



MT. DIABLO UNIFIED SCHOOL DISTRICT

PROPOSAL TO CONDUCT A SUPERINTENDENT SEARCH

April 2013

April 22, 2013

Board of Trustees
Mt. Diablo Unified School District
Attention: Cheryl Hansen, Board President
1936 Carlotta Drive
Concord, CA 94519

Dear Board Members:

Our firm, *Leadership Associates*, is pleased to submit a proposal to conduct the search for the new Superintendent of the Mt. Diablo Unified School District.

Leadership Associates has conducted over 260 superintendent searches in California since 1996. If our firm is selected, Dr. Sally Frazier, former Madera County Superintendent, Dr. Gwen Gross, former Superintendent of Irvine Unified, Manhattan Beach Unified, Beverly Hills Unified and Ojai Unified school districts, and Dr. Michael Escalante, former Superintendent of Glendale Unified School District and Fullerton Joint Union High School District, will be actively involved in the identification and recruitment of superintendent candidates throughout the entire search. Biographical information for all three is included in the backup material. In addition, all other partners in the firm will actively support their recruitment and processing efforts to benefit your district.

As you know, selecting a superintendent is one of the most important responsibilities of a Board of Trustees and should be undertaken with great care. We have a strong record of success working with a wide variety of school districts throughout California. In addition, we have the contacts and expertise that enable us to guide the Board through the entire process and present an excellent slate of candidates who match the District's unique attributes and needs.

We are committed to working with your Board, staff and community to assist in the selection of the next superintendent for the Mt. Diablo Unified School District.

Our firm believes we perform four major tasks for the Board of the Mt. Diablo Unified School District:

- Assist the Board of Trustees in developing a personal and professional profile for the new superintendent that includes input from staff, parents, the business community and local government leaders. We believe that involvement of these groups is critical and we have a record of success in involving them in the search process

- Recruit candidates who closely match the locally developed profile. Often the top candidates are successful leaders who are not contemplating a move. These people must be personally contacted and encouraged to apply. Our consultants know and have the network of contacts that enable us to recruit top candidates throughout the state and nation
- Conduct in-depth reference checks on the applicants. We use our vast network of contacts and also use databases to make certain that reliable and in-depth information is gathered on each candidate
- Work closely with the Board throughout the entire professional search process. We keep the Board informed while maintaining the confidentiality of the candidates. Successful superintendents and others will not apply if they feel their confidentiality is prematurely breached.

We are proud of our work and our commitment to serving our clients well, and believe our references confirm we are highly qualified to conduct the Mt. Diablo Unified School District search. We look forward to an opportunity to meet with the Board of Trustees.

Included in the backup materials are the following:

- A cost analysis to conduct the search. Please note Leadership Associates includes all expenses in its cost
- A suggested timeline that includes the tasks to be performed
- An Overview of the Superintendent Search Process
- A list of districts where we have conducted searches
- Board Member Recommendations
- Leadership Associates' Profile
- Consultant biographical information

We have recently conducted successful searches in San Ramon Valley Unified, Irvine Unified, Hemet Unified, and Corona-Norco Unified school districts. Please do not hesitate to contact me at (559) 232-5476, if you have questions or require additional information. We look forward to hearing from you.

Sincerely,

Sally Frazier
Dr. Sally Frazier

Gwen Gross
Dr. Gwen E. Gross

Mike Escalante
Dr. Michael Escalante



LEADERSHIP ASSOCIATES

COST ANALYSIS

Mt. Diablo Unified School District Superintendent Search

TOTAL FEE FOR ENTIRE SEARCH **\$33,500**

This fee includes:

- **All expenses incurred by consultants**
- **All meetings with the Board**
- **Development of a "Position Description" for website posting**
- **Cost of advertising in EdCal**
- **Accept applications and respond to all inquiries regarding the position. We assume all clerical expenses**
- **Recruit candidates and do extensive background checks**
- **Gather community and staff input and provide Board with a written report**
- **Coordinate the logistics of the search:**
 - **scheduling appointments**
 - **notification of unsuccessful candidates**
 - **scheduling community visit**
- **Assist in the development of interview questions**
- **Act as an advisor to the Board of Trustees**
- **Provide an optional transitional workshop (content to be determined with Board and new Superintendent)**

