charter HS             | Los Angeles    |
| East San Gabriel Valley SELPA               | Los Angeles    |
| Oxford Preparatory Academy                  | Orange         |
| San Ramon Valley SELPA                      | Contra Costa   |
| So Orange County SELPA                      | Orange         |
| University of California Los Angeles (UCLA) | Los Angeles    |
| West End SELPA                              | San Bernardino |
| West San Gabriel Valley SELPA               | Los Angeles    |



**COMMENDATIONS**

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

**Fresno Unified School District:** Thank you to Leadership Associates for all your assistance in the process. As you know, only two of us were on the Board the last time a Superintendent was hired and at that time, there was no search process. It was invaluable to have the assistance of a team that has experience in the selection of a Superintendent.

**Larkspur-Corte Madera School District:** Searching for and choosing a superintendent is one of, if not the, most important pieces of work a school board can undertake and Leadership Associates was the absolute right fit for our search needs. Our consultants' collective years of experience as successful superintendents themselves elevated our thoughtful and thorough search process. They helped us identify our needs and reached out to their extensive network, bringing forward to our board a rich field of candidates for consideration. The consultants were responsive, patient, and adaptive to our process. We worked well as a team and that made all the difference.

**Wiseburn USD:** Thank you for your thoughtful leadership and guidance in the process. It was an absolute pleasure meeting you, getting to know you and working with you. I certainly look forward to future opportunities and interactions with you. I think we made two excellent choices in Leadership Associates and Dr. Blake Silvers

**Bass Lake Joint Union Elementary School District:** Thank you Sally. I cannot express enough how grateful I am that we chose you and Leadership Associates for this process. The confidence I felt, throughout this process, in your ability to guide us, was tremendous. The step by step process that you lead us through was focused, intentional, and direct. It was a pleasure to be a part of something that was so well thought out, with excellence as your minimum standard. You are so good at what you do! I wish you continued success for all the districts that you work with in the future. They need you whether they know it or not!

**Whittier City 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.

**Plumas Unified School District & Plumas County Office of Education:** Leadership Associates are exceptional at what they do. They helped us find an amazing superintendent, which has allowed us to move forward in achieving our educational goals. We would emphatically recommend Leadership Associates to any district looking to fill a superintendent vacancy. Their outstanding competence and character combined to make the experience both wildly successful and pleasant. We don't anticipate needing another superintendent for quite some time, but if we did, we would call them immediately.

**East Whittier City School District:** The Board of the East Whittier City School District wishes to thank your organization for appointing Sandy Sanchez Thorstenson and Marc Ecker to supervise and coordinate our superintendent search this spring. I am confident that I don't need to tell you that Sandy and Marc are two exceptional individuals to work with, but I will anyway. They ran the interviews like clockwork with plenty of time for reflection of each candidate at the end of the interview. We were presented with six outstanding candidates, which we enjoyed. It was challenging to decide which of the candidates was the best fit for our District. We are confident that our choice of superintendent is that best choice. We were delighted to work with Sandy and Marc, and will gladly recommend them as the premier search team.

**Carmel Unified School District:** The entire process was extremely smooth and conducted with utmost respect for all parties involved. We were on time, and communication was regular, open and transparent. The most difficult part of the process was at the end of the interview process. The board had to choose only one candidate from the experienced pool of multiple candidates presented by Leadership Associates. We consider the superintendent search led by Leadership Associates an absolute success. The individual we hired is the perfect match for our students, staff and community.

**Franklin-McKinley SD:** Once selected as the superintendent search firm by the board, we were immediately contacted to begin the process following the step-by-step process submitted with the proposal. I was especially pleased that all of the steps were followed and that there were no surprises throughout the search that could have potentially caused uneasiness by the board.

**Ft. Bragg USD:** 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.

**Palo Alto Unified School District:** 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.



**Summerville JUHSD:** Thank you for all the work you and the firm have completed. We know we were demanding because we have a really involved community. But you just moved forward and got the job done Great work!! We will highly recommend your service to any District in our County.

**University Preparatory School:** Leadership Associates was constantly available to us. Leadership Associates brought much more than guidance and experience; (the consultant) brought genuine kindness, creative vision and integrity that underpin all great endeavors. I highly recommend Leadership Associates.

**Encinitas Union 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.

**Irvine USD:** 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.

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

**Placentia-Yorba Linda 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.

**Palo Alto USD:** Not only does 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.

**Oceanside 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.

**Santa Ynez Valley UHSD:** 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.

**Walnut Valley USD:** Not only are they consummate professionals, 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 hiring points for our new superintendent.

