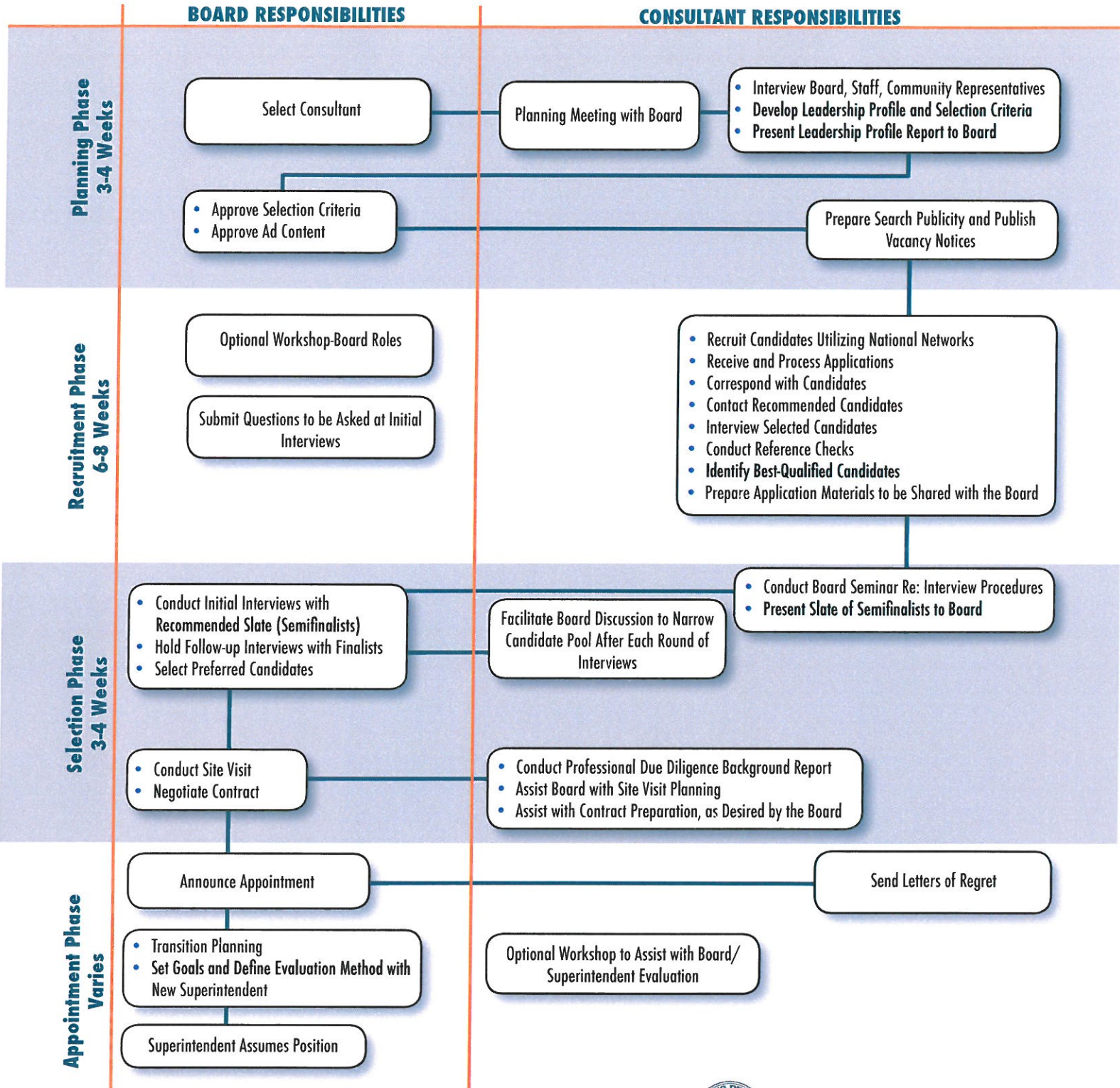

Oak Park Elementary School District 97

*Proposal for Executive Search Services
for Superintendent of Schools*



HYA Executive Search
Hazard, Young, Attea & Associates

Superintendent Search Flow Chart



HYA Executive Search
 Hazard, Young, Attea & Associates



HYA Executive Search

Hazard, Young, Attea & Associates

January 8, 2015

Mr. Bob Spatz, Board President
Oak Park Elementary School District 97
970 Madison Street
Oak Park, IL 60302