MT. DIABLO UNIFIED SCHOOL DISTRICT

Suggested Timeline for Superintendent Search

<u>DATE</u>	<u>EVENT</u>
April 25, 2013	Board receives proposals.
Early May 2013	Board publicly announces timeline and procedures for the selection of a superintendent and approves the consultant agreement.
May 2013	Board meets with consultants.
May 2013	Consultants meet with staff and community designated by Board to receive input.
May 2013	Consultants begin identifying candidates. Development and posting of the position description.
May and or June TBD	Advertising and active recruitment. Ad appears in <u>EdCal</u> – May 20, & 27 or May 27, & June 10, 2013
Early to mid June 2013 5:00 p.m.	Deadline for applications.
June 2013	Consultants complete comprehensive reference and background checks on applicants.
July 2013	Board meets with consultants, reviews applications and selects finalists to be interviewed.
Week of July 22nd	Board interviews finalists.
TBD 2013	Board visits community of leading candidate. Board offers contract next regular scheduled meeting
Mid to late August	New Superintendent begins.
TBD	Optional Board/Superintendent Transitional Workshop



Overview of Superintendent Search Process for Board of Trustees

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

***Initial Meeting with the Board**

This is our first meeting with you once we have been selected to represent your district. At this meeting we will discuss the following with you: the characteristics you are looking for in your next superintendent; district strengths and challenges for the future, the process for engaging groups and individuals in the district and community in the search process; the final timeline and your commitment to meeting dates; Board protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and, other matters the Board may wish to discuss.

Community and Staff Input

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

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

Position Description

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

Advertising, Recruitment, Reference Checking

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

***Selection of Finalists**

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

***Final Interviews**

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

Visit to the Finalist's District and Contract

The purpose of the visit is to validate the Board's choice prior to the official contract offer. The board will determine who will go on the visit; the consultants will not participate in the visit. We work with the Board and the finalist as needed to develop final parameters for an agreement on the superintendent's contract.

Public Approval of the New Superintendent

Following the validation visit, the Board takes public action to employ the new superintendent.

After the New Superintendent is Signed

We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired.

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



LEADERSHIP ASSOCIATES

Partial Listing of Search Projects

District	County	ADA
Elk Grove USD	Sacramento	56,000
Corona-Norco USD	Riverside	53,100
Sacramento City USD	Sacramento	52,757
Capistrano USD	Orange	50,000
Moreno Valley USD	Riverside	38,000
Clovis USD	Fresno	38,000
Saddleback Valley USD	Orange	35,500
Poway USD	San Diego	32,189
Orange USD	Orange	30,221
Glendale USD	Los Angeles	30,000
Sacramento COE	Sacramento	30,000
Desert Sands USD	Riverside	29,200
San Ramon Valley USD	Contra Costa	28,986
Bakersfield SD	Kern	28,321
Placentia-Yorba Linda USD	Orange	27,000
Bakersfield City	Kern	26,600
San Ramon Valley USD	Contra Costa	26,000
Lodi USD	San Joaquin	25,800
Irvine USD	Orange	25,000
Torrance USD	Los Angeles	24,055
Fairfield-Suisun USD	Solano	24,000
West Covina USD	Los Angeles	23,900
Hayward USD	Alameda	23,500
Conejo Valley USD	Ventura	22,400
Downey USD	Los Angeles	22,000
Lake Elsinore USD	Riverside	22,000
Hemet USD	Riverside	21,977
Oceanside USD	San Diego	21,075
Pasadena USD	Los Angeles	21,000
Anaheim City SD	Orange	20,000
Alhambra City SD	Los Angeles	19,800
Pajaro Valley USD	Santa Cruz	19,000
Escondido Union SD	San Diego	18,700
Folsom Cordova USD	Sacramento	18,500
Modesto City Schools	Stanislaus	18,000
Rowland USD	Los Angeles	18,000
Hemet USD	Riverside	17,544
Napa Valley USD	Napa	16,354
Oxnard SD	Ventura	15,554
Huntington Beach Union HSD	Orange	14,800
Panama Buena Vista USD	Kern	14,700
Walnut Valley USD	Los Angeles	14,658
Santa Clara USD	Santa Clara	14,155
Pleasanton USD	Alameda	14,106
Fullerton SD	Orange	13,890
Tracy Joint USD	San Joaquin	13,529
Covina Valley USD	Los Angeles	13,400

