



# **SUPERINTENDENT SEARCH PROPOSAL**

January 11, 2025



Hazard, Young, Attea & Associates  
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## INTRODUCTION

Hazard, Young, Attea & Associates, (HYA) proposes to conduct a comprehensive, state and local search for talented and highly qualified candidates for the position of Superintendent of Schools for Mountain View Whisman (hereinafter referred to as District).

This document serves to clearly outline the specific services, deliverables and costs proposed for Mountain View Whisman School District. Our commitment is to provide services that are uniquely tailored to the needs of MVWSD in their search for the next outstanding district superintendent. As a leading district in the Santa Clara Valley it is clear the District seeks to remain forward thinking, dynamic and student-centered – *Mountain View Whisman School District is inspiring, preparing and empowering our community's students for a bright future.*

Our team will use the work of district strategic planning and LCAP process to guide us in engaging the entire school community and recruiting the highest quality, well-reputed candidates for interviews and consideration as the next District superintendent.

## FIRM INFORMATION

HYA has more experience in identifying quality education executives than any other firm in the industry. Given our local, state and national reach, It's no accident that our firm has assisted Boards with successful selections in more than 1,600 searches, with student enrollment ranging from less than 500 students to upwards of 640,000. The large quantity of searches HYA conducts per year puts us at a competitive advantage. The search volume places the firm and our Associates in more frequent contact with potential candidates, many of whom may not be actively seeking employment but are then known to our Associates and can thus be recruited when or if an appropriate position arises.

HYA began working with rural, urban and suburban School Boards more than 35 years ago in an effort to assist them in recruiting highly qualified candidates and finding a leader that is the right fit for the school system. HYA's continued success is about people: our Associates, their extensive contacts, and the School Boards assisted. HYA builds relationships with each new search, expanding our reach and record of success.

In addition to your local California HYA search team, clients have a network of 100+ Associates from throughout the United States that assist with our firm's mission to provide aggressive, thorough, and quality assistance to School Boards in need of identifying and recruiting highly qualified executives for superintendent and other administrative positions. Even though our reach can be national, many of our recent California searches have focused on state and regional recruitment, allowing a very personalized process and successful match of candidates to local California districts.

HYA has been committed to engaging a diverse cadre of associates and candidates ever since it was established in 1987. Many HYA Associates have served and/or currently serve as members of and Board of Directors of ALAS (Association of Latino Administrators and Superintendents), NABSE (National Alliance of Black School Educators), Association of California School Administrators and other associations across California and the country. HYA is proud of the diversity of candidates hired with its assistance, including individuals of varied gender, race, ethnicity, culture, and religious background. At HYA we are committed to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts.

*Hazard, Young, Attea & Associates has not been involved in litigation or arbitration with any of its clients in our 35+ years in business.*

## SCOPE OF SERVICES



### Engage Phase

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HYA takes great pride in its commitment to community engagement and thoroughness of the processes used to gather input. Our associates have a strong reputation for deep and meaningful engagement through stakeholder forums, community interest group meetings and individual interviews. Local surveys tools are used to solicit further input from a wide range of district constituents. HYA can also employ a research-based survey tool that is customizable and available in world languages should the board choose this more formal approach.

HYA has a history of successful virtual/video-based engagement. Associates have extensive experience and expertise conducting video interviews, focus groups, forums, meetings, candidate presentations, meet and greets, and community Q&A sessions. In addition, Associates report and present to school Boards at public meetings and in closed sessions using the whole array of video platforms. Thus, focus groups and presentations can be remote or in-person.

The Engage Phase is a disciplined and inclusive approach that seeks first to understand what students, staff, parents, Board and community members need and desire from their school district and Superintendent. HYA engages both internal and external stakeholders using virtual or face to face interviews, focus groups, forums, and surveys. The goal is to gather information from all stakeholders to identify the strengths of the district/community and current and foreseeable district/community challenges within a research-based framework to match the right leader with your school district.

Depending on the Board's selections for the Engage Phase, some of the most important deliverables include the following:

- Summary of the planning meeting with the Board that details the timeline, steps of the search process, community engagement and decisions made by the Board;
- Findings from interviews, focus groups, and/or town hall meetings. Up to 15 one-hour sessions are provided. Additional sessions may be needed and added.
- *Leadership Profile Report* and desired characteristics based on the data from the survey, interviews, focus groups, meetings with the Board and other material made available to the Associates.