**Standard School District:** 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.

**Fullerton 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.

**Eureka City Schools:** 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.

**Folsom-Cordova USD:** 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.

**Fowler USD:** Leadership Associates was completely thorough from their initial proposal to the Board, through the actual hiring of a successful superintendent candidate. The communication to all members of the Board and the designated District contact was exemplary throughout the process. Parents/community members/staff felt very comfortable sharing with Leadership Associates representatives the various traits valued in our next Superintendent. The on-line survey they utilized was especially helpful for members of the community and parents, as it gave them an opportunity for their voice to be heard if they were unavailable to schedule a meeting in person.

**Central UHSD:** It has once been a great experience having Leadership Associates work with our District. I truly believe we would not have had anywhere near the pool of applicants had it not been for you helping us.



# OXNARD SCHOOL DISTRICT

Ventura County

## Master Construct & State Aid Study Session

*Board of Trustees Presentation  
April 10, 2019*

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6425 CHRISTIE AVENUE  
SUITE 270  
EMERYVILLE, CA 94608  
(510) 596-8170

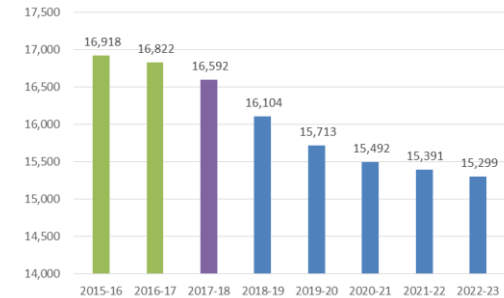
815 COLORADO BLVD  
SUITE 201  
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**CFW**  
*Planning and Financing Better  
Schools for California Students*

# Background

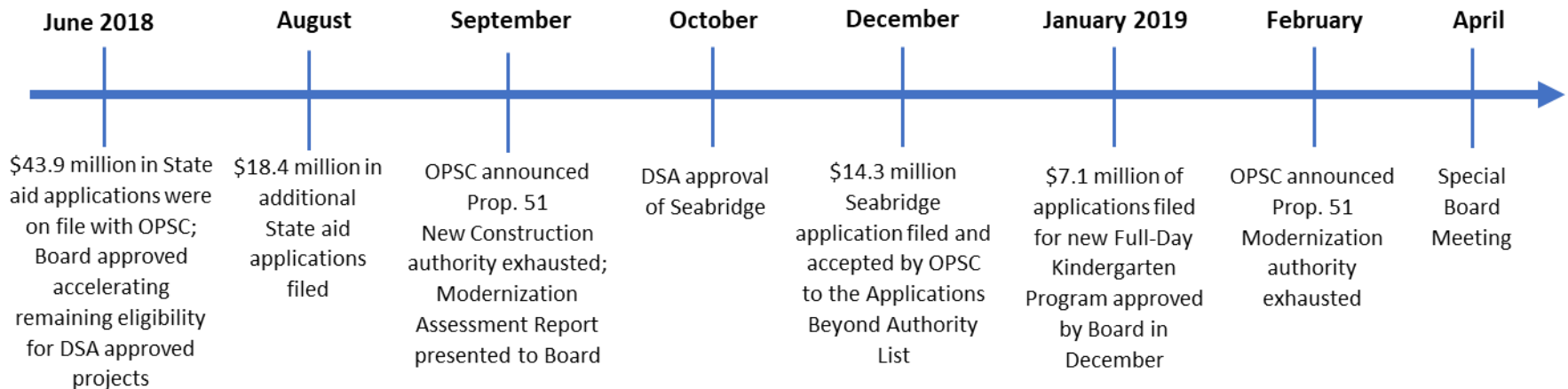
- At the June 2018 Master Construct Study Session, the projected decline in enrollment was discussed with respect to State aid
- At the time, the OPSC anticipated remaining Prop 51 new construction funds to be exhausted by October 2018 and modernization funds to be exhausted by October 2019
- Through June, approximately \$41.5 million in State new construction and \$2.5 million in modernization applications had been submitted, for a combined total of \$43.9 million
- District accepted recommendation to accelerate the use of remaining eligibility on DSA approved projects to offset the risk of declining enrollment and Prop 51 State aid funding
- Based on Board direction, \$18.4 million in additional State aid applications were filed and accepted by the State in August
- In September, the OPSC announced that all Prop 51 new construction funds were exhausted and new applications hence would be accepted to the Applications Beyond Authority List
- In October, Seabridge received DSA approval and an \$18.4 million new construction application was submitted and accepted by OPSC and added to the Applications Beyond Authority List
- In December, the Board approved \$7.1 million in new Kinder Program applications that do not SFP pupil grants for consideration
- On February 28, OPSC announced the exhaustion of Prop 51 modernization funds



