

Questions for Presidential Search Firms

Stakeholders/Search Committee

1. What process should we use to obtain stakeholder input on the presidential search and selection?
2. Define role of the search committee and how the firm will facilitate common understanding among the committee members and all stakeholders that the BOT has ultimate authority.

Pricing

3. Please expand on your pricing model for each step of the search process.

Non-traditional/Private Sector Candidates

4. How the firm will ensure recruitment and representation from non-academic sources, including the private sector?
5. Have you placed a non-traditional candidate in the past at a Community College?
 - a. If so, what approach did you take to find this candidate?
 - b. If not, how would you approach finding a non-traditional candidate?

Miscellaneous

6. How will the firm ensure that the unique needs of NMC (rural, long-serving president transition, tourism economy, etc.) will be served?
7. Relationship management with candidates -- Will anyone provide coaching, orientation to the local area, further explanation of presidential profile, etc.?
8. Please provide more information about failed searches, if applicable.

MYERS MCRAE

A NATIONAL HIGHER EDUCATION SEARCH FIRM
ATLANTA, GEORGIA ♦ NASHVILLE, TENNESSEE ♦ MACON, GEORGIA

Search Proposal for
Northwestern Michigan College
Executive Search for President

Due Date: December 12, 2018

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December 6, 2018

Board of Trustees
c/o Mr. Don Loeffler
NMC Business Office
1701 E Front Street
Traverse City, Michigan 49686

Dear Members of the Board of Trustees and Mr. Loeffler,

We will be pleased to assist in identifying and recruiting candidates for the position of President of Northwestern Michigan College. Our firm has experience conducting executive searches for higher education institutions in Michigan and many other midwestern schools, and we welcome the opportunity to work with you on this search.

Presidential Search Experience

Our firm has been conducted numerous presidential searches for colleges and universities across the nation—large and small, public and private, 2-year and 4-year—a small sample of which includes **West Virginia Northern Community College** (2-year, *search in progress*), **Lake-Sumter State College** (Florida, 2-year), **Pierpont Community and Technical College** (West Virginia, 2-year), **Carroll University** (Wisconsin), **Notre Dame College** (Ohio), **University of Charleston** (West Virginia), **Judson College** (Alabama, *search in progress*), **Calhoun Community College** (Alabama, 2-year), **Andrew College** (Georgia, 2-year), **The University of Montana Western**, **Northwest Missouri State University**, **Carthage College** (Wisconsin), **Concord University** (West Virginia), **Valdosta State University** (Georgia), **Palm Beach State College** (Florida, 2-year), **Pasco-Hernando State College** (Florida, 2-year), **Shelton State Community College** (Alabama, 2-year), **Gustavus Adolphus College** (Minnesota), **Middle Georgia State University**, **Northwest Florida State College** (2-year), **Bishop State Community College** (Alabama, 2-year), **Oakwood University** (Alabama), **Wichita Area Technical College** (Kansas, 2-year), and many others.

Search Consultant Team for NMC

Should our firm be selected to conduct your search, our President, Kenny Daugherty, our Senior Vice President, Jennifer Barfield, and I (Emily P. Myers, CEO) will serve as the consultants. Before coming to Myers McRae, I served 30-plus years as Senior Vice President for University Advancement and External Relations at Mercer University—a comprehensive university in Georgia with an enrollment of 8,500 across 12 schools and colleges. Additionally, our President and Senior Vice President served numerous years as administrators in both public and private universities. Additionally, three of our consultants/officers have served as a university or college president.

The breadth of our searches across the nation and our years of service in higher education have helped us build a strong database of prospects and given us insight to evaluate candidates at a more detailed level and provide knowledgeable counsel.

Our Prospect Database

We have worked to build an unusually robust database, which today includes more than 100,000 prospects in academic and administrative leadership positions at colleges and universities across the United States as well as business and not-for-profit corporations. This information is updated annually to assure that the data remains current and comprehensive; we believe that our database is the best in the industry. This resource will enable us to provide you with a broader and deeper range of candidates from which to select in a timely manner.

To complement the strength of our database, we specialize in identifying candidates—traditional and non-traditional—who may not be seeking a new position and consequently would not respond to advertisements or Internet searches. These undiscovered prospects enrich the quality of the candidate pool.

I encourage you to visit our website at www.MyersMcRae.com to see the variety of searches we conduct for colleges and universities across the nation. If you need more information or want to discuss this proposal, I am available for a conversation. You can call me at my office at (478) 330-6222 or on my cell at (478) 747-6432.

Sincerely,



Emily Parker Myers, Chief Executive Officer

Cc: Kenny Daugherty, President, Myers McRae
Jennifer Barfield, Senior Vice President, Myers McRae

More about + **MYERSMCRAE**

LEADERSHIP EXPERIENCE IN EDUCATION: Myers McRae officers and consultants have all served as leaders in higher education—three of them as president. Emily P. Myers was recruited to the firm as Chief Executive Officer after a 30-year career as Senior Vice President for University Advancement and External Relations at Mercer University. Myers McRae President, Kenny Daugherty, has more than 22 years of experience as a university administrator, including 10 years at the University of Alabama. Other leaders include Board Chairman, R. Kirby Godsey, Ph.D. (Chancellor of Mercer University) and Senior Vice Presidents, David M. Gring, Ph.D. (President Emeritus of Roanoke College), B. James Dawson, Ed.D. (former president of Lincoln Memorial University), Tom G. Estes, Ph.D., (former university CFO), and Jennifer Barfield (former university advancement officer).

A SEARCH FIRM OF CHOICE: Myers McRae has achieved national recognition for its executive search work in higher education. After a nationwide search, Myers McRae was selected by the University of Tennessee System as one of two firms approved to conduct searches for their system for five years. Additionally, the University System of Georgia chose Myers McRae to be part of a select group of firms approved to conduct presidential and senior-level administrative searches. A sample of other institutions that have thoroughly assessed and approved our firm for executive search services include Florida International University, University of Arizona, Washington State University, Morehead State University, Murray State University, the University of Wisconsin System, the North Dakota University System, the Pennsylvania State System of Higher Education, the Lone Star College System, the Kentucky Community & Technical College System, the Portland State University System, South Texas College System, and others. And Hunt Scanlon Media—a supplier of global staffing intelligence data—named Myers McRae one of the top 50 Education/Non-Profit Search Firms.

Member of the Roundtable of Executive Search Firms of the American Council on Education (ACE).

Firm Information

Myers McRae is headquartered in the historic city of Macon, Georgia—just south of Atlanta’s international airport—and operates regional offices in Atlanta and Nashville. Originally founded in 1969 to conduct searches for schools, businesses, and non-profit organizations, *our firm elected to focus singularly on conducting executive searches for higher education institutions beginning in 1984.*

For more than three decades, Myers McRae has provided the highest caliber of service and experience in executive searches for universities, colleges, and educational organizations coast to coast, focusing primarily on the recruitment of presidents, provosts, vice presidents, chief financial officers, advancement and foundation leaders, deans, and other senior leaders.

Firm Leadership

Myers McRae’s officers and consultants had extensive careers in higher education prior to coming to the firm. Under their leadership, Myers McRae has become a nationally-recognized firm conducting searches for all manner of institutions, including research universities.

- **Chief Executive Officer** – Emily Parker Myers (*former university senior vice president*)
- **Board Chairman** – R. Kirby Godsey, Ph.D. (*former university president*)
- **President** – Kenny Daugherty (*former university vice president*)
- **Senior Vice President** – Jennifer Barfield (*former university advancement officer*)
- **Senior Vice President** – David M. Gring, Ph.D. (*former college president*)
- **Senior Vice President** – B. James Dawson, Ed.D. (*former university president*)
- **Senior Vice President** – Tom G. Estes, Ph.D. (*former university chief financial officer and senior vice president*)

Address and Key Contact Information

Myers McRae Executive Search and Consulting
515 Mulberry Street, Suite 200
Macon, Georgia 31201
(478) 330-6222 (office)

Key Contact #1: **Emily P. Myers**, Chief Executive Officer
515 Mulberry Street, Suite 200
Macon, Georgia 31201
478-330-6222 (office)
478-747-6432 (cell)
EmilyMyers@MyersMcRae.com

Key Contact #2: **Kenny Daugherty**, President
515 Mulberry Street, Suite 200
Macon, Georgia 31201
KennyDaugherty@MyersMcRae.com
478-330-6222 (office)
478-747-0528 (cell)

Search Leadership

While the entire firm assists in the search, assigned consultants will lead the search. The consultants provide information and counsel the search committee throughout the process, evaluate candidates, and ensure deliverables and milestones are met on schedule. The assigned consultants are available to the search committee throughout the search. The consultant team for the Northwestern Michigan College Presidential Search will be:

Consultant – Kenny Daugherty, President *(full profile and resume on following page)*

Kenny Daugherty, President, was recruited to Myers McRae in 2008. Mr. Daugherty brings to his searches extensive knowledge and understanding of higher education administration, having served 22 years in public and private universities, including 10 years at the University of Alabama. Throughout his career in higher education, he had personnel responsibilities and served on numerous search committees for professional staff and administrators. He has conducted more than 300 searches at Myers McRae, including numerous presidential searches.



Consultant – Emily Myers, Chief Executive Officer *(full profile and resume on following pages)*

Emily Parker Myers was recruited to the firm as Chief Executive Officer after an extensive and distinguished career in higher education as Senior Vice President for University Advancement and External Affairs at Mercer University. She has been nationally recognized for her leadership and fundraising accomplishments. Ms. Myers has conducted more than 350 executive searches, including numerous presidential searches.



Consultant – Jennifer Barfield, Senior Vice President *(profile and resume on following pages)*

Jennifer Barfield, Senior Vice President, brings more than 20 years of experience in education in program development, strategic planning, public relations, and fundraising. Her career ranges from a state university, a private university, and a college-preparatory school. A graduate of Mercer University with a Bachelor of Arts degree in Communication, Ms. Barfield holds a master's degree in Higher Education Administration, *summa cum laude*, from Georgia Southern University.



Professional and Staff Support Team

- Candidate Identification and Recruitment Assistance
 - **B. James Dawson, Ed.D.**, Senior Vice President
 - **Tom G. Estes, Ph.D.**, Senior Vice President
 - **David M. Gring, Ph.D.**, Senior Vice President
- Marketing Materials Development
 - **Judy Lunsford**, Vice President and Chief Marketing Officer
- Search Operations (scheduling, communications, and technical support for search committee)
 - **Linda Deal**, Vice President and Chief Operations Officer
- Background/Credential/Reference Investigation
 - **Robb Myers**, Senior Vice President
 - **Bobby Pope**, Vice President
- Database Information Management
 - **Joy Boggs**, Director of Information Services

Kenny Daugherty, President

Consultant for Northwestern Michigan College

Kenny Daugherty was recruited to Myers McRae in 2008, serving first as Executive Vice President/Chief Operating Officer and now as President. Identifying and attracting highly qualified, undeclared candidates is his specialty.

Mr. Daugherty has conducted or assisted with numerous executive searches for higher education institutions, including the University of Georgia, the University of Alabama, the University of South Carolina, Southern Utah University, Washington State University Tri-Cities, the University of Tennessee, Columbus State University, The Citadel, Western Washington University, Northwest Missouri State University, Fort Valley State University, Savannah State University, Northwest Florida State College, The University of Montana Western, Southeast Missouri State University, Pasco-Hernando State College, Palm Beach State College, Notre Dame College, Oakwood University, McDaniel College, Kentucky Wesleyan College, Newberry College, Pierpont Community and Technical College, Wichita Area Technical College, University of Southern Mississippi, Ferris State University, O'More College of Design, University of Texas Health Science Center San Antonio, Alabama Community College System, Calhoun Community College, Beacon College, the Georgia Independent College Association, University of Tennessee Health Science Center, Azusa Pacific University, Carson-Newman College, Florida SouthWestern State College, Lincoln Memorial University, LeTourneau University, Piedmont College, Schreiner University, Whittier College, Young Harris College, and many others.

Mr. Daugherty brings to his searches extensive knowledge and understanding of higher education administration, having served 22 years in public and independent institutions. Throughout his career in higher education, he had personnel responsibilities and served on numerous search committees for professional staff and administrators for the institution. Additionally, he had a major role in recruiting volunteer leadership and major contributors for Mercer University as a senior administrator in University Advancement.

Prior to joining Mercer, he served 10 years at the University of Alabama, where he worked in Student Affairs. He was responsible for student services within Housing and served as a judicial officer for the university. Mr. Daugherty earned his bachelor's and master's degree in Education from Mercer University.

(Full resume on following pages)



KENNY DAUGHERTY

RESUME

Myers McRae, Inc.

2008 – Present

Macon, Georgia and Nashville, Tennessee

Myers McRae is an executive search and consulting firm specializing in education and related not for profit organizations. Executive search clients are provided management for the search process, recruitment of candidates, vetting of candidates and working with search committees in the selection of candidates.

President

2017 – Present

Responsibilities include co-management of the firm; development of recruitment strategies and management of the search process for searches at colleges, universities, private secondary schools, and not-for-profits.

Executive Vice President

2008 – 2017

- Develops recruitment strategies and manages the search process for presidential and cabinet-level searches at colleges, universities, private secondary schools, and not-for-profits
- Conducts candidate recruitment and evaluation
- Designs and implements candidate database
- Designs candidate evaluation process
- Capital campaign organization
- Feasibility study preparation
- Admissions, recruiting and marketing strategies
- Annual fund evaluation and organization
- Advancement staff structure evaluations
- Major gift cultivation and solicitation

Mercer University

1996-2008

Macon, Georgia

Mercer University is a private institution of higher education consisting of 11 colleges and schools with over 8,000 students.

Vice President for Advancement Administration

2003 – 2008

Executive Associate Vice President for Advancement

2002 – 2003

Senior Associate Vice President for Advancement

2000 – 2002

Associate Vice President for Advancement

1998 – 2000

Assistant Vice President for Development

1996 – 1998

Provided strategic management and planning for the areas of development, capital campaign, alumni services, public relations, government relations, records and research, admissions and financial aid, The Grand Opera House, University Ticketing Office, Campus Reservations

Cultivation and solicitation of major campaign gifts for the College of Liberal Arts, School of Theology, College of Nursing and The Grand Opera House; original campaign included campaign goals for endowment, new construction, renovations and unrestricted funds and

began with a 126 million dollar goal; campaign finished at 165% of the goal and was later expanded to 350 million dollars; number of donors grew from 6420 to over 9300

- Managed and planned the 3.1 million dollar annual fund for unrestricted funds with eight development officers and a phonathon director, giving strategies, marketing, publications and direct mailings; annual fund included goals for eleven schools, Athletics, University Press, The Grand Opera House and Executive Forum, and had a 35% growth in donors
- Managed the Advancement Records and Research Area consisting of a staff of three to maintain a database of records for over 60,000 alumni, friends, corporations and businesses. The Research Area assisted in determining prospective donors and database management
- Restructured the Admissions Office and Records Area including hiring a new staff of recruiters; Redesigned financial aid awarding matrix including development and implementation of recruiting and scholarship strategies for incoming undergraduates; Supervised the records staff which maintained the admissions database for all prospective students; In the first year freshman enrollment increased by over 50 students making it the largest freshman class in Mercer history while SAT averages rose by 67 points
- Managed The Grand Opera House, a historic theatre in downtown Macon owned by Bibb County and operated by Mercer University; The Grand operated on an \$800,000 budget and presented a Broadway Series consisting of 6 Broadway Shows, four to six special performances and The Grand Kids program, a children's series for 4th graders developed in collaboration with 7 local county school systems; over 6000 students visited The Grand each year as a part of this children's series; Broadway season tickets sales grew from just over 300 to almost 1500
- Managed the University Ticketing Office, responsible for ticketing for The Grand Opera House, Athletics and Music Department; ticketing services were contracted with outside entities and promoters renting The Grand Opera House
- Managed the Campus Reservations Office, responsible for reserving university spaces for all non-academic functions
- Planned alumni functions and board meetings for the School of Theology

The University of Alabama
Tuscaloosa, Alabama

1985 - 1996

The University of Alabama is a public university with over 20,000 students.