Dear Members of the Oak Park School District 97 Board of Education,

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

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

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

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

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

Sincerely,

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

HYA Executive Search Division, ECRA Group, Inc.
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Home Office
5600 North River Road • Suite 180
Rosemont, IL 60018

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101 Hudson Street • Suite 2100
Jersey City, NJ 07302

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HYA Executive Search
Hazard, Young, Attea & Associates

Proposal and Description of Services for Oak Park Elementary School District 97

HAZARD, YOUNG, ATTEA & ASSOCIATES (HYA) proposes to conduct a comprehensive search for highly qualified candidates for the position of Superintendent of Schools for Oak Park Elementary School District 97 (hereinafter referred to as the District).

Hazard, Young, Attea & Associates began working with Boards more than twenty-five years ago in an effort to assist them in making the best leadership decisions possible. Presently, HYA is represented by 150+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. HYA's associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is now part of ECRA Group, Inc. a national consulting firm specializing in assisting leadership in obtaining the information and analytics they need to effectively lead their organizations.

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

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

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

Management Team Approach

HYA assigns an individual management team to each executive search that it conducts. In most district searches, typically 1-2 Senior Associates are responsible for managing the search. They assume direct responsibility for the search and coordinate the activities of the other associates engaged in the project. Additional associates are generally engaged as needed, with all 150+ associates in the firm tasked with identifying prospective candidates for the search. An assigned team also ensures that individuals closely associated with the search are available to respond to any request the client board may have on the board's time schedule.

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

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

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

The Proposed Management Team and Firm References

Upon the concurrence of the Board, HYA proposes the search team will be Dr. Bill Attea, co-founder of the firm, Dr. Alan Leis, Senior Vice President of HYA, and Dr. Lela Bridges-Webb, Associate. The consultants' résumés are attached.

Bill Attea and Lela Webb were the Associates that assisted the District with its most recent search that resulted in Dr. Robert's selection. In addition, Bill Attea has been involved with the District in the selection of each superintendent in the District since 1987. Following are several searches that were recently completed by our firm. Contact information for the respective Board President is provided so that you can speak with board members who have worked with the HYA consultants being proposed or serve in districts with similar demographics to your District.

District	Reference Name	Contact Information
Decatur Public School District 61, IL	Brian Hodges	217.877.8901
Deerfield Public Schools, IL	Ellen London	847.405.9607
Evanston-Skokie School District 65, IL	Traci Quattrocki	847.859.8005
Woodstock CUSD 200, IL	Paul Meyer	815.337.2503

In addition to the references listed on the previous page, an extensive list of the national searches HYA has completed since 2010 is attached.

Tenure of Placements

HYA has had a long history of success in working with boards to find the right candidates who will provide long-term leadership to the school district. Of the 328 superintendents hired with HYA's assistance since 2000, 90% of those individuals are still in their positions or have committed four years or more to the districts they served. The following data describes the tenure of those placements:

- 80% (263) are still in their position or retired from it
- 10% (32) stayed between 4 and 8 years - on average 5.1 years

The Search Process

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

The Planning Phase

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

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

- Consider Board options and preferences with regard to advertisements.
- Discuss the compensation package to be offered to the new Superintendent of Schools.
- Agree upon a communication plan to keep the Board abreast of the search progress and the consultants alerted to issues that may arise from the Board.