#### DRAFT TIMELINE

ACTIVITY	PROPOSED DATES
Planning Meeting with Board	January 30/TBD, 2025
Online Survey Open/Close	February 7-21, 2025
Advertising	February 24 - March 25, 2025
Leadership Profile Development Interviews/Focus Groups	February 1 - March 1, 2025
<i>Leadership Profile Report</i> Presented to Board	March 6, 2025
Application Deadline	March 25, 2025
Seminar For Interviews and Final Stages of Search Process	March 30, 2025 TBD
Slate Presented to Board	Early April 1-4, 2025 TBD
Board Initial Interviews	April 9-13, 2025 TBD
Boards Meets to Identify Semi-Finalists	April 9-13, 2025 TBD
Board Interviews with Semi-Finalists	April 17-19 or 21-23, 2025 TBD
Third-Party Background Checks (Optional)	Late April 2025 TBD
Board Site Visit (Optional)	April 21 TBD
Announcement of Appointment	April 24 or May 8, 2025 TBD
Superintendent Assumes Responsibility (Negotiable)	July 1, 2025
Retreat With New Superintendent (Optional)	To Be Determined After Appointment of New Superintendent

April 7-11, 2025 Spring Break



## Recruit Phase

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HYA uses a myriad of recruiting techniques to ensure all potential candidates are reached. Without spending a dollar on advertising, HYA clients know that they are getting immediate exposure through the HYA Active Searches page with over 25,000 page views per month. In addition, HYA can provide analytics on your job posting, including how many views your job has received during a specific period of time, the average amount of time your posting was viewed, etc. No other firm has the infrastructure to provide this data to their clients.

HYA offers optional national, state and regional advertising packages that have been designed to maximize exposure for your vacancy. Given the volume of searches HYA conducts each year and our preferred pricing, our national package options provide our clients rates below what they could purchase in the marketplace. In California, in addition to advertising on HYA website, we recommend advertising, at minimum, through CA Association of School Administrators (ACSA) which has comprehensive California reach.

In addition to national and regional advertising, HYA utilizes the firm's extensive national network of Associates. HYA Associates throughout the country are aware of outstanding superintendents and aspiring superintendents in their state and region and maintain close professional relationships with many educators and school district leaders who might be interested in making a job change or career move. HYA Associates have ongoing relationships with state and national superintendent organizations including AASA (The School Superintendent's Organization), ALAS (Association of Latino Administrators and Superintendents) and NABSE (National Alliance of Black School Educators).

Associates are kept informed of the searches the firm is conducting and we seek recommendations from them regarding candidates who fit the profile being sought for that district. The proof of our recruiting network and efforts is the fact that approximately two thirds of the candidates ultimately selected by Boards with whom we work were recruited for the position rather than applied or self-nominated.

Depending on the Board's selections for the Recruit Phase, the deliverables include:

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

Reference checking is one of the most important tasks in the search process. We begin with the informal references of referrals for potential candidates. Once an individual moves up to the level of a potential candidate through the application process or through recommendations and recruitment efforts, we begin our vetting process. This includes contacting the listed references on the application or provided by the candidate. While this step is necessary it is not sufficient as most candidates will provide references that will provide only highly favorable comments. We continue the vetting process by conducting comprehensive internet searches to review any public information regarding the candidates. HYA Associates conduct confidential reference calls to obtain deep insight on any candidate that would be recommended to the Board for consideration. Given our network of Associates and many professional relationships, it is likely that we know someone who either knows the candidate directly or knows someone who knows the candidate. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether to recommend the candidate to the Board.



### Select Phase

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When the Associates present a select slate of candidates to the Board, the number of slated candidates is determined by the Board during the initial planning meeting. HYA believes that the Associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process with the semi-finalists and finalists because the Board should be focused on assessing the candidates, not managing logistics. The Associates are available throughout the interview process and will facilitate a debriefing session after the interviews to discuss what the Board learned about the candidates. It is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision.

Some of the specific deliverables during this phase include:

- Conduct the Interview Workshop and provide materials and protocols to ensure informative effective board interviews;
- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide investigative background check(s) of candidates, provided by an independent third-party firm, as selected and paid for by the Board;
- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent;
- Assist the Board in announcing the appointment of the new superintendent.

