

**EAST SIDE UNION HIGH SCHOOL DISTRICT**  
**Special Meeting of the Board of Trustees**  
**830 N. Capitol Avenue**  
**San Jose, CA 95133**

**AGENDA**  
**February 22, 2012**

In compliance with the Americans with Disabilities Act, if you need special assistance, disability-related modifications or accommodations, including auxiliary aids or services, in order to participate in the public meeting of the Board of Trustees, please contact the office of the District Superintendent at (408) 347-5010. Notification 24 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accommodation and accessibility to this meeting. Upon request, the District shall also make available this agenda and all other public records associated with this meeting in appropriate alternative formats for persons with a disability.

**Open Session will begin at 6:00 p.m.**

The Special Board Meeting will begin at 6:00 p.m. in the  
Board Room of the District Office.

**1. Call to Order/ Roll Call**

1.01 Roll Call

**2. Pledge of Allegiance**

**3. Welcome and Explanation to Audience**

Information explaining Board Meeting Procedures and how citizens can address the Board will be read. Written information is located near the entrance to the Board Room.

**4. Adoption of Agenda**

**5. Public Members Who Wish to Address the Board of Trustees**

Members of the public may address the Board on any subject not on tonight's agenda; however, provisions of the Brown Act (Government Code section 54954.2(a) and .3) preclude any action. As an unagendized item, no response is required from the Board or District staff and no action can be taken; however, the Board may instruct the Superintendent to agendize the item for a future meeting. When your name is called, please come to the podium, state your name for the record, and limit your remarks to three (3) minutes.

Persons wishing to address the Board must fill out a gold request form, which is located at the entrance of the Board Room.

**6. Operational Items/Board Discussion and/or Action**

6.01 Discussion and/or Action regarding Superintendent Search, including Finalization of Superintendent Profile and Promotional Flyer – Frank Biehl, Board President

**7. Adjournment**

**EAST SIDE UNION HIGH SCHOOL DISTRICT**  
**QUALITIES DESIRED IN THE NEW SUPERINTENDENT**

**INSTRUCTIONS:** Please read each of the following 33 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection; simply place a check mark next to the characteristics which you feel are most important. **Please select only 10.**

Survey Participant Name \_\_\_\_\_ Group \_\_\_\_\_  
(Optional) (Required)


**QUALITIES DESIRED**

- 1. Is willing to listen to input, but is a decision maker.
- 2. Demonstrates ability to integrate instructional and administrative technology.
- 3. Possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse community.
- 4. Is able to work with legislators on key topics and can lead an organization throughout the legislative process.
- 5. Possesses an earned Ed.D. or Ph.D. degree.
- 6. Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- 7. Is a strong communicator; speaking, listening and writing.
- 8. Demonstrates commitment to community visibility with high interest in a broad range of community groups and organizations.
- 9. Is able to work cooperatively with the board and keeps members informed.
- 10. Has successful experience in sound management practices, including appropriate participation of others in planning and decision-making.
- 11. Is able to build consensus and commitment among individuals and groups with emphasis on parental involvement.
- 12. Has experience dealing with employee representative groups/unions.
- 13. Is able to delegate authority appropriately while maintaining accountability.
- 14. Has experience in the management of district resources and knowledge of sound fiscal procedures.
- 15. Possesses excellent people skills and can present a positive image of the district.
- 16. Is a non-traditional or "hybrid candidate" with background in the military or business community in addition to an educational career.

**(Continued on back)**

**Survey Participant** \_\_\_\_\_

- 17. Is strongly committed to a "student first" philosophy in all decisions.
- 18. Is capable of developing both short and long-range district goals.
- 19. Can develop and communicate a vision of quality education for the future to the board, staff and community.
- 20. Has experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, board and community.
- 21. Is committed to the importance of both the academic and activity programs.
- 22. Promotes positive student behavior conducive to student achievement/learning climate.
- 23. Provides leadership in the planning, implementation, and assessment of relevant professional development for all staff members.
- 24. Has demonstrated strong leadership skills in previous positions.
- 25. Is able to identify and select building and central office administrators who are capable of advancing the district vision.
- 26. Has work experience in a similar district.
- 27. Is comfortable leading innovation and reform efforts.
- 28. Is able to lead a large organization dedicated to goals of continuous improvement.
- 29. Has the ability to develop and maintain a mutually beneficial relationship between the business community and the school district.
- 30. Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- 31. Demonstrates ability to work with the media.
- 32. Makes recommendations and decisions that are data-driven.
- 33. Has knowledge of emerging research and best practice in the area of curriculum/instructional design and practice.