Possible Timeline

Assuming appointment of HYA as its consultant for the Search on January 27, 2015, following is a possible timeline for the search. The actual timeline will be developed at the Planning Meeting referenced above to ensure the all board members are available on the dates selected. The timeline presented below can be modified by several weeks if that would better meet the needs of the Board

Activity	Proposed Dates
Planning meeting with board	Week of February 2
Online survey open	Week of February 9
Leadership profile development interviews/focus groups	Week of February 16
<i>Leadership Profile Report</i> presented to board	Week of February 23
Seminar for interviews and final stages of search process	Week of April 6
Slate presented to board	Week of April 6
Board initial interviews	Week of April 6 or 13
Boards meets to identify semi-finalists	Week of April 6 or 13
Board interviews with semi-finalists	Week of April 13 or 20
Third-party background checks	Week of April 20 or 27
Board site visit	Week of April 27
Announcement of appointment	Early to mid-May
Superintendent assumes responsibility	July 1, 2015
Retreat with new superintendent (optional)	To be determined after appointment of new Superintendent

Criteria Development

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

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

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

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

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

Community Engagement & Confidentiality Options

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

The Recruitment Phase

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

- Announcements of the vacancy will be placed on a number of websites including HYA's (www.hyasearch.com), which will be linked to the District's website. It also will be posted on Education Week, AASA and other educational websites. The strengths of easy-to-use

technology will be maximized when the District creates a superintendent search page and posts the link for the *Leadership Profile Survey*.

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

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

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

Of note, HYA's examination of a candidate's background reaches beyond the handpicked personal and professional references provided by the candidate. Our ability to gain important background information regarding our candidates – beyond that which merely appears in an individual's official

file – is a unique and distinguishing characteristic of our firm, and is attributable, in part, to the integrity of both the firm and our associates, and the vast network of professional relationships built through their years in the education field.

The Selection Phase

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

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

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

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

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

The Appointment Phase

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

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

Post Appointment

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

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

Communication with the Board

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

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

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

Board members will receive the business, home and cell phone numbers, as well as the email addresses, of the consultants. HYA's office staff, which is highly knowledgeable and pleased to assist at any time, also will be available to the Board toll free from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

Extent of Services & Guarantees

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

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

Cost Proposal

Typically the consulting fee for the Comprehensive Search, as described, would be \$21,500. However, Oak Park would be a returning client so the fee is \$19,500. A mutually agreeable change in the fee will be established if the Board desires the consultants to have a greater or lesser involvement in any phase of the search or to provide services in addition to those delineated in this proposal.

Expenses

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

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

- **Consultant Expenses.** HYA works to carefully manage consultant travel expenses. It is anticipated that consultants will travel to the district on six or more occasions: Planning Meeting, Leadership Profile meeting, LPR presentation, presentation of slate/workshop, after first Board interviews and after the 2nd Board interviews. If the Board wishes to have the consultants provide additional time for activities beyond the activities normally associated with the search, the cost for consultant time is \$750 per day.
- **Independent Background Checks and Media Reviews.** The costs for conducting independent, third party background checks by Baker-Eubanks depend upon the type and number of reviews the Board wishes to have completed. The cost ranges from the basic (\$850 per candidate) to the comprehensive (\$1500 per candidate). These options will be discussed at the Planning Meeting or at a later date.

Payment Schedule

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

Additional Items

The RFP contained two additional requests, the responses to which follow.

Please provide us with a list of superintendents that your firm has placed more than once.

In very few cases, probably no more than 10 in over 1,000+ searches, has HYA recommended a candidate hired by one client to another client. Four cases we can readily recall follow:

- In one case, a candidate requested that his Board located in Minnesota release him after serving the District for about 10 years so that he could return to his home state, Illinois, for personal reasons. The Board granted the request and we did recommend him for the position he assumed in Illinois.
- The second case had the same candidate recommended on three occasions. He was a highly competent superintendent that experienced a change in the Board after about five years in Missouri. The new Board had philosophical beliefs that were not in synch with those of the superintendent and the Board advised him he could seek another position. We recommended him for a position in Ohio and he was employed. About eight years later, his elderly parents needed his personal assistance and he requested permission from his Board to leave and seek a position close to his parents who lived in Minnesota. The Board approved his request and we recommended him for a position in Minnesota, in which he continues to serve after 12 years.