Upland USD	San Bernardino	12,600
Natomas USD	Sacramento	12,300
San Dieguito Union HSD	San Diego	12,000
Oak Grove Elementary	Santa Clara	11,800
Santa Monica-Malibu USD	Los Angeles	11,723
San Lorenzo USD	Alameda	11,528
Merced City	Merced	11,500
Lompoc USD	Santa Barbara	11,000
Lucia Mar USD	San Luis Obispo	10,900
Monterey Peninsula USD	Monterey	10,800
Alameda USD	Alameda	10,700
San Mateo-Foster City SD	San Mateo	10,342
Placentia-Yorba Linda USD	Orange	10,325
South Bay Union SD	San Diego	10,200
West Covina USD	Los Angeles	10,089
Carlsbad USD	San Diego	10,000
Milpitas USD	San Jose	10,000
Palo Alto USD	Santa Clara	10,000
Franklin-McKinley Elementary SD	Santa Clara	9,900
Berkeley USD	Alameda	9,700
Los Alamitos USD	Los Angeles	9,500
Ocean View SD	Orange	9,461
Ceres USD	Stanislaus	9,200
South San Francisco USD	San Mateo	9,000
San Leandro USD	Alameda	8,700
San Mateo Union HSD	San Mateo	8,626
Los Banos USD	Merced	8,500
Murrieta Valley USD	Riverside	8,300
Novato USD	Marin	7,900
Santa Cruz City ESD	Santa Cruz	7,000
Brentwood Union SD	Contra Costa	7,800
Santa Maria Joint Union HSD	Santa Barbara	7,800
Newark USD	Alameda	7,500
Alta Loma ESD	San Bernardino	7,500
Glendora USD	Los Angeles	7,500
San Luis Coastal USD	San Luis Obispo	7,500
Campbell Union SD	Santa Clara	7,400
Sylvan Union ESD	Stanislaus	7,400
Newark USD	Alameda	7,100
Claremont USD	Los Angeles	6,900
Whittier City ESD	Los Angeles	6,784
Charter Oak USD	Los Angeles	6,600
Selma USD	Fresno	6,500
Roseville Joint Union HSD	Placer	6,400
Santee SD	San Diego	6,324
Ukiah USD	Mendocino	6,214
Buena Park ESD	Orange	6,096
El Dorado Union HSD	El Dorado	6,000
Jefferson ESD/Daly City	San Mateo	6,000
Dinuba USD	Tulare	5,800
Sunnyvale ESD	Santa Clara	5,730
Encinitas Union ESD	San Diego	5,600
Temple City USD	Los Angeles	5,588
Selma USD	Fresno	5,500
Benicia USD	Solano	5,400
Beverly Hills USD	Los Angeles	5,300
Culver City USD	Los Angeles	5,300
Sonoma Valley USD	Sonoma	5,000
Orcutt Union ESD	Santa Barbara	4,961
Acalanes Union HSD	Contra Costa	4,800
Duarte USD	Los Angeles	4,700
Placer Union HSD	Placer	4,700
Eureka City USD	Humboldt	4,562
Mt. View-Whisman ESD	Santa Clara	4,500

Buckeye Union ESD	El Dorado	4,500
Valley Center-Pauma USD	San Diego	4,500
Coalinga-Huron Joint USD	Fresno	4,416
Moreland ESD	Santa Clara	4,300
Cypress ESD	Orange	4,200
South Pasadena USD	Los Angeles	4,200
Lindsay USD	Tulare	4,150
Moreland SD	San Jose	4,135
Eureka City USD	Humboldt	3,884
Tamalpais Union HSD	Marin	3,850
Goleta Union SD	Santa Barbara	3,800
Oak Park USD	Ventura	3,600
Cabrillo USD	San Mateo	3,300
Lowell-Joint ESD	Los Angeles	3,300
San Marino USD	Los Angeles	3,300
Los Gatos Union ESD	Santa Clara	3,200
Corcoran Joint USD	King	3,201
Cambrian ESD	Santa Clara	3,100
Ojai USD	Ventura	3,100
San Benito HSD	San Benito	3,000
Exeter Public Schools	Tulare	3,000
Los Gatos-Saratoga Joint UHSD	Santa Clara	3,023
San Bruno Park ESD	San Mateo	2,900
El Segundo USD	Los Angeles	2,900
Laguna Beach USD	Orange	2,860
Mountain View-Los Altos Union HSD	Santa Clara	2,800
San Benito HSD	San Benito	2,700
Rincon Valley Union ESD	Sonoma	2,700
Solana Beach ESD	San Diego	2,700
San Carlos SD	San Mateo	2,680
Menlo Park SD	San Mateo	2,660
Dos Palos-Oro Loma Joint USD	Merced	2,600
Orinda Union SD	Contra Costa	2,379
Los Gatos Union SD	Santa Clara	2,375
Galt JUHSD	Sacramento	2,287
Carmel USD	Monterey	2,200
Fowler USD	Fresno	2,200
Mill Valley ESD	Marin	2,200
Scotts Valley USD	Santa Cruz	2,500
Kelseyville USD	Lake	2,000
Willits USD	Mendocino	1,907
Golden Valley USD	Madera	1,928
Winters Joint USD	Yolo	1,800
Chowchilla ESD	Madera	1,900
Ross Valley ESD	Marin	1,800
Sonora Union HSD	Tuolumne	1,700
Lammersville ESD	San Joaquin	1,570
Mark West Union SD	Sonoma	1,500
Del Mar Union SD	San Diego	1,500
Las Lomitas ESD	San Mateo	1,336
Santa Ynez Valley Union HSD	Santa Barbara	1,200
Edison ESD	Kern	1,139
Kentfield ESD	Marin	1,000
Mark Twain ESD	Calaveras	1,000
Reed Union SD	Marin	1,000
Emery USD	Alameda	975
Hermosa Beach City SD	Los Angeles	900
Larkspur ESD	Marin	875
Calistoga Joint USD	Napa	830
Coast USD	San Luis Obispo	810
Kings River Union ESD	Kings	476
Montecito SD	Santa Barbara	410
Burrel USD	Mendocino	102