Assistant Director for Facilities, Planning, and Services

1988 – 1996

Assistant to the Associate Director of Facilities

1985 - 1988

- Assisted in the management of facilities including 57 buildings totaling 1.8 million square feet (residence halls housing 3500 residents, 350 apartments, several fraternity and sorority houses) with a \$3.5 million budget

- Designed and managed the facility planning process that included a seven-year plan for building renovations, projects and new construction; developed, implemented and maintained a building audit system for housing facilities
- Project management, tracking and maintaining records, developing reports for a \$3.2 million renovation loan from the Department of Education and coordination of projects with the University's Office of Architectural Services
- Development of a comprehensive maintenance management system to track work orders, projects and costs
- Purchased all office hardware and software
- Implemented an integrated plan for mainframe and P.C. users
- Operation of the residence hall mail system that delivered mail to 3500 students and supervision of three full-time staff
- University TQM Facilitator, leading teams in housing and recreation departments

Other Positions Held

1980-1985

- Teacher and Coach, Jackson High School (Jackson, Georgia)
- Assistant Men's Basketball Coach, Mercer University (Macon, Georgia)

Education

Master of Education, 1982
Bachelor of Arts, 1980

Mercer University
Mercer University

Institutes

Association of Physical Plant Administrators Institute of Management

Emily Parker Myers, Chief Executive Officer

Consultant for Northwestern Michigan College

Emily Parker Myers has served as Chief Executive Officer of Myers McRae since 2008. Known for her commitment to excellence, she brings extensive firsthand knowledge and experience in higher education administration and executive searches as well as an exceptional record in successful fundraising campaigns.

For most of her career, she served as Senior Vice President of University Advancement and External Affairs at Mercer University. She has been nationally recognized for her leadership and fundraising accomplishments.

In recognition of her profound and enduring influence on the university, Mercer Board of Trustees voted to name the new admissions and welcome center in her honor. The Emily Parker Myers Admissions and Welcome Center on Mercer's historic Macon campus was dedicated in 2012.



Ms. Myers has conducted or assisted with over 350 executive searches for universities and colleges, public and private, across the nation. She has conducted searches for President, Chancellor, Provost, Executive Vice President, Senior Vice President for Academic Affairs, Senior Vice President for Advancement, Senior Vice President for Enrollment, Vice President for Administration and Finance, Vice President for Business Services, Vice President for Marketing and Communications, Vice President for Faculty Affairs, Vice President for Student Affairs, Vice President for Admissions, Foundation Chief Executive Officer, Associate/Assistant Vice Presidents, Deans (Law, Nursing, Business and Economics, Arts and Sciences, Liberal Arts, Engineering, Computer Science, Theology, Education, Graduate Studies, Health Sciences, Library, and Extended Education), Associate/Assistant Deans, Executive Directors, doctoral-level faculty, and many others.

A graduate of Florida State University, Ms. Myers also has held administrative positions at Jacksonville University in Jacksonville, Florida, and Stetson University School of Law, St. Petersburg, Florida. She has served on numerous professional boards and committees, including being appointed by two governors to the Georgia Sports Hall of Fame Authority.

(Full resume on following pages)

EMILY PARKER MYERS

RESUME

Leadership Positions

Chief Executive Officer
Myers McRae Executive Search and Consulting Firm
Atlanta and Macon, Georgia
www.myersmcrac.com

August 1, 2008-Present

**Senior Vice President for University Advancement
and External Affairs**
Mercer University
Macon, Georgia

July 1, 1979-August 1, 2008

Founded in 1833, Mercer University is the most comprehensive university under 10,000 students in the country. The university offers rigorous programs that span the undergraduate liberal arts to doctoral-level degrees. With three campuses and three regional academic centers across Georgia, Mercer has 11 schools and colleges, including business, education, engineering, liberal arts, law, medicine, music, nursing, pharmacy and health sciences, theology, and continuing and professional studies. The University is consistently ranked among the nation's leading institutions by such publications as *U.S. News & World Report* and the *Princeton Review*.

Responsibilities of this position include the following activities and the supervision of approximately 60-90 employees:

Development and Fundraising

- Assisted University President with Board of Trustees events, activities and requests
- Planned and implemented the \$350 million *Advancing the Vision* Capital Campaign
- Cultivated major donors
- Raised \$2.6 million annually for the Mercer Fund
- Coordinated more than 1,000 volunteers who serve on University boards and/or committees
- Raised funds for 11 schools and colleges, general university, athletics, Mercer University Press, University Libraries, Grand Opera House, endowed scholarships, freshman computers, University Center, and construction and renovations
- Fundraising Milestones:
 - Directed the \$350 million *Mercer Advancing the Vision Campaign*, the largest fundraising campaign in Mercer's history.
 - The largest gift in the history of the University, the Crum bequest of \$62 million, was procured in 2002. Experts estimated that this gift of commercial property would be worth more than \$300 million when it is actually received by the University.
 - In 1989, the University completed the Sesquicentennial Campaign, its first major fund drive, which raised more than \$85 million.
 - In 1988, the University received the third largest gift in history, \$14 million from the estate of George W. Woodruff. The bequest was arranged in 1985.

Office of Governmental Relations

- Coordinated the \$26 million-plus funding for the School of Medicine from the State of Georgia
- Helped protect and increase state funding for private colleges and universities
- Sought federal funding from governmental agencies and special appropriations

Admissions and Enrollment Additional Responsibilities (2000-2006)

- Directed restructuring of Office of Undergraduate Admissions (six year process)
- Directed Admissions for Stetson School of Business & Economics, the Regional Academic Centers, and McAfee School of Theology

Alumni and University Special Events

- Planned and implemented more than 100 alumni and special events annually, including scholarship competitions, employee recognition/retirement ceremonies, golf tournaments, alumni recognitions, dedications and groundbreakings
- Coordinated alumni boards for the University's schools and colleges, including the national board of directors

University Relations and Marketing

- Developed and executed marketing plans for the University and its schools and colleges and other University units
- Handled media inquiries and relations

Other Functions of Advancement

- Operated the Office of Arts Administration
- Managed The GrandKids program, the Broadway Series and other booked productions at The Grand Opera House
- Managed The Executive Forum, Georgia's Premier Business Enrichment Program

Other Units of Responsibility

- Office of Student Employment
- Office of Student Financial Planning and Financial Aid

OTHER PROFESSIONAL POSITIONS

Has held administrative positions at:

- Jacksonville University, Jacksonville, Florida
- Stetson University School of Law, St. Petersburg, Florida

Has consulted for a wide range of programs. Some examples of consulting on fundraising and/or admissions include Stetson College of Law, Boys & Girls Club of Tampa Bay, Florida Pharmacy Association, *Celebrating Grace Hymnal* national project, Young Harris College, and the Ocmulgee Heritage Trail.

I have provided *pro bono* fundraising planning for many small organizations, including Macon Symphony Orchestra, Racial Reconciliation Committee, and Baptist Medical and Dental Mission International.

- Directed the \$350 million *Mercer Advancing the Vision Campaign*, the largest fundraising campaign in Mercer University's history. In addition to its own success, the major campaign laid a solid foundation for continuing fundraising achievement in the future.
- In 1988, the University received the third largest gift in history, \$14 million from the estate of George W. Woodruff. The bequest was arranged in 1985.
- In 1989, the University completed the Sesquicentennial Campaign, its first major fund drive, which raised more than \$85 million.
- The largest gift in the history of the University, the Crum bequest of \$62 million, was procured in 2002. Experts estimated that this gift of commercial property would be worth more than \$300 million when it is actually received by the University.
- Opened in 2004, the \$40-million, 230,000-square-foot University Center includes a food court, coffee shop, President's Dining Room, Griffin B. Bell Board Room, fitness and wellness centers, recreation and a state-of-the-art arena for special events, as well as the offices of intercollegiate athletics.
- The McAfee family increased their gifts and pledges to \$27 million in 2006, making them the second largest donors to Mercer.
- In addition to the Crum gift, the University should receive another \$300 million in planned gifts.

PROFESSIONAL ORGANIZATIONS AND RELATED ACTIVITIES

Council for Advancement and Support of Education

- Treasurer, District III
- Chairman, Local Arrangements and Hospitality Committees, CASE District III
- Southern Region Delegate, Educational Fund Raising Committee

National Society of Fund Raising Executives

- Chairman, Philanthropist of the Year Award Committee
- Various other committees

Numerous speeches and presentations on fundraising at NSFRE workshops, conferences, CASE meetings, etc. including:

- Held each major office in the Florida Association of Collegiate Registrars and Admissions Officers
- Appointed to Leadership Macon in 1979, a Chamber of Commerce-sponsored program identifying young executive leadership in the city
- Received Woman of the Year Award, 1986, Keep Macon/Bibb County Beautiful Commission
- Received Women's Equality Day Award, 1987 Warner Robins Air Logistics Federal Women's program

COMMUNITY AND BOARD ACTIVITIES AND MEMBERSHIPS

Georgia Sports Hall of Fame Authority – Appointed by Gov. Sonny Purdue and re-appointed by Gov. Nathan Deal – *presently serving as Chair*

The Board of Directors of the Rome Chamber Music Festival in New York – *presently serving*

Cherry Blossom Festival, Board of Directors, Past Chair

Grand Opera House, Board of Directors

Intermed, Inc., Board of Directors, Secretary-Treasurer

Macon Symphony, Board of Directors

Idle Hour Golf and Country Club

Leadership Macon

River North Country Club

City Club of Macon, Board of Directors

Macon Chamber of Commerce Board

Downtown Rotary Board

Wachovia Bank Board

Sea Island Club, Sea Island, Georgia

Levigy Board, Secretary-Treasurer, Atlanta

Racial Reconciliation Committee

Jennifer Barfield, Senior Vice President

Consultant for Northwestern Michigan College

Jennifer H. Barfield serves as Senior Vice President of Myers McRae. As a search consultant, she works directly with schools on the recruitment and evaluation of candidates to fulfill their search needs. She brings more than 20 years of experience in education in alumni and donor relations, fundraising, public relations, program development, and strategic planning to our clients. Her career ranges from a state university, Middle Georgia State University; a private university, Mercer University; and a college-preparatory school, First Presbyterian School.

The majority of her career has been in institutional advancement, serving leadership roles in state and private universities. For 5 years, immediately prior to coming to Myers McRae, she served as the lead advancement officer for First Presbyterian School—a K-12 college-preparatory school in Georgia. For 13 years, she was the Associate Vice President for Donor and Foundation Relations at Mercer University. While at the university, she coordinated the \$350 million *Advancing the Vision* Campaign, the largest fundraising campaign in Mercer's history at that time, working directly for the Senior Vice President for Advancement and a team of development professionals.

In 2008, she was named Director of Institutional Advancement and the Foundation at Middle Georgia College and, later, became the Assistant Vice President for Development and Alumni Affairs for Middle Georgia State University.

A graduate of Mercer University with a Bachelor of Arts degree in Communication, Ms. Barfield holds a master's degree in Higher Education Administration, *summa cum laude*, from Georgia Southern University.

(Full resume on following pages)



JENNIFER H. BARFIELD

RESUME

PROFESSIONAL EXPERIENCE

Senior Vice President

Myers McRae Executive Search and Consulting

Macon, GA – January 2018 to Present

- Responsible for overseeing all aspects of a portfolio of executive searches in higher education, K-12 education, and non-profit organizations

Director of Advancement

First Presbyterian Day School

Macon, GA – March 2013 to December 2017

- Responsible for overseeing all fundraising, alumni affairs, special events and communications efforts
- Managed a team of professionals in marketing, communications, development and alumni relations
- Exercised authority and oversight over all fundraising and communication activities for the School, including major donor development efforts, annual and capital campaigns, events, as well as print and digital communications

Assistant Vice President for Development and Alumni Affairs

Middle Georgia State College (Consolidation of Middle Georgia College and Macon State College)

Cochran, GA – January 2013 to March 2013

- Assist in directing the Development programs of the College, including the Annual Fund, Corporate and Foundation Relations, Giving Clubs including The President's Club, Alumni Giving, Faculty and Staff Giving, the Annual Scholarship Program and Major Gifts
- Work closely with external partners to begin implementation of a comprehensive fundraising campaign
- Supervise a Coordinator for Advancement Services
- Plan and execute various special events
- Oversee the alumni affairs of the College, including the establishment of an Alumni Board of Directors and a set of bylaws, the Outstanding Alumni Award program, and the induction of graduates into the Alumni Association

Director of Institutional Advancement and the MGC Foundation

Middle Georgia College

Cochran, GA – February 18, 2008 to January 2013

- Direct the Development programs of the College, including the Annual Fund, Corporate and Foundation Relations, Giving Clubs including The President's Club, Alumni Giving, Faculty and Staff Giving, the Annual Scholarship Program and Major Gifts
- Responsible for securing annual gifts of \$200,000+ in order to maintain fiscally sound foundation office
- Responsible for 18,000+ alumni and donor records utilizing The Raiser's Edge software package from Blackbaud
- Update and maintain an alumni directory for the College

- Direct an annual departmental budget of approximately \$100,000
- Work closely with external partners to begin implementation of a comprehensive fundraising campaign
- Secure the establishment of new funds with the MGC Foundation with 25 new funds established since 2008
- Establish and manage new event calendar, including Annual Emeritus Luncheon, Annual Lecture Series and Annual Alumni Day
- Supervise a Coordinator for Advancement Services
- Plan and execute various special events, including the coordination of annual meetings of the Foundation's Board of Trustees, Foundation reporting, and recruitment and cultivation of new Board members
- Oversee the alumni affairs of the College, including the establishment of an Alumni Board of Directors and a set of bylaws, the Outstanding Alumni Award program, and the induction of graduates into the Alumni Association
- Oversee the production, printing and mailing of annual fund mailer with enclosed business reply envelope, campaign case statement and newsletter, *The Columns* alumni magazine, and various invitation packages and other print materials
- Manage the MGC Foundation's stewardship and donor recognition program, including thank you letters, tax letters, recognition events, plaques, certificates, etc.
- Responsible for the interior design of a new Alumni House on the edge of campus and serve as the facility manager for the Alumni House
- Manage all projects relating to Advancement as assigned by the President

Associate Vice President for Donor and Foundation Relations

Mercer University

Macon, GA - 1996 to February 15, 2008

- Coordinated \$350 million *Advancing the Vision* Campaign, working directly for the Senior Vice President for Advancement and a team of Development Professionals
- Prepared grant proposals to private foundations across the country, resulting in over \$29 million in grants for Mercer University
- Planned and executed over 500 different special events ranging from intimate donor dinners of four to multi-day off-site summits for 500+ people
- Served as the major gifts fundraiser for the University Libraries, with more than \$7.5 million in gifts pledged and received
- Managed the General University Annual Fund, exceeding the annual goal of \$100,000
- Directed The President's Club and other major giving clubs of the University with responsibility for overseeing printing of annual President's Giving Report, raising \$100,000 in annual sponsorships and managing a \$100,000 annual budget
- Managed donor relations, including preparation of plaques, portraits, citations, honorary degrees, etc. and the events surrounding such recognitions
- Organized the bi-annual meetings of the Board of Trustees including Board communications, event logistics, accommodations, and Board Report preparation
- Represented the Office of University Advancement for SACS accreditation and prepared assessment documents
- Prepared and submitted grant proposals to the following government agencies: National Endowment for the Humanities, National Endowment for the Arts, Georgia Council for the Arts, National Science Foundation, National Park Service Save America's Treasures Program, Housing and Urban Development Program and Fund for the Improvement of Post-Secondary Education