In preparation for the Interview Workshop the Associates will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board's initial round of interviews with the candidates. The feedback is used to develop an interview "script", which will be reviewed and revised during the Interview Workshop and later used by the Board for the first round of interviews. It should be noted that second round interviews are generally unscripted and designed to follow-up on topics and questions identified during the first round interviews. The Interview Workshop that takes place prior to the slate presentation, or in a separate advance session, is designed to prepare the Board for candidate interviews. It will include written guidelines and protocols to ensure informative and comprehensive interviews. The workshop is approximately one to two hours in length and will also cover the steps in the final stages of the search.

The Associates will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board. HYA does not provide counsel relative to the Board's process for interviewing candidates. The Board will seek the advice from its attorney regarding the Board's process for interviewing candidates to comply with open meeting laws in their state.

Before any public announcement the due diligence process should be completed. HYA highly recommends executive due diligence on the finalist(s). Executive due diligence involves an investigative background check(s) that may be conducted on the three candidates that the Board brings back for second interviews or the preferred candidate. The investigative background check(s) is conducted by an independent third-party entity and includes a review of criminal and civil court records, driving records, college degrees and university accreditations. The comprehensive package includes a news and social media review.



## Transition Phase

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From placing over 1,600 leaders, HYA knows how critical the transition phase is for success and longevity. Our Transition Phase includes an infrastructure and Transition Dashboard for the new Superintendent to:

- transparently communicate what they have learned throughout the search process
- document specific actions they will take during the transition period
- align communication and define school quality based on the priorities of the Board and community stakeholders
- provide benchmarks to measure progress

The Transition Dashboard is provided at no additional charge through the transition period and includes consulting support for the plan. The transition period is July 1, 2025 through October 31, 2025. Should the Board and Superintendent want continued support, that is available per the optional fee section of this proposal.

At the conclusion of the Transition Phase, HYA offers the following optional services to be considered by the Board and if desired, paid for by the Board. Descriptions of optional services are included in the HYA Signature Search Brochure appendix. Optional service options are:

- Strategic Dashboard for tracking progress and communicating success
- Executive Coaching
  - Two one-hour virtual sessions per month
  - Behavior assessment
  - Alignment to Transition Dashboard (if selected)
  - Emergency support 24/7
- Board Governance Training
- Superintendent Evaluation Facilitation



## THE SEARCH TEAM

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

HYA Associate	Cell Phone	Email
Valerie Pitts, Ed.D.	831-332-5126	Valeriepitts@hyasearch.com
Bob Mistele	805-712-7221	bobmistele@hyasearch.com

Both associates have served as consultants with HYA since retiring as superintendents from Bay Area Districts. In their roles as executive search consultants each has led numerous successful superintendent and cabinet searches in California, Silicon Valley, the greater Bay Area and the Pacific Northwest. References for recent searches are listed below. Each associate also continues to coach and mentor school district leaders and have served in numerous short term interim superintendent roles since retiring. They are highly collaborative and excellent communicators.

## REFERENCES

HYA's reputation for effectiveness and integrity is extremely important. The following references include Board members and superintendents who were chosen because the Board and/or candidate worked with the HYA Associates being proposed for the search or because the district has a similar demographic profile to your district. Appointed superintendents are all still in place. If interested, a listing of all searches conducted by HYA is available on HYA's website. Our references will attest that phone calls from Board members and the Superintendent are picked up or returned immediately regardless of the time of day. Emails are returned in a matter of hours, and questions are answered in detail. Our team works for you and with you and endeavors to tailor services to your specific district needs.