Other:

Association of California School Administrators (ACSA)	
(Executive Director)	
Los Angeles COE (CBO)	Los Angeles
Los Angeles COE (Superintendent)	Los Angeles
Santa Clara COE (Superintendent)	Santa Clara
Santa Monica-Malibu (Interim Superintendent)	Los Angeles
Green Dot Public Schools (Chief Academic Officer)	Los Angeles
City Heights Educational (Exec. Director.)	San Diego
Tri-Cities ROP	Los Angeles
Baldy View ROP	San Bernardino
La Puente Valley ROP	Los Angeles
Mission Valley ROP	Alameda
East San Gabriel SELPA	Los Angeles
Montebello USD (HR Director)	Los Angeles
Montebello USD (M.S. & Elementary Principal)	Los Angeles
Anaheim City SD (Asst. Supt., HR)	Orange
Pasadena USD (Asst. Superintendent)	Los Angeles
Claremont USD (Special Ed Director)	Los Angeles
Reed Union ESD, (M.S Principal)	Marin
Ross ESD, (M.S. Principal)	Marin
Las Lomas ESD (MS & Elem. Principals)	San Mateo
West End SELPA (Exec. Director)	San Bernardino
CIF, San Diego Section (Commissioner)	San Diego
San Diego Jewish Academy	San Diego
San Bernardino City USD (Interim Superintendent)	San Bernardino



Comments From Board Members

The following are excerpted from letters of recommendation written by boards who selected Leadership Associates as their search consultants:

“Leadership Associates solicited and recruited applications throughout California and the nation. They then completed in-depth reference checks on all of the people who applied and presented us with an outstanding list of candidates to interview.” Sacramento County Office of Education

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

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

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

“Something we particularly appreciated about their selection process is that they engaged the board and our final candidate in a dialogue about the major elements of the employment agreement. The partners of Leadership Associates are experts in the art of governance.” Claremont USD

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

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

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

“One of the first things they did was to help us find an Interim Superintendent... They began the process of finding a permanent superintendent by laying out several detailed timelines and allowing us to select one that best suited our needs.” Sacramento City USD

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

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

"Before we engaged Leadership Associates, we conducted extensive due diligence with respect to other firms. Beginning with my first conversation on this subject with a School Board member in another district, who told me Leadership Associates was 'head and shoulders' above the other firms his district had interviewed, and continuing with discussions with other education leaders in California we had high expectations. (They) did not disappoint." San Marino USD

"You (Leadership Associates) listened to all stakeholders and certainly did bring to us an excellent pool of candidates.... we appreciate your confidentiality and professionalism." Corona Norco USD

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

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

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

"...our heartfelt appreciation for the professional manner you conducted our recent superintendent search. We are truly delighted with our choice, and know that your hard work certainly led us to our anticipated success." Santa Clara COE

"We appreciated their organizational skills, leadership, expertise, and sense of humor during this very intense process. Their commendable reputation and integrity were invaluable in leading us to making an important decision. They were careful to remain objective, yet gave us all the information we needed." Elk Grove USD

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

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



Leadership Associates' Profile

Leadership Associates has conducted over 260 searches in California since 1996. We have thirteen partners, all active educators and former, successful California superintendents who reside throughout the state – north, south, central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted School Boards in finding top candidates from outside the state.