# Background

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- As confirmed by CDE, a substantial enrollment decline was reported in TK/K and K-5 by the District in the Fall which may, absent other factors, substantially impact State aid eligibility in the future
- Other factors include the amount of additional residential development approved by the City, but not yet built and existing District capacity to house students in permanent facilities
- New OPSC/SAB rules require districts to annually update eligibility, creating the potential for major swings in ongoing eligibility; especially for districts experiencing enrollment decline or fluctuations in residential development



# Current Status of Master Construct Projects Underway

## Completed/Under Construction

|   |  |
|---|--|
| ✓ | Project 1 Science Labs/Kindergartens (9)                         |
| ✓ | Harrington Elementary  |
| ✓ | Lemonwood Elementary   |
| ✓ | Marshall 12 Classroom Building                                   |
| ✓ | Elm Elementary   |
| ✓ | Harrington ECDC  |
| ✓ | Kindergarten/Flex Classrooms: Ritchen, Ramona, McAuliffe, Brekke |
| ✓ | McKinna Elementary   |

## Pending Construction

|  |                        |
|--|------------------------|
|  | Rose Avenue Elementary |
|  | Seabridge Elementary   |
|  | Lemonwood ECDC         |

## Pending Design/Approval

|  |                                    |
|--|------------------------------------|
|  | Marina West Elementary             |
|  | Ritchen Elementary Modernization   |
|  | McAuliffe Elementary Modernization |
|  | Doris Patterson K-5/6-8            |



|                 |   |
|-----------------|---|
| <b>Enhanced</b> | <ul style="list-style-type: none"> <li>• 100% State Funding</li> <li>• Financial Hardship Status</li> </ul> |
| <b>Extended</b> | <ul style="list-style-type: none"> <li>• 50% Local Funds</li> <li>• 50% State Aid Match</li> </ul>          |
| <b>Basic</b>    | <ul style="list-style-type: none"> <li>• 100% Local Funds</li> <li>• No State Match Available</li> </ul>    |

These projects have been implemented subject to the Basic strategy

These have been proposed subject to the Basic and Extended strategy

These are proposed subject to the Basic and Enhanced strategy

# Remaining Master Construct & Other Improvements

## Current Master Construct Program

| K-5 Schools     | Classrooms   | Support Spaces |
|-----------------|--------------|----------------|
| McKinna         | 0 (65)       | 0              |
| Elm             | 0 (71)       | 0              |
| Harrington      | 3 (64)       | 3              |
| Marshall        | 16           | 16             |
| Ramona*         | 20           | 20             |
| Brekke*         | 22           | 22             |
| Ritchen*        | 27           | 27             |
| McAuliffe*      | 30           | 30             |
| Sierra Linda    | 53           | 53             |
| Rose            | 54           | 54             |
| Marina West     | 55           | 55             |
| Seabridge       | N/A          | N/A            |
| Doris Patterson | N/A          | N/A            |
| K-8 Schools     | Classrooms** | Support Spaces |
| Marshall        | 0            | 16             |
| Lemonwood       | 1 (38)       | 0              |
| Driffill        | 5 (73)       | 73 (MPR)       |
| Soria           | 10           | 10             |
| Curren          | 12           | 65             |
| Kamala          | 12           | 67             |
| Chavez          | 15           | 68             |

The Master Construct Program is focused on increasing the number of K-8 schools and replacing older facilities, portable classrooms, and support facilities with permanent K-5 & K-8 schools

The replacement of older facilities housing K-5 students has been the focus of Master Construct projects to date; almost all have received 21<sup>st</sup> Century improvements date. Rose is pending DSA approval, leaving 2 schools to be designed and constructed.