### **North Monterey County SD**

Dr. Matt Turkie  
916-870-6958

### **Carmel Unified School District**

Dr. Sharon Olfek  
Sara Hinds, Trustee, 408-218-5122  
Jason Reymnse, Trustee, 831-236-2770

### **Bend-LaPine School District (Oregon)**

Dr. Steve Cook, 541-480-7766

**San Bruno Park SD**

Teri Chavez, Board President

**Moraga SD**

Janelle Chang, Board President

**Portola Valley SD**

Jack Klugman, Board President

***Examples of Searches completed by other HYA Associates in like districts*****Mountain View-Los Altos HSD (CA)**

Eric Volta

4,300 students, 9-12

Dr. Phil Faillace, Bd. President, 650.248.3375

**Los Gatos Elementary SD**

Dr. Paul Johnson, 916-529-9322

Peter Noymer, Bd. President, 408.656.5510

**Palo Alto Unified School District (CA)**

Ken Dauber 650-906-4340 [kdauber@pausd.org](mailto:kdauber@pausd.org)

## FEES

In consideration for Services, the District will pay to Hazard, Young, Attea & Associates:

- Consulting Fee for the search in the amount of \$19,500. This fee is due in two installments:
  - 50% will be invoiced upon execution of the contract/letter of agreement (sample attached)
  - 50% will be invoiced upon presentation of the slate
- Associates residing in Northern CA will not ask for travel or hotel expenses. HYA does not ask for reimbursement of meals.
- The fee is inclusive of all services listed in the Included in column in the chart below.

**Optional Additional Services: (optional enhancements column include additional fees should the board choose to include them).**

Service	Included in Fee	Optional Enhancements
Associate Days (On-site/ Virtual)	<p>Four in-person days in the district interacting with the Board and/or community for:</p> <ol style="list-style-type: none"> <li>1. Planning Meeting</li> <li>2. Presentation of the <i>Leadership Profile Report</i></li> <li>3. Community Engagement Sessions</li> <li>4. Presentation of the Slate</li> </ol> <p>*Two Associates in-district = 2 associate days, this does not apply to the planning meeting.</p>	<p>Additional on-site associate days are billed at \$2,500/day/associate, as selected and paid for by the Board.</p>
Community Engagement	<p>Up to 15 engagement sessions for Interviews, Focus Groups, Town Hall Meetings, as decided by the Board.</p> <p>Locally developed survey and report of findings.</p> <p>Effective Superintendents White Paper and other recent articles on recruitment of top superintendents.</p>	<p>HYA has developed its own survey and it can be used, if desired by the board. HYA's research-based survey, in English and Spanish, with a survey report for \$2,000.</p> <p>Addition of customized questions, 10 forced-choice questions and 3 open-ended questions for \$1,000.</p> <p>Additional world languages (professionally translated) for \$415 per language. A quote will be provided for custom question translations.</p>

Service	Included in Fee	Optional Enhancements
Advertising	<ul style="list-style-type: none"> <li>Listed on HYA's active searches webpage (25,000+ pageviews per month)</li> <li>Full webpage dedicated to your search</li> <li>K12JobSpot posting (for the length of the search)</li> <li>Postings on HYA's social media accounts</li> </ul>	See Advertising Services in the Signature Search Brochure for details, options range from \$520 - \$6,650.
Background Check	HYA Associates screen and conduct reference checks on candidates.	See Due Diligence Services in the Signature Search Brochure for details, options are \$1,100 or \$1,950 per candidate.

#### Other Considerations:

If the Board chooses to reimburse candidates for travel for interviews, candidates will submit the expenses directly to the District for reimbursement.

HYA is a green corporation and provides all search materials online. If the Board requests hard copies of the materials, the district will be invoiced to cover the costs of any printing, binding and shipping of materials.

Recruitment for other positions; if the Board employs an HYA recruited candidate within one year of the close of the superintendent search, in addition to the position of Superintendent, 10% of the base salary will be due to HYA for the recruitment of said candidate.

## GUARANTEES

### **Fixed Price**

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

*Services and pricing detailed in this proposal are valid for 90 days from the date of opening. Services are rendered within 14 days of Board approval.*

### **Client-Satisfaction**

If the Superintendent departs from the position during the first year and a majority of the Board by vote is still in place, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses. This applies to HYA slated candidates.

### **Price Match**

HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

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**HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-250-7261 or [valeriepitts@hyasearch.com](mailto:valeriepitts@hyasearch.com), 831-332-5126 with questions or requests for additional information.**

### **HYA Corporation**

909 W. Euclid Ave #926  
Arlington Heights, IL 60006  
[hya@hyasearch.com](mailto:hya@hyasearch.com)  
847-250-7261



## ATTACHMENTS

Associate Resumes

HYA Brochure

Draft Letter of Agreement