- Strategized with the Sr. Associate Vice President for Alumni Relations on various alumni events, mailings, and projects
- Strategized with the Associate Vice President for Public Relations and Marketing on various printed materials, video presentations, PowerPoints, displays, and other marketing tools
- Prepared invitation sets, programs, agendas, citations, flyers, scholarship and endowed fund agreements, letters, and reports as the liaison between Advancement and the donor base, Board of Trustees, Office of the President, Office of Student Financial Planning, and Accounting Office

**Community Director, Middle Georgia March of Dimes
Macon, GA – 1994-1996**

- Assisted the Executive Director in fundraising for the Middle Georgia area
- Directed four different WalkAmerica events in middle Georgia communities, always surpassing the goals set by the state March of Dimes office in Atlanta
- Served as liaison between Middle Georgia March of Dimes and various healthcare agencies in Middle Georgia such as hospitals and health departments
- Prepared and distributed press releases and public service announcements related to March of Dimes activities
- Kept current all of the fundraising records for the Middle Georgia area in a computer database

**Event Coordinator for Central City Park, Cherry Blossom Festival
Macon, GA – 1993-1994**

- Planned and conducted ten days of special events in Central City Park during the annual Cherry Blossom Festival
- Coordinated a volunteer board and various committees
- Secured sponsorships from the Middle Georgia corporate community as well as from individuals
- Worked closely with city officials in preparing a logistics plan and maintaining a safe park environment over the ten day period
- Managed relationships with various vendors and prepared contracts for their participation in festival activities

EDUCATION

- *Master of Education - Higher Education Administration* – Summa Cum Laude, Georgia Southern University, Statesboro, GA, 2011
- *Bachelor of Arts in Communication* – Magna Cum Laude, Mercer University, Macon, GA, 1993
- Additional Professional Development:
 - *Graduate of the Williamsburg Development Institute* – Williamsburg, VA
 - *Participant – Council for the Advancement and Support of Education’s Foundation Relations Officers Conference* – New York City
 - *Participant – Federal Grant Proposal Writing Workshop* – Washington, D.C.
 - *Graduate of Blackbaud University – Raiser’s Edge Training Workshop and Managing*
 - *Campaigns, Funds and Appeals*
 - *Graduate of Crescendo Interactive Planned Giving Course*

PROFESSIONAL AFFILIATIONS

- Who's Who Among American Colleges and Universities
- Association of Fundraising Professionals –Middle Georgia Chapter
- Georgia Education Advancement Council, Inc.
- Council for the Advancement and Support of Education
- Council on Educational Standards and Accountability
- Association of Christian Schools International
- National Association of Independent Schools

COMMITTEE WORK/COMMUNITY SERVICE

- Fundraising Consultant and Event Volunteer – The Georgia Sports Hall of Fame, Macon, GA
- SACS Accreditation Team Member/Master Plan and Long-Range Planning Committee Member – First Presbyterian Day School
- International Student Host Family (China) – First Presbyterian Day School
- 2012 Pilot of the Year and 2012-2013 Pilot International Sweetheart– The Pilot Club of Cochran
- Middle Georgia College's Honors and Awards Committee, Scholarships Committee, Presidential Inauguration Committee and Commencement Committee
- Fundraising Committee Chairperson – The Pilot Club of Cochran
- Walk Team Leader – The Pilot Club of Cochran Team in the Alzheimer's Association Memory Walk
- Committee Member and Fundraising Chairperson – Centennial Celebration Committee of Bleckley County
- Participant/Reader for MGC's Partners in Education Program – Bleckley County Primary School

Firm Strengths, Experience, and References

Our consultants' decades of experience as higher education administrators have made Myers McRae a "go to" firm for presidential and other cabinet-level searches. Following is a sample of **presidential** or **chancellor** searches conducted by our firm. **Two-year institutions are highlighted in yellow.**

Sample of Presidential/Chancellor Searches

- **Andrew College** – Cuthbert, Georgia
- **Beacon College** – Leesburg, Florida
- **Bishop State Community College** – Mobile, Alabama
- **Calhoun Community College** – Decatur, Alabama
- **Carroll University** – Waukesha, Wisconsin
- **Carthage College** – Kenosha, Wisconsin
- **Concord University** – Athens, West Virginia
- **Concordia College** – Moorhead, Minnesota
- **Gustavus Adolphus College** – St. Peter, Minnesota
- **Hardin-Simmons University** – Abilene, Texas
- **Judson College** – Marion, Alabama (*search in progress*)
- **Kentucky Wesleyan College** – Owensboro, Kentucky
- **Lake-Sumter State College** – Leesburg, Florida
- **McDaniel College** – Westminster, Maryland
- **Middle Georgia State University** – Macon, Georgia
- **Newberry College** – Newberry, South Carolina
- **Northwest Florida State College** – Niceville, Florida
- **Northwest Missouri State University** – Maryville, Missouri
- **Notre Dame College** – South Euclid, Ohio
- **Oakwood University** – Huntsville, Alabama
- **O'More College of Design** – Franklin, Tennessee
- **Palm Beach State College** – Lake Worth, Florida
- **Pasco-Hernando State College** – New Port Richey, Florida
- **Pierpont Community & Technical College** – Fairmont, West Virginia
- **Shelton State Community College** – Tuscaloosa, Alabama

- **University of Charleston** – Charleston, West Virginia
- **University of Montana Western** – Dillon, Montana
- **Valdosta State University** – Valdosta, Georgia
- **Wartburg College** – Waverly, Iowa
- **Western Virginia Northern Community College** – Wheeling, West Virginia (*search in progress*)
- **Wichita Area Technical College** – Wichita Falls, Kansas

Sample of Presidential/Executive Director Searches for Higher Education Organizations

- **Alabama Commission on Higher Education** – Montgomery, Alabama
- **The Citadel Foundation** – Charleston, South Carolina
- **Columbus State University Foundation** – Columbus, Georgia
- **Florida Gulf Coast University Foundation** – Fort Myers, Florida
- **Fort Valley State University Foundation** – Fort Valley, Georgia
- **Georgia Independent College Association** – Atlanta, Georgia
- **The Lander Foundation** – Greenwood, South Carolina
- **Middle Georgia State University Foundation** – Macon, Georgia
- **University of South Carolina Upstate Foundation** – Spartanburg, South Carolina
- **University of Southern Mississippi Foundation** – Hattiesburg, Mississippi

References

Northwest Florida State College (2-year college offering limited baccalaureate degrees)
100 E College Boulevard, Niceville, Florida 32578

- **Brian Pennington**, Chair of the Board of Trustees
BrianP81@cox.net, (850) 609-1459 (home) (850) 240-5688 (cell)
- **Michael Flynt**, Chair of the Presidential Search Committee
MFlynt@6905@aol.com, (850) 496-0836
- **Devin Stephenson, Ed.D.**, President
DevinStephenson@mac.com, (205) 482-1289

Searches: President
 Vice President for Student Success
 Vice President for Teaching and Learning
 Dean of Career Education

Kenny Daugherty and Emily Myers conducted the presidential search for Northwest Florida State College.

Lake-Sumter State College (2-year college offering limited baccalaureate degrees)
9501 US-441, Leesburg, Florida 34788

- **Tim Morris**, Former Chair of Board of Trustees
TMorris@ErnieMorris.com, (352) 874-6322
- **Stanley Sidor, Ed.D.**, President
SidorS@LSSC.edu, (352) 323-3699 (office) (704) 942-0171 (cell)

Search: President

Kenny Daugherty and Emily Myers conducted the presidential search for Lake-Sumter State College.

Carroll University
100 N East Avenue, Waukesha, Wisconsin 53186

- **Cindy Gnadinger, Ed.D.**, President
CGnading@carroll.edu, (262) 524-7247
- **Joanne Passaro, Ph.D.**, President of Metropolitan College of New York (formerly served as Provost and Vice President for Academic Affairs at Carroll University)
(212) 343-1234 Ext. 3301
- **Jim DeJong**, Chair of Board of Trustees
Jim.Dejong@wilaw.com, (414) 291-4731

Searches: President
 Founding Dean of the School of Business
 Executive Director of Department of Business, Accounting, and Economics

Emily Myers conducted the presidential search for Carroll University.

(continued)

Northwest Missouri State University

800 University Drive, Maryville, Missouri 64468

- **John Jasinski, Ph.D.**, President
JohnJ@nwmissouri.edu, (660) 562-1110
- **James W. (Bill) Loch**, former President of Board of Trustees, Search Chair
LSCC-JWL@Loch-LSCC.com

Search: President

Emily Myers and Kenny Daugherty conducted the presidential search at Northwest Missouri State University.

Andrew College (2-year college)

501 College Street, Cuthbert, Georgia 39840

- **Dr. Linda Buchanan, Ph.D.**, President
LindaBuchanan@andrewcollege.edu, (229) 732-5928

Search: President

Emily Myers conducted the presidential search at Andrew College.

Middle Georgia State University

100 University Parkway, Macon, Georgia 31206

- **Christopher Blake, Ph.D.**, President
Christopher.Blake@mga.edu, (478) 471-2712
- **Martha (Marti) Venn, Ph.D.**, Deputy Vice Chancellor for Academic Affairs for the University System of Georgia
MartiVenn@gmail.com, (404) 962-3097

Searches: President
Provost
Vice Provost for Academic Quality
Dean of the School of Business
Dean of the School of Health Sciences

Emily Myers and Kenny Daugherty conducted the presidential search for Middle Georgia State University.

Kentucky Wesleyan College

3000 Frederica Street, Owensboro, Kentucky 42301

- **Barton D. Darrell, J.D.**, President (*Formerly, Mr. Darrell was a Trustee and the Chair of the Presidential Search Committee that placed his predecessor, Dr. Craig Turner*)
Bdarrell@kwc.edu, (270) 779-4149 (cell)

Searches: President
Vice President for Advancement

Kenny Daugherty conducted the presidential search at Kentucky Wesleyan College.

Additional Executive Search Experience

Myers McRae has conducted hundreds of executive searches for universities and colleges across the nation. We are committed to having no failed searches. To ensure the success of the presidential search for Northwestern Michigan College, we will continue to recruit candidates beyond the given timeline, *at no additional cost*, until the school has a successful hire.

Following is a **small sample** of recent searches (excluding the previously-provided presidential searches). Because of our commitment to no failed searches, a successful placement was made on each of these searches.

- **Alabama Commission on Higher Education** – Executive Director
- **Albany State University** (Georgia) – Provost and Vice President for Academic Affairs
- **Albany State University** – Dean of the College of Business
- **Albany State University** – Dean of the College of Education
- **Augusta University** (Georgia) – Director of Admissions
- **Augusta University** – Cybersecurity Institute faculty
- **Austin Peay State University** (Tennessee) – Dean of College of Business
- **Austin Peay State University** – Director of the School of Nursing
- **Austin Peay State University** – Vice President for Student Affairs (search in progress)
- **Averett University** (Virginia) – Vice President for Academic Affairs
- **Bridgewater College** (Virginia) – Vice President for Institutional Advancement
- **Campbell University** (North Carolina) – Dean of the Norman Adrian Wiggins School of Law
- **Campbell University** – Dean of the Library
- **Carroll University** – Founding Dean of the School of Business
- **Cincinnati Children’s Hospital Medical Center** (Ohio) – Division Director, Research in Patient Services (search in progress)
- **The Citadel** (South Carolina) – Provost and Dean of the College (search in progress)
- **The Citadel** – CEO of The Citadel Foundation
- **Claflin University** (South Carolina) – Associate Vice President for Major and Planned Gifts
- **Claflin University** – Associate Vice President for Institutional Advancement (search in progress)
- **Claflin University** – Assistant Vice President for Communications and Marketing
- **Claflin University** – Major Gifts Officer
- **Clarion University Foundation** (Pennsylvania) – Director of Alumni Engagement
- **Clarion University Foundation** – Development Officer for Athletics
- **Clarion University Foundation** – Major Gifts Officer
- **Clarion University Foundation** – Development Officer (search in progress)
- **Clayton State University** (Georgia) – Associate Dean of Nursing
- **College of Coastal Georgia** – Vice President for Advancement
- **Columbus State University** (Georgia) – Executive Director of the CSU Foundation

- **Columbus State University** – Dean of the College of Letters and Sciences
- **Columbus State University** – Director of the Schwob School of Music
- **Columbus State University** – Director of Development for the Turner College of Business
- **Columbus State University** – Director of the School of Nursing
- **Columbus State University** – Donald L. Jordan Endowed Professorship in Creative Writing
- **Columbus State University** – Chair of the Department of Criminal Justice and Sociology
- **Columbus State University** – Director of Human Resources (search in progress)
- **Eastern Kentucky University** – Provost and Senior Vice President of Academic Affairs (search in progress)
- **Ferris State University** (Michigan) – Associate Vice President for Advancement
- **Ferris State University** – Senior Director for Advancement
- **Flagler College** (Florida) – Vice President for Business Services (CFO)
- **Florida Academic Library Services** – Director of Library Support and Training
- **Florida Academic Library Services** – Director of E-Resources
- **Florida Academic Library Services** – Director of Digital Services and Open Educational Resources
- **Florida Gulf Coast University** – Executive Director of the FGCU Foundation
- **Florida Gulf Coast University** – Assistant Vice President and Director of Human Resources
- **Florida SouthWestern State College** – Provost and Vice President for Academic Affairs
- **Florida SouthWestern State College** – Dean of the School of Health Sciences (search in progress)
- **Florida State University Panama City** – Associate Dean for Faculty Development and Administrative Affairs
- **Fort Valley State University** (Georgia) – Vice President for University Advancement and Executive Director of the FVSU Foundation
- **Fort Valley State University** – Dean of the College of Arts and Sciences
- **Fort Valley State University** – Dean of the College of Agriculture, Family Sciences and Technology (search in progress)
- **Fort Valley State University** – Dean of the College of Education and Professional Studies
- **Fort Valley State University** – Director of Development
- **Fort Valley State University** – Director of Marketing and Communications
- **Gannon University** (Pennsylvania) – Vice President for University Advancement
- **Georgia College & State University** – Provost and Vice President for Academic Affairs
- **Georgia Gwinnett College** – Senior Vice President for Academic and Student Affairs and Provost
- **Georgia Southern University** – Provost and Vice President for Academic Affairs
- **Georgia State University** – Associate Dean of the School of Nursing and Health Professions and Director of the Nursing Programs
- **Kennesaw State University** (Georgia) – Dean of the Bagwell School of Education
- **Kennesaw State University** – Dean of the School of Computing and Software Engineering

- **Kentucky Wesleyan College** – Vice President for Advancement
- **King University** (Tennessee) – Vice President for Advancement
- **LaGrange College** (Georgia) – Vice President for Academic Affairs
- **LaGrange College** – Vice President for Advancement
- **LaGrange College** – Associate Provost and Dean of Student Affairs
- **Lamar University** (Texas) – Associate Vice President for University Advancement
- **Lander University** (South Carolina) – Provost and Vice President for Academic Affairs
- **Lander University** – Executive Director of The Lander Foundation
- **Lander University** – Vice President for Finance and Administration (search in progress)
- **LeTourneau University** (Texas) – Dean of the School of Business
- **LeTourneau University** – Vice President for Enrollment Services
- **LeTourneau University** – Vice President for University Marketing and Communications
- **Lincoln Memorial University** (Tennessee) – Dean of the School of Business
- **Lincoln Memorial University** – Vice President for Student and Enrollment Services
- **Lincoln Memorial University** – Director of the Doctor of Business Administration Program (search in progress)
- **Lincoln Memorial University** – Director of the Master of Business Administration Program (search in progress)
- **Lincoln Memorial University** – Computer Science Program Director
- **Louisiana Tech University** – Multiple research faculty in Cyber Engineering and Computer Science
- **Marion Military Institute** (Alabama) – Vice President for Student Affairs and Commandant of Cadets
- **Marion Military Institute** – Chief Instructional Officer
- **Mercer University** (Georgia) – Dean of the McAfee School of Theology
- **Middle Georgia State University** – Provost and Vice President for Academic Affairs
- **Middle Georgia State University** – Executive Director of the MGSU Foundation
- **Middle Georgia State University** – Dean of the School of Health Sciences
- **Middle Georgia State University** – Dean of the School of Business
- **Missouri Western State University** – Associate Dean for the School of Nursing and Health Professions
- **Montana State University Billings** – Dean of City College (search in progress)
- **Montana State University Billings** – Director of the RN-to-BSN Degree Completion Program
- **Montana State University Northern** – Dean of the School of Health Sciences
- **Northeastern State University** (Oklahoma) – Dean of the College of Business and Technology
- **Northwest Florida State College** – Dean of Career Education
- **Northwest Florida State College** – Vice President for Teaching and Learning
- **Northwest Florida State College** – Vice President for Student Success