- In a third case, a superintendent was hired in a fairly small district. After serving that district for about 10 years, he approached us and expressed a desire to work in a larger district. After consultation with his current board, we recommended him for a larger district, which hired him.
- A fourth case involved a superintendent who had retired from the position for which we recommended him in Kansas after 10+ years of service and had taken a position in Missouri. A position in his home state of Iowa became available and he indicated an interest in that position, was recommended for it, and was hired. He retired from that position after five years and the Board recently asked us to help find his replacement.

Please prove an example of a placement that your firm handled that did not work out, and your explanation why it did not work out.

HYA is extremely proud of its retention record. It is estimated that 80-85% of the 1,000+ superintendents hired with HYA's assistance are still in the position for which they were employed or have retired from that position. In most cases, when the board-superintendent relationship went bad, it was due to a turnover on the board and a desire by the new board to go in a new direction.

As is indicated in the proposal, HYA has a guarantee to redo a search if the superintendent departs in the first or second year of employment. To our recollection, that guarantee has been invoked on only two occasions in over 1,000 searches. In both cases, the departure was due to differing expectations of the board and superintendent as to their respective responsibilities.

Workshops and Other Optional Services

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

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

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

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

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

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader for Oak Park Elementary School District 97. Please contact us at 847-318-0072 or at hya@ecragroup.com if you have any questions or need for additional information.

WILLIAM J. ATTEA

EDUCATION

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

PROFESSIONAL EXPERIENCE

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

CURRENT/PAST CIVIC/PROFESSIONAL ACTIVITIES

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

PROFESSIONAL MEMBERSHIPS

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

AWARDS AND RECOGNITIONS

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

ALAN E. LEIS

EDUCATION

- | | |
|--|------|
| VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY (VPI) | 1988 |
| • <i>Ed.D., Educational Administration</i> | |
| GEORGE MASON UNIVERSITY | 1976 |
| • <i>M.Ed., Educational Administration</i> | |
| GEORGETOWN UNIVERSITY, SCHOOL OF FOREIGN SERVICE | 1970 |
| • <i>B.S.F.S., International Affairs, <u>cum laude</u></i> | |

EXPERIENCE

HYA SEARCH DIVISION, ECRA GROUP, INC. (IL)

Education Search and Consulting Firm

- **Senior Vice President, 2011 – Present**
- Senior Associate, 2009 – 2011

NAPERVILLE COMMUNITY UNIT SCHOOL DISTRICT #203, NAPERVILLE, IL

Enrollment: 19,000 students, Pre-K – 12

- **Superintendent, 2003 to 2009**

FAIRFAX COUNTY PUBLIC SCHOOLS, FAIRFAX, VA

Enrollment: 166,000 students

- **Deputy Superintendent, 1996 to 2003**
- Interim Superintendent, 1997
- Assistant Superintendent, Human Resources, 1990 -1996
- Executive Assistant to Deputy Superintendent for School Operations, 1986—1990
- Coordinator, Instructional Services, Area I Office, 1981—1986
- Acting Principal, Marshall Road Elementary School, 1981
- ESL Resource Teacher, 1977—1978
- Social Studies Specialist, 1978—1981
- Acting Principal, Lewinsville Elementary, 1980
- Acting Assistant Principal, Hughes Intermediate, 1980
- Classroom Teacher, Grades 3-8, 1970—1977

ADJUNCT PROFESSORSHIPS

- Aurora University, Aurora, IL, 2006 & 2007
- The George Washington University, Washington, D.C., Fall 2000
- George Mason University, Fairfax, VA, intermittently 1994—2003
- Virginia Polytechnic Institute and State University, Summer 1998
- University of Virginia, Spring – Summer 2002, Summer 2003

SELECTED PROFESSIONAL ACTIVITIES

- President, Virginia Council for the Social Studies, 1979—1980
- Member, Illinois State Task Force on Growth Models, 2005—2006
- Member, American Association of School Administrators
- Member, Association for Supervision and Curriculum Development
- Member, Phi Delta Kappa

COMMUNITY LEADERSHIP ACTIVITIES

- Executive Board Member, Naperville United Way, 2003—2008
- Board of Directors of Naperville/Aurora YMCA, 2003—Present