**Ray and Associates, Inc.**  
*We will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.*

**Survey Participant** \_\_\_\_\_

**Please return to consultant immediately following the meeting or fax/e-mail all THREE SIDES directly to Ray & Associates at 319-393-4931; [glr@rayassoc.com](mailto:glr@rayassoc.com) by 8 a.m., Friday, February 17<sup>th</sup>.**  
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# **East Side Union High School District**

## **Thirty-Three Characteristics Report Explanation**

**February 22, 2012**

The attached report is a result of the survey conducted in the district that asked Board of Education members, employees and other constituents to select ten most desirable characteristics from the thirty-three listed in the survey instrument.

On the first page, you will note that all the groups are identified across the top of the sheet with an abbreviated definition of the thirty-three items listed vertically on the right side of the sheet. In each of the cells of the report there is a "raw" score of how many people actually chose the item and a "rank" which is depicted by a number from one to 33, except in the case of ties. For example, observing item number six (6) which refers to "inspires trust, self-confidence" in the first two columns (February 15<sup>th</sup> All Day Meetings), eleven (11) people chose the item and it ranked 1<sup>st</sup>. Another example toward the bottom of the page for number thirty-one (31) in the second two columns (Open Forum – Santa Teresa), zero (0) people chose the "demonstrated ability to work with the media" item, thus it ranked 21<sup>st</sup>.

On the second page, only the ranks are listed for comparison. This is done in order to control for the size of the group and to avail the Board of Education the opportunity to easily see what was important to each group. The data is reported in this manner so that no group overpowers another by sheer size. Each of the 33 items are totaled according to rank from left to right and those totals indicated in the column labeled "Total." These totals are then ranked and reported in the column labeled "Combined Ranking." Note that the lower the total, the higher the ranking.

In analyzing the results, the consultants look for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board of Education.

At the encouragement of the consultants, many survey respondents provided additional comments to the Board of Education which are presented as a part of this report.

## East Side Union High School District Seeks A Superintendent Who...

### Recommend

- ❖ Possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse community. (3)
- ❖ Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement. (30)
- ❖ Is a strong communicator; speaking, listening and writing. (7)
- ❖ Is strongly committed to a “student first” philosophy in all decisions. (17)
- ❖ Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance. (6)
- ❖ Has experience dealing with employee representative groups/unions. (12)
- ❖ Is comfortable leading innovation and reform efforts. (27)
- ❖ Possesses excellent people skills and presents a positive image of the district but will listen to input and make a decision when necessary. (combine 1 and 15)
- ❖ Has knowledge of and successful experience in sound fiscal practices and management of district resources, including appropriate participation of others in planning and decision-making (combine 10 and 14)
- ❖ Has experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, board and community. (20)
- ❖ Provides leadership in the planning, implementation, and assessment of relevant professional development for all staff members. (23)
- ❖ Is able to delegate authority appropriately while maintaining accountability. (13)