- **Oakland University** (Michigan) – Dean of the School of Education and Human Services
- **Paul Smith’s College** (New York) – Director of Financial Aid
- **Piedmont College** (Georgia) – Vice President for Academic Affairs
- **Piedmont College** – Vice President for Advancement (search in progress)
- **Piedmont College** – Director of Development
- **Piedmont College** – Dean of the School of Education (search in progress)
- **Piedmont College** – Vice President for Administration and Finance (search in progress)
- **Pierpont Community & Technical College** (West Virginia) – President
- **Rhode Island College** – Vice President for Advancement
- **Rhode Island College** – Dean of the School of Nursing (search in progress)
- **Rhode Island College** – Dean of the Feinstein School of Education and Human Development (search in progress)
- **Roanoke College** (Virginia) – Vice President of Business Affairs and Treasurer
- **Roanoke College** – Vice President of Academic Affairs and Dean of the College
- **Roanoke College** – Vice President for Student Affairs and Dean of Students
- **Savannah State University** (Georgia) – Provost and Vice President for Academic Affairs
- **Savannah State University** – Dean of the College of Liberal Arts
- **Savannah State University** – Dean of the School of Teacher Education
- **Savannah State University** – Associate Provost and Associate Vice President for Academic Affairs
- **Savannah State University** – Chair of the Department of Mass Communications
- **Savannah State University** – Chair of the Department of Social Work
- **Southeast Missouri State University** – Dean of Kent Library
- **Southeast Missouri State University** – Executive Director of University Communications and Marketing
- **Southern Arkansas University** – Chair of the Department of Nursing
- **Southern Utah University** – Dean of School of Business
- **Southern Utah University** – Dean of the College of Humanities and Social Sciences
- **Susquehanna University** (Pennsylvania) – Dean of the Sigmund Weis School of Business
- **Tallahassee Community College** (Florida) – Provost and Vice President for Academic Affairs
- **Tallahassee Community College** – Vice President for Student Affairs
- **University of Alabama** – Assistant Vice President for Planned Giving
- **University of Alabama** – Associate Vice President for Development (search in progress)
- **University of Alabama** – Senior Director of Development (search in progress)
- **University of Arkansas at Pine Bluff** – Athletics Director
- **University of Arkansas at Pine Bluff** – Vice Chancellor for Institutional Advancement and Development
- **University of Georgia** – Senior Associate Athletic Director for Development
- **University of Georgia** – Senior Director for Gift and Estate Planning

- **University of Georgia** – Executive Director of Development
- **University of Georgia** – Senior Director of Development for the College of Arts and Sciences
- **University of Georgia** – Senior Associate Director of Development for the Grady College of Journalism and Mass Communication
- **University of Louisiana at Monroe** – Dean of the School of Arts, Education, and Sciences
- **University of Louisiana at Monroe** – Dean of the College of Health and Pharmaceutical Sciences and Dean of the School of Pharmacy
- **University of Louisiana at Monroe** – Endowed Chair in Nursing
- **University of Lynchburg** (Virginia) – Senior Vice President for Institutional Advancement
- **University of Lynchburg** – Director of Financial Aid
- **University of Lynchburg** – Assistant Vice President for Development (search in progress)
- **University of Montana Western** – Provost and Vice Chancellor for Academic Affairs
- **University of Montana Western** – Vice Chancellor for Administration and Finance
- **University of New Mexico Foundation** – Senior Director of Development for the School of Engineering
- **University of New Mexico Foundation** – Senior Director of Development for UNM Hospitals
- **University of New Mexico Foundation** – Director of Development for the School of Law
- **University of New Mexico Foundation** – Senior Director of Development for the School of Medicine
- **University of North Georgia** – Provost and Senior Vice President for Academic Affairs
- **University of South Carolina** – Senior Director of Development for the Darla Moore School of Business
- **University of South Carolina Upstate** – Executive Director of the USC Upstate Foundation
- **University of South Carolina Upstate** – Associate Vice Chancellor for Development and Alumni Relations
- **University of Southern Mississippi** – Executive Director of the USM Foundation and Executive Director of Development
- **University of Southern Mississippi** – Chief Development Officer
- **University of Tennessee** – Associate Dean for Research
- **University of Tennessee** – Inaugural McMahan-McKinley Endowed Professorship in Gerontology
- **University of Tennessee Chattanooga** – Director of the School of Education
- **University of Tennessee Health Science Center** – Vice Chancellor for Academic, Faculty, and Student Affairs
- **University of Tennessee Health Science Center** – Assistant Vice Chancellor for Finance
- **University of Texas Health Science Center at San Antonio** – Director of the Office of International Services
- **University of Texas Health Science Center at San Antonio** – Associate Registrar for the School of Nursing
- **University of Texas Health Science Center at San Antonio** – Associate Registrar for the School of Medicine

- **University of Texas Health Science Center at San Antonio** – Associate Registrar for the School of Dentistry and Graduate School of Biomedical Sciences
- **University of Texas Health Science Center at San Antonio** – Associate Dean for Admissions and Student Services for the School of Nursing
- **University of Texas Health Science Center at San Antonio** – Assistant Dean for Undergraduate Studies for the School of Nursing
- **University of West Florida** – Associate Vice President for Development
- **University of West Florida** – Assistant Vice President for Digital Learning
- **University of West Florida** – multiple specialized faculty for the Center for Cybersecurity
- **University of West Florida** – Assistant Director of the Center for Cybersecurity
- **University of West Florida** – Nystul Endowed Chair in Computer Science
- **University of Wisconsin-Platteville** – Director of Financial Aid
- **Wartburg College (Iowa)** – Vice President for Academic Affairs and Dean of the Faculty
- **Washington State University Tri-Cities** – Vice Chancellor for Academic Affairs
- **Washington State University Tri-Cities** – Vice Chancellor for Enrollment Management and Student Services
- **Washington State University Tri-Cities** – Assistant Vice Chancellor for Advancement and Community Engagement
- **Washington State University Tri-Cities** – Academic Director of the Nursing Program
- **Western Governors University (Utah)** – Vice President for Academic Advancement
- **Wichita State University Campus of Applied Sciences and Technology (Kansas)** – President
- **William Paterson University (New Jersey)** – Dean of the Cotsakos College of Business
- **William Paterson University** – Dean of the Cheng Library
- **William Paterson University** – Vice President for Enrollment Management
- **Young Harris College (Georgia)** – Vice President for Operations and Finance
- **Young Harris College** – Vice President for Enrollment Management
- **Young Harris College** – Vice President for Student Development
- **Young Harris College** – Vice President for Advancement
- **Young Harris College** – Vice President for Academic Affairs

Identification and Recruitment of Candidates

We use a three-pronged approach to candidate identification and recruitment, including 1) distribution of the position profile via our proprietary database, 2) advertisements and announcements in select publications/websites, and 3) personal and professional contacts.

Proprietary Database: Our 100,000-prospect database includes administrators and faculty from universities and colleges across the nation (including sitting university and college presidents), international institutions, and related academic non-profit organizations and corporations. Because we regularly update the database, we have an average delivery success rate that exceeds 98 percent. We invest considerable time and resources regularly to ensure our prospect database is robust, relevant, and up-to-date.

Advertising: We will design and place advertisements in national and regional publications and websites targeting specific audiences. We also place announcements on select job boards of associations that serve academic and related non-profit and corporate professionals.

Contacts: From our previous careers as university and college leaders, we have numerous personal and professional connections from which to seek applicants and nominations. This is an excellent source for identifying *non-traditional* and *undiscovered or undeclared* candidates that may not be actively seeking a new position. Additionally, we work with the search committee to identify target institutions where likely prospects may be located, conduct the research necessary to identify qualified individuals, and then contact them directly.

A Note on Non-Traditional Candidates: *We understand the importance of identifying and recruiting non-traditional candidates for consideration in presidential searches, especially for schools where curriculum focuses on workforce development. As a result, we have greatly augmented our database and expanded our personal contacts over the past five years to include leaders in a variety of corporate and industrial fields, including healthcare, information technology, law enforcement, etc. Additionally, before initiating the search with your College, we will review our database to ensure it has up-to-date information on prospects and contacts deemed most beneficial for this search.*

Search Timeframe Guarantee

We are committed to our work with Northwestern Michigan College in this Presidential Search and guarantee its success. If the University is unable to identify a candidate of choice within the initial timeline, we will continue the recruitment process, *with no additional fees*, until a successful selection and appointment is made. We are dedicated to a successful outcome.

Search Replacement Guarantee

In the event the hired candidate leaves the position (or is fired) within 12 months, we will conduct a one-time replacement search on an expense-only basis. If the hired candidate leaves the position (or is fired) between 12 to 24 months, we will conduct a one-time replacement search for one half of the original professional fee plus expenses.

Statement on Candidate Support Services

Our firm works *exclusively* to support the search needs of higher education institutions. We do not offer services for candidate placement, preparation, or coaching.

Sample Marketing Materials and Reports

Samples of various marketing materials and reports developed for previous searches are provided on the following pages.



ANNOUNCES THE INVITATION FOR APPLICATIONS AND NOMINATIONS

for

PRESIDENT

PRESIDENT OF NORTHWEST FLORIDA STATE COLLEGE EXECUTIVE SEARCH

The Northwest Florida State College Board of Trustees announces an executive search for a dynamic, visionary executive leader and administrator to serve as **President**. Applications and nominations are accepted through this executive search process.

THE LEADERSHIP OPPORTUNITY

The Board of Trustees seeks an executive leader who will build upon the tradition of excellence established by the College. The multi-campus institution serves 13,248 students and offers associate and baccalaureate degree programs in addition to vocational certificates and adult education.

NWF State College has been named one of the nation's 150 top community colleges for three consecutive years by the Aspen Institute College Excellence Program. It was recently ranked #8 on schools.com's list of best community colleges in Florida based on factors such as cost, graduation rate, and flexibility.

In concert with the board, the President sets the vision, direction, and priorities of the institution, ensuring that all are reflective of the College's mission of addressing the educational needs of the service area and demonstrating a commitment to broad student accessibility and success.

NWF State College is an integral part of and a major contributor to the educational and economic vitality of the area. The President understands

this vital role and builds effective partnerships and coalitions that will advance the College and its programs and services.

The executive officer also articulates ardently the mission of providing opportunities for learning and training that promote the economic growth and development of the area and the state.

The President takes an active role in successful resource development through private fundraising; state funding processes, such as PECO funds and state allocations; and enrollment management.

Other responsibilities include:

- Actively advancing the mission of



the College with business, industry, government, and civic leaders

- Effectively representing the College within the community and with the media, government, and other constituencies
- Collaborating with public and private secondary and postsecondary institutions, businesses, and agencies
- Developing and sustaining relationships with foundations, corporations, alumni, and friends to advance the College's resource development efforts
- Advocating for the College at the local, state, and federal level
- Establishing a strong relationship with the Board of Trustees

QUALIFICATIONS OF THE PRESIDENT

An earned doctorate and senior leadership experience in an accredited institution of higher education as both a highly skilled executive and as an accomplished educator are preferred. The successful candidate will be a motivated leader who has a record of sound fiscal management, experience in a senior

administrative position, and proficiency in community engagement.

The Board of Trustees seeks candidates with:

- Demonstrated political acumen, along with a collaborative and inclusive leadership style that engages internal and external stakeholders as



Northwest Florida State College

Mission Statement

Northwest Florida State College improves lives. We deliver outstanding educational programs that are relevant, accessible, and engaging for students of all ages and provide exceptional cultural, athletic, and economic development activities for the communities served. We commit to excellence, creativity, integrity, and service.

PRESIDENT OF NORTHWEST FLORIDA STATE COLLEGE EXECUTIVE SEARCH

participants in the achievements and future goals of the College

- Passionate work ethic, proven analytical and reasoning ability, high energy, and strong oral and written communication skills
- Proven leadership in successful fundraising and resource development within the private and public sectors
- Demonstrated capability to engage and influence the general, civic, corporate, and governmental communities effectively
- Skilled at leveraging activities and resources of the area, such as tourism, to promote and recognize the College
- Demonstrated ability to be effective within a state and local political system, including interacting with elected and appointed officials, agencies, and boards
- Willingness to engage the general and business community and assume appropriate leadership roles
- An understanding of and commitment to the comprehensive Florida State College System, including the advancement of baccalaureate degree-granting programs that reflect local and regional needs
- Ability to foster a vibrant and empowered community through a proven leadership style that evokes trust, welcomes collaboration, reflects confident decision making, and effectively engages the talents and experiences of employees
- A commitment to the total educational development of student growth with a proven background, including attendance and participation, of supporting on-campus student events, student service efforts, and co-curricular activities in which the College participates under the Florida College System Activities Association (FCSAA)



NORTHWEST FLORIDA STATE COLLEGE

Northwest Florida State College has a distinguished history of providing outstanding educational opportunities for students. Located in the heart of Florida's Emerald Coast between Pensacola and Panama City, the College was established by the Florida Legislature in 1963 as Okaloosa-Walton Junior College. Its current name reflects the expansion of the College's mission to provide educational access and opportunity for success to the region.

NWF State College's service area stretches from the Gulf of Mexico to the Alabama state line and is centered primarily in Okaloosa and Walton counties. Two Air Force installations, Eglin AFB, including Duke Field, and Hurlburt Field, are in the service area.

The College is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

In addition to the picturesque 264-acre main campus located in Niceville, the College operates a joint campus with the University of West Florida in Fort Walton Beach, the Chautauqua Center in DeFuniak Springs, the Robert L.F. Sikes Education Center in Crestview,

and centers at Hurlburt Field and in South Walton County.

NWF State College offers four baccalaureate degrees: Bachelor of Applied Science in Management and Supervision; Bachelor of Applied Science in Project Management; Bachelor of Science in Education, including early childhood, elementary education, middle grades general science, and middle grades mathematics; and Bachelor of Science in Nursing. More bachelor's degree programs are being developed.

The College's Associate in Arts degree provides full transfer of credit for those students who plan to pursue a bachelor's degree. The Associate in Science degrees have companion certificates that may be used as a career path toward the AS degree.

Courses for adults in literacy, English for Speakers of Other Languages, Adult Basic Education, vocational preparatory/job readiness skills, and GED preparation programs are also available.

Dual enrollment allows high school students to enroll and earn college credit and credit for high school graduation

PRESIDENT OF NORTHWEST FLORIDA STATE COLLEGE EXECUTIVE SEARCH

simultaneously. This is offered to public, private, and home-schooled students.

In its latest year of record, the College's 2014-2015 Total Revenue was in excess of \$40 million. State funding represented 40 percent of the total, while student fees & financial aid were 43 percent, and other revenues/transfers were 17 percent. It is anticipated these percentages will be approximately the same for 2015-2016.