LELA A. BRIDGES - WEBB

EDUCATION

Ed.D.	Northern Illinois University	1994
M.S.	Northern Illinois University	1978
B.S.	Tougaloo College	1971

PROFESSIONAL EXPERIENCE

2010	Associate, Hazard, Young, Attea & Associates
1995-2010	Chief Executive Officer, Harvey Public Schools District 152 (IL)
1995-Present	Adjunct Professor, Governors State University (IL)
1995-Present	Adjunct Professor, Northern Illinois University (IL)
1994-1995	Director, Secondary Curriculum and Instruction, Waukegan School District 60 (IL)
1991-1994	Director, Administrative Support Services, Waukegan School District 60 (IL)
1988-1991	High School Principal, Waukegan School District 60 (IL)
1983-1988	Elementary Principal, Waukegan School District 60 (IL)
1980-1983	High School Dean of Students, Waukegan School District 60 (IL)
1972-1980	Elementary Teacher, Waukegan School District 60 (IL)

PROFESSIONAL AFFILIATIONS

American Association of School Administrators
Illinois Association of School Administrators
Association for Supervision and Curriculum Development
Illinois Administrators Academy
National Association of Black School Educators

COMMUNITY ACTIVITIES

Lake County Urban League
Lake County Race Unit Task Force
Alpha Kappa Alpha Sorority, Graduate Chapter

AWARDS AND RECOGNITIONS

Award of Merit for Outstanding Community Service from South Suburban YMCA, 1999
Award for Service and Dedication to Education Presented by the National Association of University Women, 2000
Break the Mold Award from ISBE in Recognition of Visionary Leadership, 2000
Service Award Presented by Tougaloo Alumni Association, 2000
Inducted into the Tougaloo College Hall of Fame, 2004

Select HYA Superintendent Search History

WITH REFERENCES

2014

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Asheville City Schools (NC) 4,081 students Jacquelyn Hallum 828.258.8118	Accomack County Schools (VA) 5,200 students Ronnie Holden 757.710.1830	City SD of New Rochelle (NY) 11,600 students David Lacher 914.671.2171	Loudoun County Schools (VA) 70,000 students Eric Hornberger 571.291.5685
Clarke County Schools (VA) 1,950 students Janet Creager Alger 540.664.1163	Baldwin Union Free SD (NY) 5,000 students Mary Jo O'Hagan 516.589.2994 ohaganmaryjo@gmail.com	Rowland USD (CA) 14,000 students Heidi Gallegos heidigallegos@gmail.com	Virginia Beach City PS (VA) 70,259 students Dan Edwards 757.263.1016
Green Brook Township PS (NJ) 930 students James Benscoter jbenscoter@gbtps.org	Bridgewater-Raritan RSD (NJ) 8,800 students Jeffrey Brookner 908.685.2777 jbrookner@brrsd.k12.nj.us	Toms River Regional Schools (NJ) 17,000 students Joseph Torrone jtorrone@trschoools.com	
Haldane Central School District (NY) 883 students Gillian Thorpe 845.323.8051 gthorpe@haldaneschool.org	Cleveland Heights-University Heights City School District (OH) 5,800 students Ron Register 216.403.4708 r_register@chuh.org		
Maple Dale-Indian Hill SD (WI) 500 students Chris Soyke 414.540.4092	Eanes ISD (TX) 7,803 students Rob Hargett 512.415.4656 rhargett@eanesisd.net		
Moffat County SD RE-1 (CO) 2,402 students J.B. Chapman 970.846.2671	East Brunswick PS (NJ) 8,309 students Brad Cohen 732.613.6700		
North Plainfield School District (NJ) 3,152 students Linda Bond-Nelson 908.922.0377	Evanston-Skokie SD 65 (IL) 7,082 students Traci Quattrocki 847.859.8005		
Palos CCSD 118, IL 1,882 students Sheila Pacholski 312.835.3589	Parsippany-Troy Hills SD (NJ) 7,300 students Fran Orthwien 973.263.7200 orthweintr@aol.com		
Princeton Public Schools (NJ) 3,800 students Timothy Quinn 609.921.0428 timothy_quinn@princetonk12.org	Shoreline District #412 (WA) 9,000 students Mike Jacobs or Debi Ehrlichman 206.393.6111		
Ross Valley School District (CA) 2,200 students Anne Capron 415.686.2926	Woodstock CUSD 200 (IL) 6,145 students Paul Meyer 815.337.2503		
Roselle School District #12 (IL) 690 students Lisa Mondo 630.240.1709 lmon1@aol.com			
Wilton Public Schools (CT) 4,320 students Bruce Likly 203.722.6474 blikly@klcpr.com			