# East Side UHSD Raw Scores Sheet

Qualities Desired in a New Superintendent	February 15th All day meetings		February 15th 7 p.m. Open Forum Santa Teresa		February 15th 7 p.m. Open Forum Lounge		February 16th All day meetings		Online Teachers		Online Administrators		Online Support Staff		Online Parents		Online Students		Online Non-Parent Community Member		Online Other		Board of Education		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	4	17	1	9	1	9	2	8	6	2	5	3	0	5	5	8	1	1	2	18	1	7	0	23	1. Willing to listen to input, but is a decision maker
2	0	32	0	21	1	9	0	20	1	22	1	19	0	5	3	17	0	12	2	18	0	27	1	15	2. Instructional and administrative integration of technology
3	9	2	2	3	3	1	2	8	5	4	6	2	0	5	8	3	0	12	5	1	1	7	5	1	3. Has leadership skills to respond to challenges of ethnic and cultural diversity
4	2	28	0	21	1	9	0	20	1	22	0	27	1	1	0	31	1	1	1	26	0	27	0	23	4. Able to work with legislators and lead organization through legislative process
5	2	28	1	9	0	21	0	20	0	31	0	27	1	1	2	23	0	12	1	26	1	7	1	15	5. Ed.D. or Ph.D.
6	11	1	1	9	2	3	3	2	6	2	7	1	0	5	9	2	0	12	1	26	1	7	4	2	6. Inspires trust, self-confidence, and models high standards
7	5	10	2	3	1	9	2	8	5	4	4	5	1	1	5	8	1	1	4	4	1	7	4	2	7. Strong communicator; speaking, listening and writing
8	4	17	1	9	1	9	3	2	3	14	1	19	0	5	5	8	0	12	2	18	1	7	0	23	8. Commitment to visibility with high interest in a broad range of community groups
9	3	23	1	9	0	21	0	20	1	22	1	19	0	5	2	23	0	12	1	26	1	7	3	4	9. Work cooperatively with the board and keeps members informed
10	4	17	0	21	1	9	1	13	5	4	3	9	0	5	3	17	0	12	3	8	0	27	3	4	10. Experience in sound management practices
11	9	2	1	9	0	21	0	20	3	14	0	27	0	5	5	8	0	12	4	4	1	7	1	15	11. Ability to build consensus and commitment among individuals & groups
12	5	10	2	3	2	3	1	13	4	10	4	5	0	5	5	8	0	12	4	4	2	1	2	11	12. Has experience dealing with employee representative groups/unions
13	3	23	0	21	0	21	2	8	3	14	2	13	0	5	3	17	0	12	2	18	0	27	3	4	13. Ability to delegate authority while maintaining accountability
14	7	4	1	9	0	21	0	20	7	1	5	3	0	5	3	17	0	12	3	8	1	7	3	4	14. Experience in management of district resources
15	7	4	0	21	1	9	3	2	3	14	3	9	0	5	4	15	0	12	2	18	1	7	3	4	15. Possesses excellent people skills and presents positive district image
16	1	31	0	21	0	21	0	20	1	22	0	27	0	5	2	23	0	12	0	33	0	27	0	23	16. Non-traditional or "hybrid" with background in military, business and/or education
17	7	4	2	3	1	9	3	2	5	4	4	5	0	5	10	1	0	12	5	1	1	7	1	15	17. Strongly committed to "student first" philosophy in all decisions
18	4	17	1	9	0	21	1	13	2	19	1	19	0	5	5	8	0	12	3	8	1	7	1	15	18. Ability to develop both short and long range goals
19	5	10	0	21	0	21	3	2	1	22	3	9	0	5	5	8	0	12	1	26	0	27	2	11	19. Ability to develop and communicate a vision of quality education
20	5	10	3	1	3	1	0	20	5	4	2	13	0	5	6	5	0	12	3	8	0	27	2	11	20. Experience in selection and implementation of educational priorities
21	5	10	1	9	0	21	1	13	2	19	0	27	0	5	6	5	1	1	2	18	1	7	0	23	21. Commitment to both academic and activity programs
22	2	28	0	21	2	3	1	13	1	22	0	27	0	5	3	17	1	1	2	18	2	1	0	23	22. Promote positive student behavior
23	4	17	0	21	2	3	0	20	1	22	1	19	0	5	2	23	1	1	3	8	1	7	3	4	23. Leadership in providing relevant professional development for staff
24	5	10	3	1	1	9	0	20	4	10	1	19	0	5	6	5	0	12	2	18	1	7	1	15	24. Has demonstrated strong leadership skills in previous positions
25	3	23	0	21	0	21	1	13	0	31	4	5	0	5	2	23	1	1	1	26	1	7	0	23	25. Ability to identify/select administrators capable of advancing district vision
26	5	10	2	3	1	9	0	20	1	22	2	13	0	5	2	23	0	12	3	8	2	1	0	23	26. Work experience in similar district.
27	3	23	1	9	1	9	3	2	4	10	2	13	0	5	3	17	1	1	4	4	2	1	2	11	27. Is comfortable leading innovation and reform efforts
28	3	23	0	21	2	3	2	8	2	19	2	13	0	5	2	23	1	1	3	8	1	7	1	15	28. Able to lead a large organization dedicated to goals of continuous improvement
29	6	8	2	3	0	21	0	20	1	22	1	19	0	5	0	31	0	12	1	26	1	7	0	23	29. Has ability to develop relationships between the business community and the district
30	7	4	1	9	2	3	4	1	4	10	3	9	0	5	7	4	1	1	5	1	2	1	3	4	30. Possesses ability to enhance student performance, identify and close/narrow gaps
31	0	32	0	21	0	21	0	20	0	31	0	27	0	5	0	31	0	12	3	8	1	7	0	23	31. Demonstrates ability to work with the media
32	4	17	0	21	0	21	0	20	3	14	2	13	0	5	2	23	1	1	3	8	1	7	1	15	32. Recommendations and decisions are data-driven
33	6	8	1	9	1	9	1	13	5	4	1	19	1	1	4	15	0	12	3	8	2	1	0	23	33. Knowledge of emerging research in the area of curriculum/instructional design