The 2014-2015 Annual Financial Report reflects that NWF State College continues to be financially sound. The College takes great pride in consistently receiving clean annual audits of financial services and operations and expects this long-standing success to continue.

The institution receives remarkable community support. The Northwest Florida State College Foundation, a 501(c)3 organization, has an endowment of more than \$48 million, which is among the largest of a public college its size in the state.

NWF State College offers intercollegiate Baseball, Softball and Men's and Women's Basketball programs which consistently compete for conference, regional, and national titles. In 2014-2015, the Raiders won national NJCAA Division I championships in Baseball and Men's Basketball.



CAMPUSES, CENTERS, AND COLLEGIATE HIGH SCHOOL OF NWF STATE COLLEGE

Niceville Campus

The 264-acre Niceville campus is located between state roads 85 and 285, less than 70 miles from Panama City and Pensacola. The campus houses the College's central administration as well as a variety of other programs and services.

Academic programs range from adult literacy to a wide range of academic degrees and instructional offerings. The Learning Resources Center (LRC) provides a full range of library, database, and reference materials and services for all students in-person, online, and via intra-library loan. The LRC also houses the College's Distance Learning/eCampus programs, which serve more than 1,200 students per year.

The 75,000-square-foot, three-story Student Services Center (SSC) was completed January 2012. Combined with the Student Activities Center, the SSC is the central hub of student and community life on the campus. The Student Activities Center is home to the Barnes & Noble bookstore and Starbucks Cafe, Career Resource Center, Academic Success Center, and more. The Academic Success Center is a proactive program reaching out to help every student perform at the

college level as quickly as possible. It involves tutoring, advising, and distance learning resources.

The Mattie Kelly Fine and Performing Arts Center on the Niceville campus offers an annual series of traveling Broadway shows and is home to the College's Northwest Florida Symphony Orchestra, the region's premiere professional orchestra.

Two galleries in the center's art wing feature traveling exhibitions and house a permanent art collection valued in excess of \$8 million. The center also includes a music wing, visual arts building, a 3,000 capacity amphitheater, a dance studio, a recital hall and instructional facilities for students of the arts and humanities.

Fort Walton Beach Campus

The Fort Walton Beach Campus operates in conjunction with the University of West Florida, sharing the facilities and same general location, to provide higher education to the residents of Fort Walton Beach and surrounding areas. The campus offers a wide variety of programs, courses required by specific programs, seminars/workshops, and community activities.

Located in a growing region of

PRESIDENT OF NORTHWEST FLORIDA STATE COLLEGE EXECUTIVE SEARCH

Okaloosa County, the Fort Walton Beach Campus offers educational opportunities similar to those at the main campus. These include computer and science laboratories, a library (maintained by the University of West Florida), audiovisual materials, a student lounge, and student services, such as admissions/registration, counseling, and testing.

As part of the College's commitment to provide leadership and support for the economic and workforce development of Okaloosa and Walton Counties, the Fort Walton Beach Campus houses various economic development programs including the Economic Development Council of Okaloosa County, the Technology Coast Manufacturing and Engineering Network, and other endeavors.

Hurlburt Field Center

The Hurlburt Field Center provides college credit courses and other programs designed to meet the needs of Hurlburt Field personnel. Housed at the base education center, the Center provides counseling, admissions/registration, financial aid information, and placement testing.

The Center has a special program that allows military members to expand a Community College of the Air Force (CCAF) degree to a second college degree with as few as 15 additional college credits from NWF State College. As a Service member's Opportunity College, NWF State College allows degree completion in the event of a Permanent Change of Station move.

Chautauqua Center

The Chautauqua Center in DeFuniak Springs serves Walton County residents each year with programs and course offerings to meet the educational needs of Walton County citizens of all ages and levels of education – everything from adult basic education to college degree programs.

The Center provides services free-of-charge to adults who do not have a high school diploma, including adult literacy programs, English-as-a-Second-Language, and courses to prepare for the GED high school equivalent exam. An innovative distance learning program also is offered that provides adult basic education and other services by the Internet. A Family Literacy program provides literacy activities and instruction for the entire family.

The Center also provides college preparatory courses to help individuals improve their academic skills before entering college classes and a wide range of college credit and vocational credit programs. The facilities include 90 acres of land that will provide space for future expansion.

South Walton Campus

South Walton Campus opened January 2010 and serves the residents of South Walton County, Destin, Freeport, and surrounding areas with college

credit and non-credit programs, adult basic education, college preparatory courses, academic advising, admissions, registration, financial aid information, and placement testing. The Center also houses the offices of the Choctawhatchee Basin Alliance (CBA), an environmental organization operated under the auspices of the college.

Robert L. F. Sikes Education Center

The Robert L. F. Sikes Education Center in Crestview serves the residents of north Okaloosa County with college credit and non-credit programs, adult basic education, college preparatory courses, academic advising, admissions, registration, financial aid information, and placement testing. The Center was expanded to double the Center's classroom and instructional space.

NWF State College Collegiate High School

NWF State College operates a public charter school of the Okaloosa County School District for high school age

Fast Facts on Northwest Florida State College

- The College has approximately 767 full-time and part-time staff and faculty.
- Capital construction and renovations at NWF State College from 1990 to 2011 totaled in excess of \$215 million.
- NWF tuition is among the lowest of Florida colleges and is almost half the cost of attending a state university.
- In 2014, The Military Order of the Purple Heart designated NWF State College as a Purple Heart College. It is the first college in Florida to receive this designation.
- More than \$18.6 million are awarded in student financial assistance annually.
- In 2014-2015, the college served approximately 6.6 percent of the adult population of the two-county district of Okaloosa and Walton Counties.
- The Men's Basketball team was the 2014-15 NJCAA Division I National Champion and the Baseball team was the 2014-15 NJCAA Division I National Champions.



VIEW ANALYTICS EDIT COPY EXPIRE

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President

Northwest Florida State College

1 active job

Job Location: Niceville, FL

Job Category: [Presidents / chancellors](#)

Posted: June 2, 2016

The Northwest Florida State College

invites applications and nominations for the executive position of President

Profile: <http://www.myersmcrac.com/skins/userfiles/file/NWFSC-1.pdf>

invites applications and nominations for

on is available in the Search

[file/NWFSC-1.pdf](http://www.myersmcrac.com/skins/userfiles/file/NWFSC-1.pdf)

The Northwest Florida State College

Board of Trustees announces an executive search for a

dynamic, visionary executive leader to serve as

administrator to serve as **President**. Applications and

nominations are accepted through the executive search process. Complete information is

available in the Search Profile: <http://www.myersmcrac.com/skins/userfiles/file/NWFSC-1.pdf>

The Leadership Opportunity

The Board of Trustees seeks an executive leader who will build upon the tradition of excellence established by the College. The multi-campus institution serves 13,248 students and offers associate and baccalaureate degree programs in addition to vocational certificates and adult

TY OF SAS. LLOR

d invites nominations and applications for lte.

e flagship, land-grant, research institution ster's, doctoral, professional and specialist 7 \$800 million, with 1,200 full-time faculty 120 countries. The university is the state's 'elopment. It serves as the major provider activities reach every county in Arkansas,

academic quality, with a 43.2% increase in 8. Retention and graduation rates continue

ae U of A seeks to raise funds to catalyze n raised \$1.046 billion and endowed 1,700 ships. It also endowed the Graduate School endowment today exceeds \$920 million.

lege towns and the surrounding Northwest n the U.S. Proximity and partnerships with Walmart, JB Hunt Transport Services Inc. hilanthropic support. A 36-mile Razorback arkets, fine dining, casual lifestyle, nature, residents.

dents, employs over 17,000 employees and

Arkansas System and serves as the chief chancellor is responsible for all operations of the institution, its academic and research including faculty, alumni, staff, students, nt leaders to meet the institutional, system formative academic and research advances rich universities.

s: superior management, communics' : approach to management and lea' :e managing complex budgets ar mote world-class research, di' ss and will be a strong ad- arned doctorate, progr' e ; experience establi' aining /scholar and fis- a large, experience is r'

of Arkan. e search for the tions and no. are being accepted. ening. The sele. process will continue o be submitted by August 28, 2015. This and financial history background check. A nancial history information alone shall not irements of the position. Background check ranner consistent with state and federal law. candidate's experience and skills match the least five references. Individuals wishing to is and telephone number of the nominee. A ion requirements is recommended.

ted by phone at 850-650-2277 or 301-292- d to:

etty Turner Asher
tes, Inc.



Lake Sumter
State College
Florida

PRESIDENT

Lake-Sumter State College invites applications and nominations for the position of **President**. The Search Committee seeks an executive officer who will shape the future of this innovative institution that serves Lake and Sumter counties in Central Florida. Reporting to the nine-member District Board of Trustees, the President maintains the vision and priorities of the College and serves as the primary advocate for the institution throughout the service communities and the state.

Since 1962, Lake-Sumter State College (LSSC) has been responding to the workforce needs of Lake and Sumter counties by providing the highest quality of educational programs and services. Today, the College serves more than 6,000 students across its three strategically located sites. Lake-Sumter State combines high-tech educational facilities and state-of-the-art programs with a focus on teaching for ensuring student success. The College offers three Associate degrees: Associate in Arts (AA), Associate in Science (AS), and Associate in Applied Science (AAS). In 2013, the College accepted students into its first 2+2 baccalaureate program, Bachelor of Applied Science in Organizational Management degree.

A visionary, the President is responsible for ensuring the College provides a quality education to its students. This senior administrator maintains the high academic standards of the institution while growing the College's programs, enrollment, and services. To ensure student learning and to ensure the College meets the present and future needs of its students, the President collaborates with internal and external partners. With the ability to build strong relationships and community leaders in Lake and Sumter counties, the President develops partnerships that benefit the College.

Qualifications: A post-graduate degree in a field related to higher education or a Ph.D. earned doctorate from a regionally accredited institution is preferred. Candidates with a combination of academic as well as non-traditional backgrounds with demonstrated leadership and administrative experience in higher education, business, or governmental management will be considered. Administrative experience in higher education is preferred, but not required.

Application materials should include a cover letter addressing how the candidate's experience matches the position requirements, a resume, and contact information for at least five professional and character references. Family members should not be contacted without consent from the candidate.

All application materials must be submitted to:
LSSC@myersmcrac.com

For a confidential conversation, contact
Emily Parker Myers or Bobby Pope at (478) 330-6222.

For more information on this opportunity is available in the Search Profile at:
www.myersmcrac.com/skins/userfiles/file/LSSC.pdf

Lake-Sumter State College ("LSSC") does not discriminate on the basis of race, color, sex, ethnicity, gender, national origin, age, disability, marital status, veterans status, employment, religion, sexual orientation or political affiliation.

Myers, McRae Executive Search and Consulting
Office (478) 330-6222
WWW.MYERSMCRAC.COM



MCRAC
EXECUTIVE SEARCH AND CONSULTING

INDEX OF POSITIONS AVAILABLE IN BOXED ADS

Academic administration A40, A46	Curriculum and instructional development A39	Provosts A48, A49
Academic affairs/other A39, A40, A46	Dean A33, A43-A46, A48	Public administration/policy A37
Accounting/finance A33, A36, A38	Development/advancement A33	Public relations/marketing (campus) A42, A44
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Affirmative action/equal opportunity A45	Education/other A35	Science/technology/other A34, A35
Agriculture/animal sciences A35	Engineering A45	Social work/human services A36-A38
Alumni affairs A42	Ethnic/multicultural studies A34	Social/behavioral sciences/ other A34
Biology/life sciences A34	Executive directors A39, A42, A46, A48	Sociology A34, A37
Business administration A37, A38	Executive positions/other A40, A43, A45-A51	Special education A34
Business administration A38	Financial affairs A41, A43	Student activities/services A34
	Financial aid A41	Student affairs/other A41
	Foreign languages/literatures A33, A34	Urban/regional planning



Senior Vice President for Academic and Student Affairs and Provost

Search Status Report

As of August 26, 2015

Opportunity Announcement Emails	
Announcements Emailed (5/20/15) (6/16/15) (7/13/15)(8/13/15)	78,277
Percentage of Emails Successfully Received	99.18%
Number of People who Opened the Email	18,438 (23.75%)
Number of Clicks on Profile Link in the Email to	931

- ### Advertisements Placed and Researched
- **Chronicle of Higher Education** – Online ad, print ad in the June 26, July 24, and August 7 issues, Top Job post on the website, sponsored job listing, featured job-banner in *Academic Today* e-newsletter, and digital iPad edition to 40,000 readers
 - **HigherEdJobs.com** – Online ad, with social media (Twitter and FaceBook), priority placement on the website, and a separate Action email to nearly 300,000 job seekers
 - **Inside Higher Education** – Online ad with banner ad on home page, which includes a Facebook link in one day's edition of the [Daily News Update](#) newsletter to 100,000 opt-in subscribers each weekday morning, and link to Georgia Gwinnett College Employer Profile
 - **Diverse Issues in Higher Education** – Online job listing, inclusion for one week in the newsletter, and featured on *Diverse* magazine homepage
 - **Higher Education Outlook in Higher Education** – Online ad featured at the top of the page
 - **Women in Higher Education** – Online ad with logo and Twitter feed
 - **The Placement Exchange** (job placement site of six national student affairs organizations) – Online posting

Candidates

Applications Received	233
Candidates Recommended for Review (Please Rate)	81
Nominations	25



Section 4.02 Pricing

I. Fees

Professional Fee for the NMC Presidential Search - \$48,000

- Development and design of the *Position Description Profile*
- Design and placement of advertisements/announcements
- Electronic distribution of the *Position Description Profile* to prospective candidates in our 100,000-prospect proprietary database
- Solicitation of nominations and active identification and recruitment of candidates
- Update reports on the progress of the search
- Consultation on candidate evaluation, interviewing process, candidate selection, and campus visits
- Identification of a list of most competitive candidates for focused consideration
- Assistance in the planning and facilitation of candidate interviews
- Reference, background, and credential checks on the final candidates
- Final notification to all candidates participating in the search
- Contract negotiation, if requested by the institution
- Follow-up with placement and institution over the first year

Administrative Fee - \$1,500

- Use of toll-free conference call phone service
- Access and use of our secure, online *Candidate Resume File*
- Background check expenses
- All office operation expenses: copies, faxes, courier fees, postage

TOTAL PROFESSIONAL AND ADMINISTRATIVE FEES - \$49,500 (1/3 invoiced upon contractual agreement; 1/3 invoiced 30 days following; 1/3 invoiced 60 days following)

II. Search Expenses

Northwestern Michigan College will be responsible for these direct expenses:

- **Advertising** – We estimate this expense to be \$3,000 to \$4,300, depending on the preferences of the College. This amount will be higher if the College requests the use of *print* advertisements. We will provide strategic and cost-effective advertising options for consideration.
- **Consultant Travel and Lodging** – We will work with the College to develop a consultant travel plan that best meets the needs of the College. On a search such as this, the College may opt to have as many search services provided remotely—utilizing video-conference technology to conduct meetings—to lower consultant travel expenses when possible. However, our consultant is available to travel to campus, if requested. On average, this expense will be \$700 to \$1,100 for each trip made by the consultant. With many presidential searches, our consultant will make two trips to campus.
- **Candidate Travel and Lodging** – Average expense is \$600 to \$1,100 per candidate/per visit. The total cost of candidate travel and lodging will vary widely based on 1) location of candidates, 2) type of transportation utilized, and 3) the number of candidates selected for in-person interviews.

LETTER OF AGREEMENT

20 • 08

BETWEEN MYERS MCR AE, INC. AND
NAME OF INSTITUTION

Date

Name, Title
Name of Institution
Address
City State ZIP

Dear Name:

This Letter of Agreement confirms the engagement of Myers McRae Executive Search and Consulting Firm ("Search Firm") to conduct the search for Position of Institution Name ("University"). The Search Firm's role is to enable the University to make an effective decision as a result of a comprehensive and professional search.