Except for Marshall and Soria, K-8 classrooms have been replaced as part of the P/P program, but are in need of 21<sup>st</sup> Century improvements; support facilities are old and require replacement or upgrade

Frank is in need of modernization, Fremont and Haydock are old and should be evaluated for replacement; all are in need of comparable 21<sup>st</sup> Century Learning Environments

## Other

| 6-8 Schools     | Classrooms | Support Spaces |
|-----------------|------------|----------------|
| Frank           | 25         | 25             |
| Fremont         | 58         | 58             |
| Haydock         | 65         | 65             |
| Doris Patterson | N/A        | N/A            |

\* Does not account for Kinder/Flex Classrooms project

\*\*Includes P/P

# Status of Submitted State Aid Reimbursements

- As of March 2019, \$6 billion of State bonds have been approved by voters, \$6 billion of projects have been accepted by OPSC of which the State has sold \$797.5 million in bonds to date in support of pending State aid applications
- Governor Newsom has proposed a \$1.5 billion bond sale for the SFP in FY 2019-20
- Based on OPSC, it is anticipated that the District will receive \$10.8 million in May from the next bond sale based on current eligibility, especially current enrollment
- The following assumes the District continues to maintain the SAB's new annual program eligibility requirements

|              | Application             | OPSC Date Received | *Estimated Grant    | Application Type | Projected Applications Ahead |
|--------------|-------------------------|--------------------|---------------------|------------------|------------------------------|
| 1            | Fremont                 | 11/13/2014         | \$1,097,886         | Modernization    | May 2019                     |
| 2            | Harrington              | 11/14/2014         | \$9,680,523         | New Construction | May 2019                     |
| 3            | McAuliffe               | 11/13/2014         | \$119,206           | Modernization    | May 2019                     |
| 4            | Lemonwood               | 7/19/2017          | \$13,067,262        | New Construction | \$1,742,646,546              |
| 5            | Marshall                | 11/13/2017         | \$4,401,416         | New Construction | \$2,331,654,948              |
| 6            | Elm                     | 4/30/2018          | \$8,858,540         | New Construction | \$3,075,353,948              |
| 7            | Harrington Kinder Annex | 5/10/2018          | \$626,040           | Modernization    | \$3,148,682,477              |
| 8            | Lemonwood Portables     | 5/24/2018          | \$812,700           | Modernization    | \$3,264,025,679              |
| 9            | Ritchen Kinder          | 7/19/2018          | \$828,027           | New Construction | \$3,605,788,954              |
| 10           | Brekke Kinder           | 7/19/2018          | \$665,648           | New Construction | \$3,606,597,181              |
| 11           | McAuliffe Kinder        | 7/19/2018          | \$883,665           | New Construction | \$3,607,243,029              |
| 12           | Lemonwood Use of Grants | 7/27/2018          | \$2,006,432         | New Construction | \$3,635,085,716              |
| 13           | Elm Use of Grants       | 7/27/2018          | \$878,184           | New Construction | \$3,637,023,163              |
| 14           | Marshall Use of Grants  | 7/27/2018          | \$1,009,552         | New Construction | \$3,637,855,987              |
| 15           | McKinna                 | 7/27/2018          | \$10,561,358        | New Construction | \$3,638,813,363              |
| 16           | McKinna Use of Grants   | 7/27/2018          | \$1,012,351         | New Construction | \$3,649,060,913              |
| 17           | Elm Portables           | 7/27/2018          | \$348,300           | Modernization    | \$3,626,131,909              |
| 18           | McKinna Portables       | 7/27/2018          | \$464,400           | Modernization    | \$3,626,536,788              |
| 19           | Ramona Kinder           | 7/30/2018          | \$616,932           | New Construction | \$3,662,531,013              |
| 20           | Seabridge + Land        | 12/7/2018          | \$14,185,304        | New Construction | Beyond Authority List        |
| 21           | Seabridge Use of Grants | 12/7/2018          | \$829,396           | New Construction | Beyond Authority List        |
| <b>Total</b> |                         |                    | <b>\$72,953,122</b> |                  |                              |

*\*Estimated Grants amounts may vary from State lists and are dependent on maintaining program eligibility*