# East Side UHSD

## Consultant Ranking/Recommendation Sheet

Qualities Desired in a New Superintendent	February 15th All day meetings	February 15th 7 p.m. Open Forum - Santa Teresa	February 15th 7 p.m. Open Forum - Lounge	February 16th All day meetings	Online Teachers	Online Administrators	Online Support Staff	Online Parents	Online Students	Online Non-Parent Community Member	Online Other	Board of Education	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	17	9	9	8	2	3	5	8	1	18	7	23	110	8	Combine with 15	1. Willing to listen to input, but is a decision maker
2	32	21	9	20	22	19	5	17	12	18	27	15	217	29		2. Instructional and administrative integration of technology
3	2	3	1	8	4	2	5	3	12	1	7	1	49	1	Recommend	3. Has leadership skills to respond to challenges of ethnic and cultural diversity
4	28	21	9	20	22	27	1	31	1	26	27	23	236	31		4. Able to work with legislators and lead organization through legislative process
5	28	9	21	20	31	27	1	23	12	26	7	15	220	30		5. Ed.D. or Ph.D.
6	1	9	3	2	2	1	5	2	12	26	7	2	72	5	Recommend	6. Inspires trust, self-confidence, and models high standards
7	10	3	9	8	4	5	1	8	1	4	7	2	62	3	Recommend	7. Strong communicator; speaking, listening and writing
8	17	9	9	2	14	19	5	8	12	18	7	23	143	14		8. Commitment to visibility with high interest in a broad range of community groups
9	23	9	21	20	22	19	5	23	12	26	7	4	191	26	*	9. Work cooperatively with the board and keeps members informed
10	17	21	9	13	4	9	5	17	12	8	27	4	146	16	Combine with 14	10. Experience in sound management practices
11	2	9	21	20	14	27	5	8	12	4	7	15	144	15		11. Ability to build consensus and commitment among individuals & groups
12	10	3	3	13	10	5	5	8	12	4	1	11	85	6	Recommend	12. Has experience dealing with employee representative groups/unions
13	23	21	21	8	14	13	5	17	12	18	27	4	183	25	Recommend	13. Ability to delegate authority while maintaining accountability
14	4	9	21	20	1	3	5	17	12	8	7	4	111	9	Combine with 10	14. Experience in management of district resources
15	4	21	9	2	14	9	5	15	12	18	7	4	120	11	Combine with 1	15. Possesses excellent people skills and presents positive district image
16	31	21	21	20	22	27	5	23	12	33	27	23	265	33		16. Non-traditional or "hybrid" with background in military, business and/or education
17	4	3	9	2	4	5	5	1	12	1	7	15	68	4	Recommend	17. Strongly committed to "student first" philosophy in all decisions
18	17	9	21	13	19	19	5	8	12	8	7	15	153	20		18. Ability to develop both short and long range goals
19	10	21	21	2	22	9	5	8	12	26	27	11	174	23		19. Ability to develop and communicate a vision of quality education
20	10	1	1	20	4	13	5	5	12	8	27	11	117	10	Recommend	20. Experience in selection and implementation of educational priorities
21	10	9	21	13	19	27	5	5	1	18	7	23	158	21		21. Commitment to both academic and activity programs
22	28	21	3	13	22	27	5	17	1	18	1	23	179	24		22. Promote positive student behavior
23	17	21	3	20	22	19	5	23	1	8	7	4	150	19	Recommend	23. Leadership in providing relevant professional development for staff
24	10	1	9	20	10	19	5	5	12	18	7	15	131	13		24. Has demonstrated strong leadership skills in previous positions
25	23	21	21	13	31	5	5	23	1	26	7	23	199	28		25. Ability to identify/select administrators capable of advancing district vision
26	10	3	9	20	22	13	5	23	12	8	1	23	149	18		26. Work experience in similar district.
27	23	9	9	2	10	13	5	17	1	4	1	11	105	7	Recommend	27. Is comfortable leading innovation and reform efforts
28	23	21	3	8	19	13	5	23	1	8	7	15	146	16		28. Able to lead a large organization dedicated to goals of continuous improvement
29	8	3	21	20	22	19	5	31	12	26	7	23	197	27		29. Has ability to develop relationships between the business community and the district
30	4	9	3	1	10	9	5	4	1	1	1	4	52	2	Recommend	30. Possesses ability to enhance student performance, identify and close/narrow gaps
31	32	21	21	20	31	27	5	31	12	8	7	23	238	32		31. Demonstrates ability to work with the media
32	17	21	21	20	14	13	5	23	1	8	7	15	165	22		32. Recommendations and decisions are data-driven
33	8	9	9	13	4	19	1	15	12	8	1	23	122	12		33. Knowledge of emerging research in the area of curriculum/instructional design