SEARCH PROCESS SUMMARY

- **Marketing Materials** – The Search Firm will prepare the position description profile and related advertisements/announcements, which will detail the required experience, knowledge, credential criteria, job responsibilities/expectations of the position, the application/nomination process, etc. Marketing material content is subject to approval of identified search leaders for the University.
- **Identification and Recruitment of Prospective Candidates** – The Search Firm will send the position description profile to a comprehensive, targeted list of prospects within its database. Additionally, the Search Firm will place advertisements/announcements in appropriate national and regional publications and job boards, actively seeking prospective candidates who may not be exploring opportunities, but who are well qualified for the position. These actions, coupled with the development of potential candidates through our professional contacts, will enable the Search Firm to develop a comprehensive pool of candidates.

Candidate application materials will be uploaded into the Search Firm's secure, online Candidate Resume File to which search committee members will have access 24 hours a day.

- **Evaluation, Selection, and Interviews** – The Search Firm will assist the search committee in evaluating candidates, personally contacting the top prospects to discuss the position and gather additional research. Search Firm consultants will identify a list of competitive candidates. With the assistance of the Search Firm, the search committee will determine the top candidates to invite for interviews. The Search Firm will assist in arranging and facilitating interviews, and suggested interview protocol and questions will be provided to the search committee for consideration.
- **Background, Credential, and Reference Checks** – The Search Firm will conduct thorough background, credential, and reference checks on finalists, providing a written report of its findings. The report will address financial/credit history, criminal history (state and federal), sexual offender registry review, driving record, degree verification, public media review, and a thorough record of statements provided by references.
- **Final Candidate Selection** – The University will select the final candidate based on application materials; interviews; consultant research/input; and background, reference, and credential checks.

Consultants and Professional Staff – Bobby Pope will be the lead consultant on this search, and Kenny Daugherty, President, will be the Assisting Consultant. Other team members will be Emily Myers, CEO, Jennifer Barfield, Senior Vice President, David Gring, Senior Vice President, Tom Estes, Senior Vice President, and James Dawson, Senior Vice President, who will assist with candidate identification and recruitment; Linda Deal, Vice President and Chief Operations Officer, who will assist with scheduling and communications; Judy Lunsford, Vice President and Chief Marketing Officer, who will prepare the *Position Description Profile* and advertisements; Robb Myers, Senior Vice President, who will assist with videoconference interviews and background checks; Bobby Pope, Vice President, who will conduct reference reviews; Hunter Godsey, Senior Vice President, who will assist with invoicing and contract preparation; and Joy Boggs, Director of Information Services, who will maintain the candidate database.

Applicant Processing – The University agrees that all applicants—internal and external—will be processed through the Search Firm's application process.

Fees – Search Firm fees for the **Name of Position** search total **\$xx,xxx**, itemized as follows:

- **Professional Fee** – \$xx,xxx. This fee includes the development and design of the *Position Description Profile* and its distribution to prospective candidates; design and placement of advertising/announcements; receipt and processing of candidate application materials and nominations; candidate evaluation; identification of excellent candidates; interview assistance; reference, credential, and background checks; and contract negotiations (if needed).
- **Administrative Fee** – \$1,500. This fee includes access and use of the Search Firm's secure, online *Candidate Resume File*; the use of toll-free conference call phone service; background check expenses; and office operation expenses, e.g. copies, faxes, courier fees, postage, etc.

Payment of Fees and Expenses – Fees will be invoiced in three installments. The first installment of **\$X,XXX** is due upon signing this Letter of Agreement (invoice to follow). The remaining payments, in the amount of **\$X,XXX** each, will be invoiced 30 and 60 days following. In the event the University makes a successful offer to a candidate prior to completion of the schedule of invoices, any and all remaining fees and expenses will be invoiced for immediate payment.

The University will be responsible for search-related expenses, such as advertising, travel and lodging of the candidates, and travel and lodging of Search Firm consultants and staff. The Search Firm will work with the search committee to provide cost-effective options.

Payment of expenses are due in full upon receipt. The University agrees to pay all fees and expenses, as set forth herein, regardless of the successful candidate's status as an internal or external applicant.

Warranty – The Search Firm guarantees the quality of its work. In the event the hired candidate leaves employment within the first 12 months, the Search Firm will conduct a one-time replacement search on an expense-only basis. This search replacement warranty will be voided if the University hires a candidate prior to completing the search and vetting process detailed in the aforementioned Search Process Summary.

Cancellation – The University may cancel this search at any time, but in no case would the Search Firm's fees be less than the first installment invoice plus accrued expenses. Should cancellation occur after 90 days, the Search Firm's fees are considered earned in full.

Name, Title
Name of Institution
Page 3

Indemnification – The Search Firm shall hold harmless and indemnify the University from and against any and all damage or claims that may arise during normal operation of the Search Firm’s business, except loss or damage arising from any neglect by the University, its agents, or employees.

Confidentiality - Candidate applications, materials, and inquiries are confidential to the fullest extent allowed by law and other governing requirements. Search committee members will be requested to adhere to confidentiality guidelines presented at the initiation of the search process.

Equal Opportunity Employment – Throughout the search process for candidates, the Search Firm will have a genuine commitment to equal opportunity employment, endorsing the letter and the spirit of the law and making an effort to encourage applications from minorities and women.

Relationship – Both parties agree that all of actions under this agreement shall be as an independent contractor, and this agreement does not constitute any type of employment, partnership, joint venture, or similar undertaking between the parties.

Amendment – This agreement may be amended only by a written instrument signed by both parties.

We are confident that we will add significant value to the quality of the search process, enhancing the quality of the pool of candidates for your consideration. We look forward to working with you and the other leaders of your University.

Sincerely,

Emily Parker Myers, Chief Executive Officer

ACCEPTANCE – By signature hereon, each party agrees to the terms described in this agreement.

FOR THE UNIVERSITY

FOR THE SEARCH FIRM

Signature

Date

Emily P. Myers

Chief Executive Officer

Date

Name and Title

SEARCH CONTACT INFORMATION

Please provide the name, title, phone number, and email address of the person our firm should contact to gather information related to initiating the search.

Name Title

Phone Number and Email

Please sign and return a completed copy of the agreement to HunterGodsey@MyersMcRae.com



NORTHWESTERN MICHIGAN COLLEGE

**REQUEST FOR PROPOSAL
PRESIDENTIAL SEARCH SERVICES**

**PROPOSAL OF GOLD HILL ASSOCIATES
DECEMBER 2018**

"We have developed an extensive network of community college professionals across the country. This network is especially beneficial in recruiting exemplary candidates."

"We specialize in and work exclusively with community college searches. To date, we have completed over 140 successful community college executive leadership searches."



December 7, 2018
Northwestern Michigan College
Mr. Kennard Weaver, Chair, Board of Trustees
1701 E. Front St.
Traverse City, MI 49686

RE: Request for Proposal
Presidential Search Services

Dear Chairman Weaver:

Thank you for the opportunity to submit a proposal for Northwestern Michigan College's Presidential Search Services. Given Gold Hill Associates' commitment to community colleges and our outstanding record of success in facilitating executive leadership searches, I believe we are uniquely prepared and positioned to assist Northwestern Michigan College with your search for a new president. To date, we have successfully completed over 140 such searches nationwide, the majority for presidents.

As a firm dedicated exclusively to community colleges, our experience in this arena is unsurpassed by any search firm.

We were founded in 1990. Our many years of experience have enabled us to develop an extensive network of community college professionals, which has proven invaluable in recruiting qualified candidates for positions, for discreet pre-screening of semi-finalists, and for comprehensive reference checking of final candidates.

Our proven process features inclusion of a college's various internal and external constituencies, while ensuring that the key leadership position and the final decision is the province of the college board.

Each of our professional associates, who are our only search consultants, has served in community college presidencies and other positions of leadership. This extensive experience and expertise ensure

that each search is advised by a professional who has first-hand and relevant working knowledge and experience which contributes to the efficiency and effectiveness of the college search process.

Gold Hill provides the local search with the necessary guidance throughout the search process. We take pride in the amount and quality of assistance and communication we will provide your search committee, the board and the staff we will work with at every stage of the search process. While your search committee may not come to the search task with a good deal of experience, the community college executive search is our business. We bring information and recommendations on every step of the search process, and most importantly, information on the candidates. This information will be invaluable to your search and will guide you throughout the process toward a successful outcome. We will be available to your board of trustees, Human Resources Director and search committee daily, round the clock.

The firm's search fees and expenses are reasonable and competitive with any professional search firm in the country. Coming directly from community college backgrounds, we are especially cognizant and sensitive to a community college's costs and budget limitations. Our procedures are designed to be successful and as cost-effective as possible.

In addition, Gold Hill Associates guarantees satisfaction with our searches. If your board of trustees or executive search committee is not happy with the final candidates, we will re-do the search and not accept a fee. In addition, if for any reason your new leader leaves before the end of his or her first year with you, we will repeat the search at no cost to you. We believe that we are the only search firm that makes such guarantees.

At Gold Hill Associates, we provide each search with complete and full attention. We work for the college's leadership, including the board of trustees. The opportunity to serve Northwestern Michigan College would allow us to apply our skills and knowledge to your region as well. We are flexible enough to collaborate with you and customize our process to meet the specific needs of the College.

We look forward to hearing from you about the potential for contracting with you to support your presidential search process. Thank you for your consideration.

Sincerely,



Preston Pulliams, Ph.D.,
President Gold Hill Associates
1065 Stigger Road, Jackson, Mississippi 39209
Ph. 503-704-3425
Email: preston@goldhillassociates.com
Website: <http://collegepresidentsearch.com>

**NORTHWESTERN MICHIGAN COLLEGE
REQUEST FOR PROPOSAL
PRESIDENTIAL SEARCH SERVICES**

**PROPOSAL OF
GOLD HILL ASSOCIATES**

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**NORTHWESTERN MICHIGAN COLLEGE
REQUEST FOR PROPOSAL
PRESIDENTIAL SEARCH SERVICES**

PROPOSAL OF GOLD HILL ASSOCIATES

CONTACT PERSON AND NMC SEARCH CONSULTANT:

Preston Pulliams, President
Gold Hill Associates
1065 Stigger Road
Jackson, Mississippi 39209

Phone/fax: 503-704-3425

Email: preston@goldhillassociates.com

Website: <http://collegepresidentsearch.com>

While Gold Hill Associates has not sought nor obtained official certification, the firm is nonetheless a small and minority owned business.

A. Introduction to Gold Hill Associates

Gold Hill Associates is an established national higher education search firm that was formed in 1990 by the late Bob Barringer. Dr. Barringer wanted to offer community colleges an alternative to what was available in terms of presidential search firms. The company was and continues to be dedicated to serving the executive search goals of the nation's community colleges. Rather than organizational staffers, who were at the time serving as the search consultants in other firms, Dr. Barringer wanted and thus recruited successful community college presidents to assist college and system boards with this critical work. The use of college presidents to support community college executive searches continues as the hallmark of Gold Hill Associates today. The firm's structure is simple, led by its President, Dr. Preston Pulliams, and an administrator, and is supported by six highly experienced and professional search consultants, who are assigned to active searches depending on the nature of the search, its location, and its timeframe.

Dr. Preston Pulliams is himself a highly respected community college educator and leader. Dr. Pulliams and the Gold Hill team understand community colleges and the skills and experiences required that make an effective college leader – and they understand this from first-hand knowledge. The firm currently draws upon the talents of six distinctly qualified recruiting associates, all retired or acting college presidents. This allows us to provide each institution we serve with knowledgeable, complete and full attention. To date, Gold Hill Associates has assisted urban, suburban and rural community college and multi-district college boards with over 140 successful executive searches, including presidents, vice presidents, chancellors and vice chancellors.

B. Capabilities and Uniqueness

Gold Hill Associates is distinct in its priorities and approach to the executive search process, in contrast to other industry search consultants. Specifically:

- We are the most comprehensive independently-owned community college presidential search firm in the United States;
- We specialize in community colleges, and focus exclusively on community college executive searches;
- Our Board-inclusive team approach to the search process respects the responsibility of the Board, with input from a variety of constituents, and guarantees success without losing sight that the ultimate decision is the Board's. We work for the board, not on behalf of candidates;
- Our search professionals have been community college presidents, bringing first-hand knowledge and support to the search process;
- We have extensive access to a nationwide pool of highly qualified prospective candidates and selectively draw upon this pool, in addition to our own database;
- Sensitive to local needs and systems, our search professionals adapt to meet individual college Board and state requirements, cognizant of the budget constraints of the Board and institution;
- The search process and procedures have been well honed as the result of a long and extensive experience;
- Our search process is designed to be effective and cost-efficient. Our track record of success supports this assertion;
- At the conclusion of the search process, if the Board is dissatisfied with its choice of final candidates, we will re-do the search until there is satisfaction with the candidate pool, or we will accept no fee. Your satisfaction is our guarantee.

C. Record of Success

Unsurpassed experience: Gold Hill is solely dedicated to community and technical college presidential and executive level leadership searches. One would be hard pressed to find a search firm with more successful experience than ours.

A strong record in recruiting candidates: Recruitment is one of the most crucial aspects of the search. Due to our experience in searches across the country, Gold Hill has built an extensive network of professionals – successful sitting presidents, vice presidents, and other college executives who are ready for the move to another senior level leadership role and upon whom we

can call to recruit for positions. Often potential candidates for these jobs are those who are content and successful in their current position and are not reading *The Chronicle of Higher Education* and responding to application requests. We recognize the importance of recruiting these candidates, in effect, selling your institution to qualified individuals. When you check with boards of trustees with whom Gold Hill has worked, you will find in the final stages of the search that we have often personally recruited a majority of the final candidates.

Guidance throughout the search process: Our firm takes pride in the amount and quality of guidance and communication we will provide your search committee at every stage of the search process. While your search committee may not come to this task with a good deal of experience, the community college executive search is our business. We bring recommendations on the search process, the calendar, profile development, promoting your positions, the interview process, and, most importantly, information on the candidates. This information will be invaluable to your search and will guide you throughout the process toward a successful outcome. We will be available to your board of trustees and search committee seven days a week, days and evenings.

Competitive costs: Our search fees and costs are competitive with any professional search firm in the country. With our many years in community colleges, we are especially cognizant of a college's institutional costs and limitations. Our procedures are designed to be successful and as cost-effective as possible in consideration of the financial benefit to your institution. In addition, Gold Hill Associates guarantees satisfaction with our searches. If your board of trustees or search committee is not happy with the final candidates, we will re-do the search or not accept a fee. We believe we are the only search firm that makes such a guarantee.

HR Compliance: Gold Hill's search consultants will endeavor to keep your search committee in contact with your Human Resources Department so they will remain informed of HR compliance programs, and be considerate of race, gender, age or other protected status when making the final candidate selections.

D. The Northwestern Michigan College Context

Prior to the commencement of the search process, Gold Hill Associates will be fully informed of Northwestern Michigan College's local and regional economic, social, regulatory, educational and cultural environments, as this essential knowledge will be integrated into the search process. This enables us to "hit the ground running" with the presidential search and to bring our first-hand knowledge into the search process and the sometimes delicate communications that can ensue.

Gold Hill is very excited about the prospect of working cooperatively with Northwestern Michigan College. We understand that the College is a recognized leader in higher education in the Grand Traverse County region and the state. Your program offerings and various centers (including the Maritime Academy and Great Lakes Water Studies Institute, seven university partnerships with the University Center, the Dennis Museum Center, conference center, teaching restaurant, Rogers Observatory and WNMC Radio) are unique and highly responsive to the economic, cultural and educational needs and opportunities of your community. It would be a privilege to serve the

College and to assist you with finding an outstanding new president. The search will be challenging from various points of view, including analyzing the future leadership needs of the college and positioning the college for new leadership, working to fill a major void to be created by the retirement of a long-term president, and the search process itself, which will thus be new to many.