Select HYA Superintendent Search History

WITH REFERENCES

2013			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Belmont-Redwood Shores SD (CA) 3,600 students Robert Tashjian 650.520.5354	Livingston Schools (NJ) 5,400 students Ronnie Spring 201.424.0058	Alvord Unified SD (CA) 19,812 students Art Kaspereen artjr@gmail.com	Fairfax County Schools (VA) 186,000 students Ilryong Moon 703.409.0270
Fox Point-Bayside Schools (WI) 500 students Deb Friberg deb_friberg@hotmail.com	Oconomowoc Area Schools (WI) 5,100 students Don Wiemer 262.490.0804		Fort Bend ISD (TX) 69,000 students Jim Rice 832.563.2942
High Point Regional HS District (NJ) 800 Students Paul Derin 973.875.7205	Piscataway Twp Schools (NJ) 7,200 students Tom Mosier tmosier@pway.org		Indianapolis Public Schools (IN) 30,000 students Diane Arnold 317.679.8844
Monona Grove School District (WI) 3,121 students Susan Fox 608.222.5015	Passaic City SD (NJ) 7,000 students Byron Bostos 973.470.5500		Jersey City Public Schools (NJ) 26,000 students Suzanne Mack 201.344.7599
Nicolet High School (WI) 1,300 students Marilyn Franklin 414.352.1180	Portage Public Schools (MI) 8,700 students Robert Snyder 269.381.3585		Round Rock ISD (TX) 41,000 students Catherine Hanna 512.464.5000
Portola Valley School District (CA) 700 students Jocelyn Swisher 650.851.1777	San Leandro Unified SD (CA) 8,800 students Diana J. Prola 510.483.0744		Stafford County PS (VA) 27,463 students Stephanie Johnson 540.295.0233 johnsonsj@staffordschools.net
Public Schools of the Tarrytowns (NY) 2,100 students Mimi Godwin 914.564.9621	Shaker Heights City Schools (OH) 5,500 students Annette Sutherland 216.991.8573		
Sausalito Marin City SD (CA) 500 students William Ziegler 415.331.0505	St John the Baptist Parish SD (LA) 6,253 students Gerald Keller 504.628.5277		
Secaucus School District (NJ) 2,190 students Jack McStowe jmcstowe@sboe.us	Syosset Central SD (NY) 6,527 students Michael Cohen 516.567.7780 michaelcohenmd@gmail.com		
Sunnybrook SD 171 (IL) 1,015 students Lance Lape 708.895.7790			
Tuckahoe Union Free SD (NY) 1,100 students Julio Urbina 212.239.3030			
Tukwila School District (WA) 2,920 students Mark Wahlstrom wahlsea@yahoo.com			
Watchung Hills Regional HS (NJ) 2,068 students Robert Horowitz 732.563.1122			