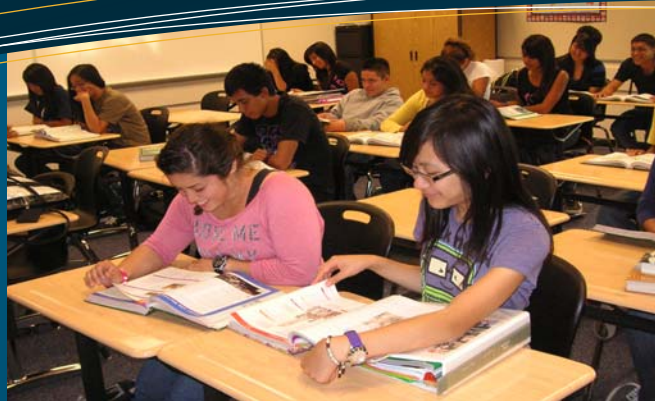
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\* Usually not put in promotional materials; useful to consultant, however.





# East Side Union High School District



## Board of Trustees

Frank Biehl, President

Patricia Martinez-Roach, Vice President

J. Manuel Herrera, Clerk

Van Le, Member

Lan Nguyen, Member

# DRAFT

## VISION

*We provide an educational experience that enables all students to reach their highest potential.*

## MISSION

*Our mission, in partnership with families and community, is to educate students and prepare them for the future in a safe and engaging environment.*

## East Side Seeks a Superintendent

The East Side Union High School District (ESUHSD), established in 1950, serves over 24,000 students in grades 9-12 at 11 comprehensive high schools, five alternative education sites and six independent charter schools. The district has the fourth largest high school student enrollment in the state and the largest in northern California. The Adult Education Program serves an additional 8,100 students through its Adult Education Program.

Located in the city of San Jose, Santa Clara County (Silicon Valley), the district encompasses 180 square miles, which geographically parallels approximately 14 miles of the East foothills of the valley. Within this East Side Community of San Jose there are 200,000 households with a population of 500,000 residents. Seven feeder elementary districts send students to the district's high schools. The community of this urban school district prides itself on its ethnic and cultural diversity. It is considered an ideal community because of its appealing climate, geographical location and proximity to cultural centers and numerous institutions of higher-learning. Over the past 20 years, the community has been very supportive of the district by passing three Bond Measures, totaling nearly \$900 million dollars for the modernization of its schools. The district is currently in Phase-2 of Measure E, a

\$349 million bond measure passed in 2008. In addition to the Bond Measures, the district has completed a solar energy project that will generate \$43 million in energy savings over 25 years. The 7.1 megawatt system is installed at 13 sites and is the largest K-12 solar installation in the United States.

Student ethnic composition includes 45.7% Hispanic, 40.34% Asian, 8.27% White, 3.45% African American, 0.36% Native American, and 0.77% Pacific Islander. Over the past twenty years, the Hispanic and Asian student population has nearly doubled and is expected to continue growing. While there are over 30 spoken languages in the East Side, English, Spanish and Vietnamese are predominant. With an API of 749 for the 2010-11 school year, the district has demonstrated growth every year since the implementation of the California Schools Accountability Act in 2002. The district has, however, entered Program Improvement under the No Child Left Behind Act. In a landmark decision, the Board of Trustees in November 2010 passed the "a-g" course requirements of the University of California as the district's default curriculum. This bold and necessary step, preparing students for college and career success, has moved the district closer to closing the academic/racial achievement gap.