The preface to the NMC Mission, Vision and Values statement says: "NMC is integrally woven into the economic, social and cultural fabric of the region, providing leadership and support for key initiatives that shape our communities and prepare our learners for rich and meaningful lives." This is a great characterization of the College, and it will be fitting that a new president will lead you into a new period of growth and accomplishment. Your articulated Strategic Directions and the Institutional Effectiveness Criteria that support them provide a strong foundation to move forward.

We are aware from our research that Northwestern Michigan College serves a broad rural area in the northwest Michigan communities, with a diverse and dispersed population. The College serves the needs of this extensive population by offering comprehensive credit and non-credit programs in all industry sectors and the liberal arts, serving over 50,000 students, which provides an opportunity for the College to have an important impact on the region's economic and social fabric. These programs are a testimony to the College's capabilities. Rural communities are often dependent on the regional community college for educational opportunity.

It is our philosophy in our search strategy that an emphasis be placed, in areas such as job descriptions, profiles, search criteria and interview questions, on aligning these to the actual reality of the college, and in particular its strategic priorities. A search should not be generic but rather tailored to the specific needs and activities of the institution. Of primary concern in this instance is the recognition of the unique rural character and culture of the community that the College serves. According to Jay Leist, in "Ruralizing Presidential Job Advertisements" (*New Directions for Community Colleges*, no. 137, Spring 2007, Wiley), "Significant differences exist between rural community colleges, and their metropolitan counterparts, especially when it comes to mission, location, culture and constituencies. Limited resources, geographic isolation, and a static economy are but three examples of the many concerns that rural community college presidents face." (He later adds rural politics to the list of rural characteristics and challenges.) Leist goes on to say that "Successfully addressing these factors requires more than a mere toolbox filled with universal leadership qualities; rural presidents (and to some degree rural faculty) must possess special traits and characteristics." In the article, he goes on to provide concrete examples of ways to "ruralize" a presidential job advertisement.

The point then is that the search for a president for Northwestern Michigan College should incorporate at least some emphasis on exploring the candidate's knowledge, capabilities and experiences in addressing the unique rural character and challenges, in addition to the aspirations and strategic goals of Northwestern Michigan College. The candidate should be expected to address these fully and bring ideas to the table. It will be important for the Board and search committee to identify and discuss the characteristics they wish to find in a candidate, and it will be the job of the

consultant to assist the search committee and the Board in integrating these into the job description, advertising, brochure, applicant and candidate evaluation, and interviews.

These priorities are extensive, ambitious and challenging, and offer a rich resource and a great deal of substance to draw on in the presidential search process. Gold Hill would draw upon this valuable material in supporting Northwestern Michigan College as it plans and implements the presidential search, working with the Board of Trustees and the search committees to ensure the recruitment of a president who will be an ideal fit for the College.

E. Gold Hill Associates Search History 2015-2018

Gold Hill Associates' track record speaks for itself. Successful community college presidential and other executive searches from 2015-2018 include:

- Alvin Community College (Alvin, TX)
- Asheville-Buncombe Technical College (Bend, OR)
- Ashland Community and Technical College (Ashland, KY)
- Austin Community College (Austin, TX)
- Bellevue Community College (Bellevue, WA)
- Blinn Community College (Brenham, TX)
- Blue Mountain Community College (Pendleton, OR)
- Butler Community College (El Dorado, KS)
- Butte College (Oroville, CA)
- Casper College (Casper, WY)
- Central Oregon Community College (Bend, OR)
- Clackamas Community College (Oregon City, OR)
- Clatsop Community College (Astoria, OR)
- College of the Mainland (Galveston, TX)
- Columbia Gorge Community College (The Dalles, OR)
- Dodge City Community College (Dodge City, KS)
- Eastern Wyoming College (Torrington, WY)
- El Paso County Community College (El Paso, TX)
- Everett Community College (Everett, WA)
- Gateway Community and Technical College (Florence, KY)
- Green River Community College (Auburn, WA)
- Highline College (Des Moines, WA)
- Hopkinsville Community College (Hopkinsville, KY)
- Jefferson Technical and Community College (Louisville, KY)
- Johnson County Community College (Overland Park, KS)
- Klamath Community College (Klamath Falls, OR)
- Lane Community College (Eugene, OR)
- Lee Community College (Baytown, TX)
- Lone Star College (The Woodlands, TX)
- Lone Star College – CyFair (The Woodlands, TX)
- Lone Star College – North Harris (The Woodlands, TX)
- Mayland Community College (Spruce Pine, NC)
- New River Community and Technical College (Beaver, WV)

- Northeast Lakeview College (Alamo Colleges District, San Antonio, TX)
- Northwest College (Powell, WY)
- Northwest Vista College (Alamo Colleges District, San Antonio, TX)
- Palo Alto College (Alamo Colleges District, San Antonio, TX)
- Peninsula Community College (Port Angeles, WA)
- Portland Community College (Portland, OR)
- Rogue Community College (Grants Pass, OR)
- San Antonio College (Alamo Colleges District, San Antonio, TX)
- Santa Fe Community College (Santa Fe, NM)
- Seattle Central Community College (Seattle, WA)
- Skagit Valley College (Mount Vernon, WA)
- Southeastern Community College (Whiteville, NC)
- State Technical College of Missouri (Linn, MO)
- St. Louis Community College District (St. Louis, MO)
- *Somerset Community College (Somerset, KY)*
- Tarrant County College (Fort Worth, TX)
- Umpqua Community College (Roseburg, OR)
- Western Kentucky Community and Technical College (Paducah, KY)

In 2016, Gold Hill Associates conducted a successful presidential search for **Grand Rapids Community College**. Where Gold Hill has conducted multiple searches within a state (e.g. TX, OR), this is the direct result of referrals and its reputation for conducting successful searches.

The following executive searches are underway or are pending to begin with Gold Hill Associates:

- Blue Mountain Community College (Pendleton, OR)
- Central Oregon Community College (Bend, OR)
- Cuyahoga Community College, Eastern Campus (Cleveland, OH)
- Lone Star College District (Houston, TX)
- Paris Junior College (Paris, TX)
- South Texas College (McAllen, TX)
- *Tarrant County College District (Fort Worth, TX)*
- Temple College (Temple, TX)

F. Client Reference List

1. Grand Rapids Community College, Grand Rapids, MI
Presidential Search 2016
Chair, Board of Trustees: Bert Bleke
Ph. 616-446-9365
Search Liaison: Ms. Misty McClure, Board Assistant
Ph. 616-234-3901; email mmclure@grcc.edu
Search consultant: Dr. Preston Pulliams
Selected President: Dr. Bill Pink

2. Lone Star College System, The Woodlands, TX
Chancellor search 2015-2016 (and two campus presidents and two vice chancellors)
Chair, Board of Trustees: Dr. David Holsey
Search Liaison: Ms. Helen Clougherty, System Vice Chancellor and Chief of Staff
Ph. 823-813-6514; email helen.clougherty@lonestar.edu
Search consultant: Dr. Preston Pulliams
Selected Chancellor: Dr. Steve Head

3. Lane Community College, Eugene, OR
Presidential Search 2017
Chair, Board of Trustees: Sharon Stiles
Ph. 541-997-1185; email stilessk97439@gmail.com
Search Liaison: Mr. Brian Kelly, Executive Vice President
Ph. 541-463-5310; email kellyb@lanecc.edu
Search consultant: Dr. Preston Pulliams
Selected President: Dr. Margaret Hamilton

G. Gold Hill Search Consultants

The following Gold Hill associates staff the Gold Hill executive searches, and are assigned based on location, knowledge of the region, and schedule. The lead consultant and contact person for the Northwestern Michigan College presidential search will be **Dr. Preston Pulliams**, who is the best fit for this search.

Dr. Preston Pulliams was raised in Muskegon, Michigan, attended Muskegon Community College, Michigan State University, Western Michigan University, and the University of Michigan. He also served for nine years as a faculty member, counselor and dean of students at Muskegon Community College in Muskegon, Michigan, as well as President of the Highland Lakes Campus of the Oakland Community College District, Bloomfield Hills, Michigan. Dr. Pulliams retired after a successful nine-year tenure as District President of Portland Community College in Portland, Oregon. He has served as a Vice Chancellor for the SUNY System Administration, where he coordinated and directed the activities of the 30 community colleges in the SUNY System. Prior to joining the SUNY System, he served as President of Orange County Community College in Middletown, New York from 1997 to 2003. He became President of Gold Hill Associates in 2009.

Dr. Steve Kinslow joined Gold Hill Associates after retiring and assists Dr. Pulliams with presidential searches in the State of Texas. He retired as President of Austin Community College in 2011 after 34 years of service to the college, seven of those years as President. There, Dr. Kinslow is credited with growing the college's enrollment, building minority enrollment, and growing the taxing district. Like each of our associates, Dr. Kinslow's life work has been serving community colleges. Dr. Kinslow holds a Ph.D. from the University of Texas at Austin.

Dr. Katherine (Kathi) Hiyane-Brown currently serves as a member of the executive committee of the *National Asian Pacific Islander Council* and as the co-chair of the Working Group for the National Initiative for Cybersecurity Education (NICE). She has served as a member of the American

Association of Community College (AACC) Board of Directors, past chair of the Presidents' Academy Executive Committee, and the Executive Committee of the Washington Association of Community and Technical Colleges. Currently, Dr. Hiyane-Brown serves as President of Whatcom Community College in Bellingham, Washington. Prior to this position, Dr. Hiyane-Brown served as President of Normandale Community College. She received a B.A. in Anthropology from Grinnell College, IA; a M.A. in Instructional Design from the University of Iowa; and holds an Ed.D. from Oregon State University in Community College Leadership.

Dr. Walter Nolte is the retired President Emeritus of Casper College, Wyoming, and the former President of North Central Missouri College, Missouri. Dr. Nolte has served as a member of the AACC Board and the AACC Presidents' Academy Executive Committee. During his 11-year tenure at Casper College, Dr. Nolte led Casper College to an all-time enrollment high, coordinated an ambitious campus master plan resulting in six major building projects, and assisted in doubling the assets of the Casper College Foundation. After retiring, Dr. Nolte served as Interim President of Umpqua Community College in Roseburg, Oregon in 2016. Dr. Nolte received an A.A. from Tacoma Community College, a B.A. and M.A. from the University of Puget Sound, and a Ph.D. from the University of Texas at Austin.

Dr. Dennis Michaelis retired after 21 years as President of McLennan Community College in Waco, Texas. He had previously served as President of Lake Region Community College in North Dakota and Paris Junior College in Texas. Since retiring, Dr. Michaelis has served as Interim Chancellor of St. Louis Community College, Interim Chancellor of Baton Rouge Community College, and Interim President of Southeast Kentucky Community and Technical College. He received his Bachelor's degree from the University of Kansas, his Master's in English from Fort Hays State University in Kansas, and his Ph.D. from Kansas State University.

Dr. Alice Marie Jacobs, President Emerita of Danville Area Community College, Illinois, recently retired after serving 17 successful years as President of DACC. In addition to two community college presidencies in Illinois, her career included community college faculty and administrative positions in Michigan and administrative positions in Minnesota and North Carolina. Dr. Jacobs has served as a member of the American Association of Community Colleges Board Executive Committee, the AACC Presidents' Academy Executive Committee, and president of the Illinois Community College Presidents' Council. She currently serves as a member of the Illinois Board of Higher Education and as a commissioner for the Midwest Higher Education Compact. Dr. Jacobs received an A.A. from Louisburg College, North Carolina, and a B.A. and M.A. from Western Michigan University and a Ph.D. from Michigan State University.

H. Recruitment Process

Overview of the Executive Search Process

In all of its dealings with the various parties involved in the search process, on and off campus, whether the assigned Gold Hill professional associate is working with the process locally or remotely, we take a hands-on approach, providing direct support to the individuals and groups involved, whether the Board, the Search Committee, or the college public relations and human resources offices. Since your goal and ours is a successful outcome to the search, goal achievement will be increased through the application of our extensive expertise and resources at all levels and benchmarks. This occurs while respecting and being sensitive to the independent roles each party brings to the process. We will be with you from the start, when the search is confirmed, to the finish, when the choice is confirmed, from a to z.

Our proven process works!

- Our proprietary marketing process has a competitive advantage over other search firms.
- Our task is to make the process open and inclusive without losing sight that the ultimate selection of a president is the responsibility of the Board.

In short, the following steps characterize Gold Hill's approach:

1. **Work with the Board of Trustees and the board liaison to launch the search, make preparations, determine strategic priorities and position criteria, and advise on the appointment of an effective search committee;**
2. **Consult with constituencies** to establish needs for new leadership of the institution;
3. **Work with the Board of Trustees, board liaison, and search committee** to develop a search profile for the position, which is recommended to the Board for approval;
4. **Collaborate with the public information and human resources offices** in developing and placing advertisements and brochures;
5. **Recruit outstanding candidates** for the position. Recruiting is one of the most overlooked aspects of the search. The best candidates are not perusing the trade publications looking for jobs. Recognizing that advertising the position is not enough, we personally recruit individuals who are successful, effective leaders;
6. **Screen applicants** and make recommendations to the search committee for 15-20 qualified candidates. Our vast experience serves boards and committees well as they narrow the pool;
7. **Work with the search committee to narrow the list of candidates to a group of 8-12 semi-finalists** for preliminary interviews (off campus e.g. airport or by conference phone) and discreet reference checking;

8. **From the list of semi-finalists, work with the search committee and the Board of Trustees and Board Liaison to select 3-5 finalists** to be interviewed on campus;
9. **Assist the Board with arranging site visits** to the candidate(s) current place of employment, if requested by the Board;
10. **Perform thorough and exhaustive background and reference checks of finalists.** We share everything we know with the Board so there will be no surprises once the search is complete;
11. **Work with the Board Liaison to arrange an inclusive interview process for finalists.** This is an inclusive interview process for each candidate that allows all constituents of the college – faculty, staff, administrators, students and community – to meet the candidates and to provide feedback to the Board;
12. **Provide information to candidates** as appropriate to help them understand the College, its needs, and qualities of the City of Traverse City, Michigan and the Grand Traverse Region; notify unsuccessful applicants;
13. **Ensure, working closely with HR and the college's affirmative action officer, that the college is compliant with its affirmative action procedures and diversity plan;**
14. **Provide regular updates regarding the status of the search** to the Board, Board Liaison and the search committee;
15. **Assist in any way necessary** such as provide sample interview questions, contract negotiation, salary data, presidential transition, etc. We are available continually throughout the process. Note that Gold Hill Associates will be dedicated to serving the needs and priorities of Northwestern Michigan College during the search, and will be always flexible and willing to adapt the process as it proceeds.

An important support role is played by the Board Search Liaison. This person works hand in hand throughout the process with the search consultant, and representing the Board. He or she will provide information on the college, and collaborate on the job description, profile characteristics, brochure production. This person will also be instrumental in helping to coordinate the work of various offices for placement of advertising, receiving and maintaining a database of applications for search committee and Board review, committee, Board, campus and community correspondence, committee and interview scheduling, arranging interview and interviewee logistics, and providing the consultant with work space and access to needed resources, information and assistance.