A few other facts about the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including ACSA, CALSA, Northern and Southern Superintendents, City Superintendents, AASA, and Suburban School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California state superintendents of the year
- Three chaired the California state superintendents committee for ACSA; two were president of ACSA
- Three are bi-lingual in Spanish
- Many facilitate workshops in districts throughout the state: board – superintendent relations, board - superintendent protocols, strategic planning, superintendent evaluations, team building, instructional improvement; several coach and mentor superintendents and other top district leaders
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide and nationally; and one was honored by the Mexican Consulate
- Three are authors of *A Practical Guide to Effective School Board Meetings*; two have co-authored 3 other books: *Eight at the Top*, *Superintendent-School Board Practices*, and *The Superintendent's Planner*

❖ SALLY FRAZIER

Biographical Information

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

❖ GWEN GROSS

Biographical Information

- Gwen served as Superintendent of Irvine Unified School District until June 2011.
- Gwen also served as Superintendent of the Manhattan Beach Unified School District, Beverly Hills Unified School District, the Ojai Unified School District and Hermosa Beach City School District.
- She has been a principal, special education administrator, elementary and middle grades teacher and for four years facilitated a National Inservice Network Grant focused on building capacity for special education leaders.
- Gwen received her BA from the University of Wisconsin, Masters in Special Education and Administration from the University of Akron and received her Ph.D. in Education Leadership and Special Education Administration from Kent State University in Ohio.
- For 12 years, Gwen taught in Pepperdine University's Educational Leadership Academy in the Graduate School of Education and Psychology, and at California State University-Northridge.
- She has served as the President of the National Suburban School Superintendents' organization, Conference Chair of the ACSA Superintendents' Symposium, Chair of the Tri-County Superintendents' Association (San Luis Obispo, Santa Barbara and Ventura), President of the Southern California Superintendents' organization and a member of the CSBA Superintendents' Advisory Committee and the CSBA Legal Alliance.
- Gwen was named the ACSA Tri-County Superintendent of the Year, the Pepperdine University 2005 Superintendent of the Year, has received the City of Irvine Team Kids first "Spirit Award" and the Executive Educator "Top 100" Award for leadership and the California PTA Golden Oak Award.
- Married to retired California Superintendent Jerry Gross, they have two sons and a daughter. The Gross' live in Long Beach.

❖ **MICHAEL “Mike” ESCALANTE**

Biographical Information

- Mike served as Superintendent of the Glendale Unified School District in Los Angeles County and the Fullerton Joint High School District in North Orange County for a total of 13 years, 6 ½ in each district.
- During Mike’s career he has had served as Assistant Superintendent of Business, and Principal at the Elementary, Middle and twice at the High School levels. He has also taught at the elementary, high school and university levels.
- Mike earned his BA from San Diego State University, Masters in Education from Loyola Marymount University and Doctorate in Educational Leadership from the University of Southern California.
- Currently, Mike serves as a doctoral level instructor at the University of Southern California Rossier School Of Education. He currently teaches educational leadership and has responsibility for chairing doctoral dissertations. Mike’s current academic interest is in the area of building effective board superintendent relationships.
- Mike comes from a family of public school educators with his mother serving as a teacher, principal and school board member in Hawthorne Elementary School District. His father, a small businessman, served for 16 years on the Board of Education of the Centenela Valley Union High School District.
- Mike has been involved in his communities in Rotary International, Optimist International, Boy Scouts, and YMCA and was honored five times with Parent Teacher Associate Honorary and Continuing Service Awards.
- During Mike’s 38 year career in public education, he has served in professional organizations including Association of California School Administrators (ACSA), The USC Dean/ Superintendent Advisory Committee Southern (DSAG), Southern California Superintendents, Urban Superintendent Dialogue, Educational Research Development Institute (ERDI), California Latino Superintendents’ and Administrators’ Association (CALSA), Association of Latino Administrators and Superintendents (ALAS), and even California Teachers’ Association (CTA), where he served as President of the Hawthorne Teachers’ Association.
- Mike’s two sons are graduates of California State University Fullerton.