# Estimated Local Funding

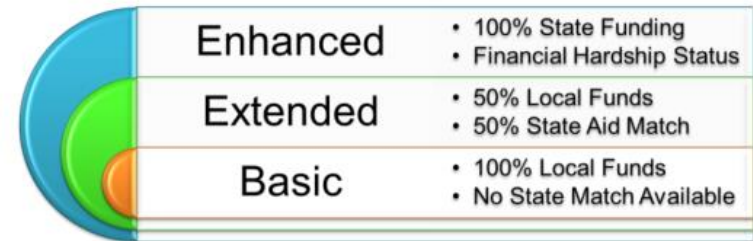
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- Approximately, \$3.5 million is available from local developer fees with any increases subject to future residential development
- Based on projected OPSC disbursements, \$10.8 million is projected to be approved by the SAB in May from eligible reimbursements for Fremont (\$1.1 million) and Harrington (\$9.7 million); fund releases are projected by OPSC in September
- Measure “D” authorized \$142.5 million in local G.O. bonds for school improvements; \$47.5 million remains authorized but unissued as of this date, the remaining authorization is available for future Program phases
- If needed, portions of these funds have been designed to provide required funding as a result of further delays in State aid reimbursements or fluctuations in future State aid eligibility due to declining District enrollment or reduced local residential development
- All Measure “R” funds have been issued. \$95 million in Measure “D” bonds have been sold in two series to date; the last Master Construct Program update anticipated additional bond sales in 2021, 2023, and 2026 for the balance of the authorization
- Based on increases in assessed valuations and current market conditions there is an opportunity to issue an additional \$10.2 million, if needed
- The latest update to the six month report adopted by the Board in January, contained approximately \$8 million in anticipated and unencumbered funds



# Program Considerations

- Since the beginning, the District has maintained a requirement of flexibility in funding, sequencing, and scope of proposed projects
- This is embedded in the District's commitment to the Basic, Extended, and Enhanced strategies
- The District has elected to proceed with the construction of Seabridge which has been approved by DSA and is awaiting a coastal permit by the City
- Rose Avenue is approximately 90 days from DSA approval and is designed to be funded based on the availability of the SFP Hardship Program or from local and State aid reimbursements
- The Board has approved the design of Marina West and the design and modernization of Ritche and McAuliffe from local funds, all subject to the availability of reimbursements from the SFP program for construction
- In the short term, Prop 51 funds have been exhausted and the District has the option to:
  - Design the Marina West replacement school and await future funding
  - Design and construct the modernization of Ritche and McAuliffe
  - Construct Rose as soon as possible from local funds and available SFP reimbursements as they become available
- Over the long-term, the District may be required, once again, to start planning to seek a local solution to absorb the balance of required facility improvements and the next phase of the Program while the State continues to struggle to implement Prop 51 or the Governor's future State bond program



OSD BOARD AGENDA ITEM

**Name of Contributor: President Robles-Solis**

**Date of Meeting: 6/10/19**

- A. Preliminary \_\_\_\_\_  
Study Session \_\_\_\_\_  
Report \_\_\_\_\_
- B. Hearing: \_\_\_\_\_
- C. Consent Agenda \_\_\_\_\_ Agreement Category:
  - \_\_\_\_\_ Academic
  - \_\_\_\_\_ Enrichment
  - \_\_\_\_\_ Special Education
  - \_\_\_\_\_ Support Services
  - \_\_\_\_\_ Personnel
  - \_\_\_\_\_ Legal
  - \_\_\_\_\_ Facilities
- D. Action Items   X
- E. Approval of Minutes \_\_\_\_\_
- F. Board Policies 1<sup>st</sup> Reading \_\_\_\_\_ 2<sup>nd</sup> Reading \_\_\_\_\_

**Agreement for Superintendent Search Services (Robles-Solis)**

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In light of Superintendent Morales' pending departure, the District seeks to begin a robust search for the District's next Superintendent as soon as possible. The District has identified Leadership Associates as a consulting firm that has tremendous experience in working with districts on executive searches and has successfully worked with the District previously. Leadership Associates has provided the District with a proposal for services and timeline that includes gathering Board and stakeholder input and assisting with the search so the District can identify the next Superintendent before July 1, 2019.

**FISCAL IMPACT:**

The cost for search services is \$22,500, to be paid in two installments: (1) \$11,250 upon completion of stakeholder input, and (2) \$11,250 upon selection of a finalist. The fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal (Two consecutive publications)
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report, including online survey
- Coordination of logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates

- scheduling community visit
- Assisting in the development of interview questions and supporting the Board with the interview process
- Assisting the Board's administrative assistant throughout the process with templates, online posting updates and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification visit, if conducted

**RECOMMENDATION:**

It is recommended that the Board of Trustees approve the Agreement for Consulting Services with Leadership Associates to immediately begin the search for the next Superintendent.

**ADDITIONAL MATERIALS:**

Proposal for Services,  
Agreement for Services with Scope of Work and Timeline



**LEADERSHIP ASSOCIATES SERVICES AGREEMENT**

**LEADERSHIP ASSOCIATES**  
[www.leadershipassociates.org](http://www.leadershipassociates.org)  
3905 State Street #7-407  
Santa Barbara, CA 93105  
(805) 364-2775

**AGREEMENT FOR CONSULTANT SERVICES**

THIS AGREEMENT is made this \_\_\_\_ **day of April, 2019** between LEADERSHIP ASSOCIATES, hereinafter called the Contractor, and **OXNARD SCHOOL DISTRICT**, hereinafter called the District.