Select HYA Superintendent Search History

WITH REFERENCES

2012			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
<p>Byron CUSD 226 (IL) 1,600 students Doug Floski doug@oglelaw.com</p> <p>Deerfield Public Schools (IL) 3,100 students Ellen London 847.405.9607</p> <p>Eureka School District (Granite Bay, CA) 3,800 students Jerri Davis 916.780.0383</p> <p>Greendale Schools (WI) 2,600 students Joseph Crappitto 414.906.6213</p> <p>Indian Hill Exempted School (OH) 2,000 students Elizabeth Johnston Elizabeth.johnston@ih.k12.oh.us</p> <p>Irvington Union Free SD (NY) 1,800 students Robyne Kamp 914.591.6118</p> <p>Lake Bluff SD 65 (IL) 500 students Mary Jane Brady 847.615.7168</p> <p>Marlborough Schools (MA) 4,800 students Arthur Vigenat 508.460.3552</p> <p>Pelham Union Free SD (NY) 2,800 students Lisa Kiernan 914.629.5414</p> <p>Plainedge Union Free SD (NY) 3,400 students Catherine Flanagan cathy510@yahoo.com</p> <p>Riverside SD 96, (IL) 1,500 students Mary Ellen Meindl 708.528.5898</p> <p>Ross School District (CA) 500 students John Longley jlongley@rossschool.k12.ca.us</p>	<p>Greenwich Public Schools (CT) 8,960 students Nancy Kail 203.912.1683</p> <p>Lynchburg City SD (VA) 10,000 students Charles White 434.528.4510</p> <p>Mentor Public Schools (OH) 8,900 students Alan Mihok 440.205.8432</p> <p>Muskego-Norway Public Schools (WI) 5,000 students Jim Schaefer 414.303.9755</p> <p>Normandy Schools (MO) 4,400 students Sheila Williams sgw3@charter.net</p> <p>Park Hill School District (MO) 9,000 students Denise Schnell 816.587.7620</p> <p>Roaring Fork SD RE-1 (CO) 5,300 students Matthew Hamilton 970.400.7153</p> <p>Upper Arlington Schools (OH) 5,300 students Robin Comfort rcomfort@uaschools.org</p>	<p>Cupertino Union SD (CA) 14,000 students Josephine Lucey 408.785.0636</p> <p>Downey Unified Schools (CA) 22,500 K-12 students Nancy Swenson nswenson@dusd.net</p> <p>Hamilton Township Schools (NJ) 12,000 students Ron Tola 610.637.6617</p> <p>Highline School District (Burien,WA) 18,000 students Angelica Alvarez 206.660.7695</p> <p>Lansing School District (MI) 13,000 students Myra Ford myra.ford@lansingschools.net</p> <p>Stamford Public Schools (CT) 16,000 students Polly Rauh 203.325.9379</p>	<p>Baltimore County Schools (MD) 106,000 students Lawrence Schmidt lschmidt@sgs-law.com</p> <p>Jefferson Parish SD (Harvey, LA) 46,000 students Mike Delesdernier 504.812.2150</p> <p>Maryland State Superintendent James DeGraffenreidt 410.336.3991</p> <p>Seattle Public Schools (WA) 45,300 students Michael DeBell 206.252.0040</p> <p>Spokane Public Schools (WA) 30,300 students Bob Douthitt 509.220.3440</p>



Select HYA Superintendent Search History

WITH REFERENCES

2011			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Amherst –Pelham SD (MA) 2,000 students Rick Hood 413.320.3611	Bay Shore Schools (NY) 5,800 students Greg Nardone 516.523.7205	Davenport CSD (IA) 16,000 students Ralph Johanson 563.381.4598	Beaverton Schools (OR) 38,000 students Tim Quillen 503.880.4274
Beverly Hills Schools (CA) 4,702 students Lisa Korbatov 310.413.3223	Clarence School District (NY) 5,600 students Michael Lex mblex@verizon.net	Frederick County Schools (VA) 13,000 students Stuart Wolk 540.533.6715	Boulder Valley Schools (CO) 25,000 students Ken Roberge 303.443.2509
Burlingame School District (CA) 2,400 students Michael Intrieri 510.864.3600	Dothan City Schools (AL) 9,907 students Dr. Harry Wayne Parrish parrishhwp@yahoo.com	Santa Barbara School District (CA) 15,500 students Annette Cordero corderoa@sbcc.edu	Colorado State Commissioner of Education Elaine Berman 720.207.8703
Chappaqua Central SD (NY) 4,000 students Janet Benton 914.273.5342	Grosse Pointe Public Schools (MI) 5,000 students John Steininger GPMS@aol.com	Saugus Union School District (CA) 11,000 k-6 students Doug Bryce dbryce@saugus.k12.ca.us	Frederick County Schools (MD) 39,000 students Brad Young 301.845.0263
Dobbs Ferry School District (NY) 1,300 students Lynn Black 914.674.9110	Southeast Polk CUSD (IA) 5,988 students Lori Slings lslings@valleyb.com	Vallejo City Schools (CA) 17,700 students Ward Stewart 707.853.6160	Lewisville ISD (TX) 50,000 students Carol Kyer 469.576.0871
Lincolnshire-Prairie View SD (IL) 1,650 students David Panitch david@rtg-inc.com			Montgomery County Schools (Rockville, MD) 136,000 students Christopher Barclay 301.302.5623
Loomis Union School District (CA) 2,500 students Jim Foster jimmy-foster@sbcglobal.net			Santa Ana Schools (CA) 58,000 students Jose Hernandez 714.397.1023
Marblehead Schools (MA) 3,200 students Kathleen Leonardson 781.307.2019			
Mill Valley Schools (CA) 2,813 students Robin Moses 415.381.5795			
North Chicago CUSD 187 (IL) 4,000 students Ken Robinson 224.374.7299			
Summit School District (CO) 3,062 students Jon Kraemelmeyer 970.668.5384			
Telluride School District R-1 (CO) 800 students Banks Brown 970.729.1100			
Woodside Elementary (CA) 850 students Betinna Pike 650.851.7121			