*Academic, personal  
and social success  
for each and every  
student.*

**DRAFT**

## East Side Union High School District seeks a Superintendent who:

- Possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse community.
- Possesses the ability to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- Is a strong communicator; speaking, listening and writing.
- Is strongly committed to a “student first” philosophy in all decisions.
- Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- Has experience dealing with employee representative groups/unions.
- Is comfortable leading innovation and reform efforts.
- Possesses excellent people skills and presents a positive image of the district but will listen to input and make a decision when necessary.
- Has knowledge of and successful experience in sound fiscal practices and management of district resources, including appropriate participation of others in planning and decision-making.
- Has experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, board and community.
- Provides leadership in the planning, implementation, and assessment of relevant professional development for all staff members.
- Is able to delegate authority appropriately while maintaining accountability.

## APPLICATION INFORMATION

### Compensation

The salary will be in the range of \$235,000, plus a comprehensive benefits package. The final salary for the successful candidate will be negotiated and determined based upon proven experience, qualifications, and Board criteria.

### Selection Process

All materials submitted as part of the superintendent application will remain confidential to the extent allowed by law. After all applications have been reviewed and preliminary interviews have been conducted by the consulting firm, the names of the semifinalists will be presented to the East Side Union High School District Board of Trustees for its consideration. Selection of candidates for final interviews is the sole responsibility of the Board. Board members may elect to visit the communities of finalists for the position of superintendent.

### Application Process

The Board has engaged the services of Ray and Associates, Inc., as consultants in this search. **Please do not contact East Side Union High School District.** All inquiries about the position and the application process must be directed to Ray and Associates, Inc.

All interested and qualified candidates should submit their application materials by April 3, 2012.

### Apply Online:

**[www.rayassoc.com](http://www.rayassoc.com)**

Questions should be directed to:

**Ray and Associates, Inc.**

4403 First Avenue SE, Suite 407 | Cedar Rapids, IA 52402 | Ph: 319-393-3115 | Fax: 319-393-4931 | Email: [glr@rayassoc.com](mailto:glr@rayassoc.com)

# EAST SIDE UNION HIGH SCHOOL DISTRICT SUPERINTENDENT SEARCH PROCESS AND TIMELINE

*Items highlighted in yellow indicate an in-person meeting with the consultant(s)*

**DATE**

	DATE	
<b>Stage 1 Board Input &amp; Preparation</b>	<u>1/24/12</u>	Consultant planning meeting with the board and individual board member interviews. <i>(Time: 6:00 p.m.)</i>
	<u>1/24/12</u>	Begin preparing information for the district promotional materials and application form with the district liaison representative(s).
	<u>1/25/12</u>	Notify all associates and other professional contacts of vacancy.
	<u>1/31/12</u>	Contact constituents and stakeholders for an input meeting on <u>02/15 &amp; 16/12</u> .
<b>Stage 2 Profile Development &amp; Process</b>	<u>02/15 &amp; 16/12</u>	Meetings with constituent and stakeholder group representatives.
	<u>02/17/12</u>	8 a.m. deadline for survey/input from constituents, stakeholders and board members; including the online survey.
	<u>02/22/12</u>	Promotional flyer draft due.
	<u>02/22/12</u>	Board to finalize superintendent profile for the promotional materials and application form. <i>Time: 6:00 p.m.)</i>
<b>Stage 3 Recruiting &amp; Screening</b>	<u>02/23/12</u>	Print promotional materials and application form. Forward to consultant.
	<u>02/24/12</u>	Mail promotional material and application form to interested candidates.
	<u>04/03/12</u>	Deadline for all application materials. <i>(*See note below.)</i>
<b>Stage 4 Candidate Presentation</b>	<u>04/18/12</u>	Consultant develops and finalizes interview questions and procedures with the board. Semi-finalists are presented to the board and consultant assists the board in selecting finalists for the interviews. If desired, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: 4:00 p.m.)</i>
	<u>4/30 &amp; 5/01/12</u>	Interview candidates (1 <sup>st</sup> round). Begin at 3:00 p.m. both days.
	<u>05/01/12</u>	Meeting with consultant following the last interview. <i>(Time: TBD)</i>
<b>Stage 5 Selection of Finalist &amp; Future Planning</b>	<u>05/08/12</u>	Finalist interviews. (2 <sup>nd</sup> round). Begin at 4:00 p.m.
	<u>05/08/12</u>	Final meeting with consultant following the last interview. <i>(Time: TBD)</i>
		Optional on-site visit of leading candidate(s) current district by board members.
		Consultant will discuss contract terms with the finalist.
		Offer the contract.
		Press release of new superintendent.
	Board Self-Assessment Survey Results presented to the board.	

**\*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**