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

**The Contractor will conduct a Superintendent search, as delineated in the attached Summary of Services.**

The District agrees to pay the Contractor **TWENTY-TWO THOUSAND, FIVE HUNDRED DOLLARS (\$22,500)** for services provided. Payment is to take place in two increments: **(1) \$11,250** upon completion of stakeholder input, and **(2), \$11,250** upon selection of a finalist. The Contractor will submit invoices to the District for each of the payment increments. Payments are due within 30 days of receipt of invoice.

**Remittance payable/forwarded to: Leadership Associates  
Attn: Linda Hunt  
50-855 Washington Street #C-205  
La Quinta, CA 92253**

The Contractor is to perform the above services beginning April 10, 2019.

Contractor agrees to hold harmless and indemnify the District, 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 District. 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.

Leadership Associates does not participate in a California public pension system. Leadership Associates and the District understand that the work/services provided should not be considered creditable toward the STRS earnings limit as the work is not normally performed by employees of the District and requires less than 24 months (496 business days). REF. CA Education Code § 26135.7 (2014)

CONTRACTOR:  
LEADERSHIP ASSOCIATES  
Taxpayer ID#: 68-0383653

DISTRICT:  
OXNARD SCHOOL DISTRICT

By: Richard D. Thome

By: \_\_\_\_\_

Name: Rich Thome

Name: \_\_\_\_\_

Title: Lead Consultant

Title: \_\_\_\_\_

Date: April 8, 2019

Date: \_\_\_\_\_

## **COST AND SERVICES SUMMARY**

### **OXNARD SCHOOL DISTRICT SUPERINTENDENT SEARCH 2019**

**TOTAL FEE TO CONDUCT SEARCH – All Inclusive: \$22,500**

This fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal (Two consecutive publications)
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report, including online survey
- Coordination of logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates
  - scheduling community visit
- Assisting in the development of interview questions and supporting the Board with the interview process
- Assisting the Board's administrative assistant throughout the process with templates, online posting updates and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification visit, if conducted

### **GUARANTEE**

Should the new superintendent leave within one year, Leadership Associates will conduct a new search at no cost except for travel and advertising expenses, provided the Board majority remains the same.



# OXNARD SCHOOL DISTRICT

1051 South “A” Street • Oxnard, California 93030 • 805/385-1501

## SCHEDULE OF BOARD MEETINGS JANUARY – DECEMBER 2019

(UNLESS OTHERWISE INDICATED, ALL MEETINGS ARE HELD ON THE FIRST AND THIRD **WEDNESDAY** OF EACH MONTH IN THE BOARD ROOM AT THE DISTRICT OFFICE, 1051 SOUTH ‘A’ STREET, STARTING AT 7:00 PM)

|           |    |   |
|-----------|----|---|
| January   | 16 | Regular Board Meeting (Note: only ONE meeting in January)   |
| February  | 6  | Regular Board Meeting   |
|           | 20 | Regular Board Meeting   |
| March     | 6  | Regular Board Meeting   |
|           | 20 | Regular Board Meeting   |
| April     | 3  | Regular Board Meeting (Note: only ONE meeting in April)   |
| May       | 1  | Regular Board Meeting   |
|           | 15 | Regular Board Meeting   |
| June      | 5  | Regular Board Meeting   |
|           | 19 | Regular Board Meeting   |
| July      |    | District Dark – No meeting in July  |
| August    | 7  | Regular Board Meeting   |
|           | 21 | Regular Board Meeting   |
| September | 4  | Regular Board Meeting   |
|           | 18 | Regular Board Meeting   |
| October   | 9  | Regular Board Meeting   |
|           | 23 | Regular Board Meeting   |
| November  | 13 | Regular Board Meeting (Note: only ONE meeting in November)  |
| December  | 11 | Regular Board Meeting – Organizational Meeting of the Board<br>(Note: only ONE meeting in December) |

*The meeting schedule shown above is subject to change at any time.*

*NOTE: Changes are indicated in italics/bold.*

Spring Break: April 8 - 19, 2019

Last Day of School 2018-19: June 14, 2019

First Day of School 2019-20: August 21, 2019

Board Approved: 12-12-18

*Mission: “Ensure a culturally diverse education for each student in a safe, healthy and supportive environment that prepares students for college and career opportunities.”*