Select HYA Superintendent Search History

WITH REFERENCES

2010			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Clayton County SD (MO) 2,500 students Omri Praiss omri.praiss@huschblackwell.com	Bellingham SD (WA) 10,000 students Dr. Ken Gass 360.671.1003	Carpentersville CUSD 300 (IL) 19,000 students Joe Stevens jstevens@dls.net	Birmingham City Schools (AL) 29,000 students April Williams 205.960.6257
Fremont SD 79 (IL) 1,875 students Sandy Bickley 847.302.2699	Fairfield Public Schools (CT) 7,900 students Catherine Albin 203.256.1422	Fremont USD (CA) 32,000 students Byron Gebhart 501.543.4566	Capistrano USD (CA) 51,000 students Anna Bryson 949.290.7196
Kohler SD (WI) 500 students Jane Bishop 920.207.6278	Mamaroneck Union Free SD (NY) 5,000 students Linnet Tse 914.833.2871	Iowa City Schools (IA) 11,237 students Patti Fields 319.338.9688	Carroll County Schools (MD) 28,000 students Barbara Shreeve 410.740.3150
Lindop SD (IL) 500 students Terri Sharpp 312.261.3154	Millburn Township Schools (NJ) 5,200 students Noreen Brunini 973.912.0424	Newton Public Schools (MA) 11,237 students Claire Sokoloff 617.816.4469	Douglas County Schools (CO) 56,000 students Dan Gerken 720.219.3366
Newburyport Public Schools (MA) 2,300 students Gordan Bechtel 978.465.5681	Oak Park SD 97 (IL) 5,200 students Peter Traczyk ptraczyk@op97.org	Oshkosh Area SD (WI) 10,500 students Ben Schneider, II 920.235.9262	Polk County Schools (FL) 92,000 students Kay Fields 863.559.6829
Park Ridge SD 64 (IL) 4,300 students John Heyde jheyde@sidley.com	Orangeburg SD (SC) 7,300 students Mary Ulmer 803.747.8031	Peoria SD 150 (IL) 14,000 students David Gorenz 309.688.2824	
Reed SD (CA) 1,035 students Lisa Matthews 415.505.5472	Wausau SD (WI) 8,300 students Michelle Schaefer 715.551.0722	Pleasanton USD (CA) 14,787 students Valerie Arkin 925.417.1969	
Ross Valley SD (CA) 2,000 students Sharon Sager 415.847.0035			
Warren Twp SD, (NJ) 2,189 students Roberta Monahan 908.753.5300 #7			
Whitefish Bay Schools (WI) 3,000 students James Phillips 414.961.7723			



Notes



HYA Executive Search
Hazard, Young, Attea & Associates

Notes



HYA Executive Search
Hazard, Young, Attea & Associates



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Rosemont, Illinois 60018