Methodologies

Gold Hill search consultants recognize that each institution features its own culture and we begin each search by speaking with various internal (and on occasion, external) constituencies of the institution to better understand the institution's uniqueness. Once we have a good sense of the

college's identity, our typical working relationship with the board of trustees and the search committee is as follows:

- Meet with the Board, Board Liaison, search committee and Human Resources to assist in the review of the job description and the development of the profile, search criteria and search brochure;
- Present profile criteria and a proposed search calendar to the Board of Trustees for approval;
- Ensure, in concert with the college's affirmative action officer, that the college is compliant with its affirmative action procedures;
- Provide regular updates regarding the status of the search to the Board of Trustees;
- Work with the college's Human Resources and public information officers to assist with the posting of the position widely in industry publications and assure that the postings and brochures fully reflect the priorities of the College for the search and the search process;
- Conduct outreach to Gold Hill's network and database to personally recruit applicants;
- Meet with the search committee to review applicants and recommend to the committee 15-20 qualified candidates for consideration;
- Working with the committee, narrow the list of candidates to 8-12 semi-finalists for interviewing;
- Present the list of recommended semi-finalists to the Board;
- Work with the Board liaison and search committee to arrange and conduct preliminary interviews (airport, phone, etc.);
- Work with the Board, Board Liaison, and search committee to select 3-5 finalists for on-campus interviews;
- Conduct background, credential and reference checks on finalists;
- Provide leadership and support to the college with the processes involved in inviting, interviewing and evaluating finalists;
- Provide assistance and advice on finalist campus visits and interviews; guide finalists through the interview process;
- Assist the board of trustees and search committee in any way that is helpful to their deliberations and selection process, including support for contract negotiation and the presidential transition;
- Conduct follow-up communications with unsuccessful candidates;

- During the process our search consultants remain available to the search committee seven days a week - days and evenings.

Roles and Responsibilities

Gold Hill Associates' recommended search procedures have a proven track record of success and our basic procedures work very well. However, our processes can be modified and easily adapted to accommodate any specific requirements of your college, board of trustees, and search committee. The depth of how well we understand the work involved with an executive search, the college environment, and the roles of the search committee, board of trustees, and consultant is demonstrated below.

Responsibilities of the Board of Trustees

1. Appoint the search committee and a search liaison/coordinator;
2. Review periodic updates of the search process;
3. Approve the profile criteria and the calendar of events and benchmarks;
4. Read the candidates' applications, especially those recommended by Gold Hill;
5. Consider the recommendations of the search committee and approve a semi-final and final list of candidates;
6. Review the background and reference reports;
7. Interview the finalists;
8. Make the final hiring decision;
9. Issue a contract and announce the decision to the public.

Responsibilities of the Search Committee

The makeup of the search committee is at the discretion of the Board of Trustees and generally is comprised of representatives of the various constituent groups (faculty, students, etc.) that have direct and indirect interaction with the presidency. It is recommended that representatives of the community be included. The search committee is a recommending entity and makes its recommendations to the board of trustees, which has the final decision making authority.

The committee's role includes:

10. Understand and articulate the needs of the college from the perspectives of its constituencies;
11. Develop the position criteria/profile and search calendar (with the assistance of the consultant and Board Liaison) for Board of Trustees approval;

12. Read and rate the applications, select 15-20 candidates with the assistance of the search consultant; select 8-12 semi-finalists for preliminary interviews;
13. Conduct preliminary interviews of semi-finalists and recommend 3 to 5 finalists for the Board of Trustees consideration for on campus interviews;
14. Participate in the interview process, whether as part of a search committee interview or as a member of individual constituency groups, as the Board of Trustees prefers.

Responsibilities of the Consultant

Recruitment is one of the most important aspects of a search consultant's responsibilities. We seek candidates through formal and informal networks around the country, our Gold Hill senior and mid-level administrative managers' prospect database, and through personal recruitment. Gold Hill's associates have, through many years in the field of community college leadership, developed extensive networks and contacts with presidents and high-level administrators across the country. This allows us to recruit top-quality candidates.

A brief summary of the consultant's role includes:

15. Seek qualified candidates through professional organizations and associations, and personal recruitment. Many of our prospective candidates are Aspen Fellows, Future Leaders Institute graduates (American Association of Community Colleges), and participants in the Leadership Institute of the American Council of Education;
16. Actively recruit candidates who are successful sitting professionals;
17. Work with the college's Human Resources and public information offices to ensure that advertisements are sent to *The Chronicle of Higher Education* and other sources, and to ensure that the search is regularly updated on the college's website;
18. Receive and review applications and distribute to the search committee;
19. Read and evaluate all applications and correspondence;
20. Perform preliminary and discrete reference checking for 15-20 qualified candidates selected by and recommended by the consultant to the Board and search committee;
21. Present the list of 8-12 recommended semi-finalists to the board of trustees for review and recommendations for an off-campus interview (conference video call, airport, etc.);
22. Perform background (criminal and credit) checks and degree verification. (This procedure is often handled by the institution's HR office);
23. Check with semi-finalists to confirm their continued interest in the position, as we do with candidates at each stage of the process;

24. Participate in preliminary semi-finalist interviews with the Board Liaison and search committee;
25. Present 3-5 recommended finalists to the Board of Trustees;
26. Complete in-depth reference checks on finalists to be interviewed and report findings to the Board of Trustees;
27. Assist the search committee and HR in developing the finalists interview schedule, process, participants, logistics and questions;
28. Assist in the coordination of interviews and, if requested, participate in interviews and deliberations regarding final selection;
29. Assist the Board of Trustees with contract negotiation and presidential transition if requested.

The Search Chronology

A thorough presidential search will require five to six months. Timing is paramount to the success of a search. To attempt the search in a shorter amount of time sends a message to potential candidates that the search may not be open. On the other hand, drawing the search out over a lengthy period of time invariably leads to top candidates dropping out, often to take other positions. A reasonably timed and thorough search is the best way to identify and attract excellent candidates.

It is obvious from the schedule below and needs to be understood by the board and search committee that the search process is labor-intensive and compressed into a short, one-semester time frame.

The following is a sequence of activities and a schedule that are recommended for conducting the presidential search at Northwestern Michigan College:

- **December 2018:** Search committee and a Board Search Liaison (often an executive assistant or human resources director) are appointed by the Board of Trustees;
- **Early January 2019:** Gold Hill Associates consultant speaks with members of the college's internal and external community to discuss the institution and its leadership needs. This information will be shared at the first search committee meeting;
- **Mid-January:** Board Liaison and search committee meet with the Gold Hill consultant to determine the recommended criteria and profile which will describe the committee's expectations of experience and skills required of the candidates. A calendar of events and benchmarks is also developed at this time. A closing date is established for receiving applications;
- **Late January:** The Board of Trustees reviews and approves the profile and calendar;
- **Late January:** Copy for advertising is written and ads are placed in appropriate publications by the search consultant and the college's public information or Human Resources office. The

college's website is also a primary tool to provide information about the search. A recruiting brochure is developed. Gold Hill works closely with the college's public information office to create this document;

- **Early February through Early March:** Gold Hill begins recruiting qualified candidates for the position. Our contacts with successful educational leaders throughout the country and our working knowledge of the community college will allow us to recruit individuals who are highly qualified and whose skills and experiences best match Harper College's needs;
- **Mid-February through Mid-March:** Copies of the applications are received electronically and maintained securely by Gold Hill Associates and are evaluated by the consultant, Board Liaison and the search committee. Applications are forwarded to the search committee and Board of Trustees electronically (by secured means) in accordance with established criteria;
- **Mid-March through Late March:** Search committee members read the applications. Gold Hill will provide the search committee with a list of 15-20 applicants we feel meet the established profile and who we believe would be a good fit for the college. All the applications are available to the Board of Trustees and search committee, but we will screen the applications for minimum qualifications and against what we personally know about candidates;
- **Early April:** The search committee and Board Liaison work with the consultant to narrow the list of candidates to a list of 8-12 semi-finalists to recommend to the Board of Trustees for preliminary interviews. The Board has the authority to accept the candidates as recommended or to make changes. Throughout the search, Gold Hill will communicate with the candidates to ensure their continued interest in the position;
- **Mid-April:** The search committee conducts preliminary interviews with the semi-finalists, generally off site at a private but accessible location (e.g. an airport) or by phone/video conference; consultant conducts discreet reference checks; 3-5 finalists are selected from this group and recommended to the Board of Trustees for consideration;
- **Mid-April:** Once the finalists are determined, the consultant will contact them to tell them they have been selected and that their names will soon be made public, and to prepare their workplace for the reference checking process.
- **Mid-April:** In-depth reference checks on the finalists are conducted by Gold Hill and reported to the board of trustees and search committee prior to and during the interviews. Our reference checking is very thorough - often going back several positions and ten years. We seek to confirm through references the validity of what the candidates say about themselves and their contributions to their organization. We report everything we learn to the Board of Trustees and work hard to ensure the Board and the search committee do not experience any "surprises" regarding a candidate's past as the search nears completion. We work for the board of trustees and the search committee-not on behalf of candidates. You will not find us advocating on behalf of a candidate or withholding anything we learn;

- **Mid-April:** Background, criminal and credit checks, plus degree verification, are managed by the Gold Hill consultant, working closely with the Director of Human Resources;
- **Late April:** Finalist interviews are conducted. Gold Hill will assist with the logistics of the final interview process (arrangements, suggested questions, etc.) We recommend the candidate's on-campus visit be as inclusive of the college community as possible, with opportunities for each candidate to meet separately with faculty, staff, administrators, students and the community as appropriate. The culmination of the process will be an interview with the Board of Trustees and perhaps a dinner with the candidate and spouse/partner;
- **Late April:** The Board of Trustees receives feedback from the various constituencies regarding impressions of the candidates. Gold Hill has suggestions regarding how that feedback can be gathered and reported;
- **Late April:** Some colleges elect to send a delegation to visit the finalist's home campus. We can assist in arranging this visit. Some of the institutions we work with elect to conduct this visit; others are satisfied with the local interviews and reference checking;
- **Early May:** The Board makes its selection; an offer is made and a contract negotiated. Gold Hill can assist with negotiating a contract with the selected final candidate if requested. Our associates are well aware of and experienced at mediating the sensitive dynamics that can and sometimes do complicate closing the search process;
- **Mid-May:** The Board of Trustees announces their newly selected president at a regular or special Board meeting and in a press release.

Diversity and Recruitment

Our many years, both in community college administration and in community college searches, has given Gold Hill consultants a strong database of individuals from which we will recruit. Our recruitment and search procedures are effective, efficient and have been time tested in over 140 searches. We do not rely on advertising only to attract strong candidates - we actively and personally recruit a diverse candidate pool. This is one of the strongest reasons to hire Gold Hill Associates to assist with your search. We know candidates across the country who will meet your profile. Personal recruiting yields the greatest number and quality of diverse candidates. We also guarantee that we will not come back to your institution later and recruit your new senior level executive for another search.

In addition to active and personal recruitment, your Gold Hill consultant, in cooperation with the search committee, will develop a candidate evaluation matrix based on the qualifications, experience, skills and competencies detailed in the position profile which will be developed at the beginning of the search by the consultant and search committee. The review criteria will include attention to diversity.

Our firm is committed to - and has a strong track record in - diversity and in building a diverse candidate pool. Our commitment to diversity and inclusion has been apparent in our community college work, and we continue to make this a priority as we assist boards of trustees in finding leadership for their institutions. Our great success in minority recruiting comes, in large part, because of our excellent personal recruiting strategies. We seek a diverse pool of candidates through formal and informal networking around the nation. As effective as print advertising can be, the best candidates are those successful professionals, content in their current positions, who are not perusing classified ads in search of new opportunities. Gold Hill's President, Preston Pulliams, and his team have, through many years in the field of community college leadership, developed extensive networks and contacts with presidents and high-level administrators across this country.

This allows us to recruit successful, top quality candidates to senior level positions. Although placing an ad in trade journals that target minority candidates may help somewhat, we have found that the extra expense may not be warranted based on the few candidates who may be attracted to the position because of trade advertising. Active recruiting is the best approach to recruiting a diverse pool. Your selected search firm will be crucial to this effort, and Gold Hill brings you an outstanding record.

Assistance with the Search Process from Northwestern Michigan College

What would be helpful to Gold Hill Associates in carrying out the search functions, would be as much local and regional information as possible to be used in developing profiles, conducting advertising and recruitment, formulating interview questions, and communicating with candidates, such as:

- A comprehensive package of information on the College, its structure and staff composition, programs and services, enrollments and demographics, budget, plans, strengths and challenges;
- The College's Strategic Plan and related progress reports;
- Confidential information on potentially sensitive issues facing the College;
- Comprehensive data on the surrounding community and region, its demographics, strengths and challenges, attractions, schools, community services, etc., and the community's relationship to the College;
- College and community resources that can assist the searches, candidates and the consultants (e.g. area realtors, hotels, etc.).

It will also be very helpful to the search consultant to have access to a small space with a desk, where he or she can work while on campus and a place where he or she can access occasional assistance with printing and copying.

General Points

Communication

The Gold Hill search consultant will maintain regular and close communications with the search committee chair and the Board of Trustees' liaison. Gold Hill's and its consultants' processes are flexible and to be customized to meet the unique priorities and circumstances of the College.

At other times in between campus visits, the Gold Hill consultant will work with the Human Resources Director, other College personnel, the search committee and the Board by whatever means is available and works best for the particular task and persons involved, including email (a lot of that), conference calls, and video conferences and Skype visits.

It should be noted that Gold Hill associates do not only work from 8 to 5 Monday to Friday. Our consultants pledge to be available to our clients 24/7, recognizing that questions, needs and issues arise at all times and can sometimes be urgent. We aim to be as available and responsive as possible.

Travel

On average, the Gold Hill consultant plans about four trips to the College, at critical benchmarks in the process: when the Search Committee convenes and develops a candidate profile and reviews the job description; when applications have been reviewed and semi-finalist candidates are presented, discussed and selected; during preliminary interviews and selection of finalists; and for finalist interviews and the making of recommendations of selected candidates to the Board (if requested). Focusing travel only on the main junctures in the process assures that expenses to the college will be minimized as much as possible.

Incomplete Searches

The Northwestern Michigan College RFP for this search (reference section 4.01.d) requests a listing of applicant searches for positions that were conducted but not filled. Dr. Preston Pulliams, President of Gold Hill Associates, reports that this firm has no instances of this regard to disclose.

Search Timeline Delays

The NMC RFP for this search asks "What happens if the search is not completed within a given timeframe?" (section 4.01.f). Assuming a delay is the result of unforeseen circumstances, Gold Hill would recommend that the search be extended and would be willing to continue the process as the College's chosen search consultant.

Potential Conflicts of Interest

Gold Hill Associates does not do paid or nonpaid work in support of applicants, including placement services, candidate preparation or candidate coaching. In addition, Gold Hill Associates does not have a conflict of interest regarding services to Northwestern Michigan College. While the firm is conducting simultaneous executive searches for other colleges, these are in other states and would not be deemed in competition with NMC. The NMC would have full and equal access to the search

and recruitment resources of Gold Hill Associates, including its database of prospective applicants and potential recruitment contacts. The Gold Hill consultant will be fully dedicated to ensuring the success of the presidential search of Northwestern Michigan College and would bring all resources and talents of the firm to bear on that search. (Reference RFP section 4.01.h.)

Gold Hill's Guarantee

OUR GUARANTEE: Gold Hill Associates guarantees satisfaction with the executive searches we lead with you. If your search committee or Board is not satisfied with the final candidates, we will re-do the search and not accept a fee. In addition, if your newly appointed President resigns within one year, we will re-do the search at no cost to you. We believe we are the only search firm that makes such a guarantee. Gold Hill's goal is to assist you in recruiting the most effective president who is also the best fit with your college. Our success and your success in this great endeavor are mutual.

I. PRICING INFORMATION

Proposal of Gold Hill Associates – Search Costs

We believe our procedures offer the most cost-effective methods of conducting searches, while at the same time ensuring that no corners are cut in support of the goal of a successful search outcome. Our searches offer all-inclusive services for ONE FLAT FEE, which is identified up front, and for which we do not invoice until the conclusion of the search. This flat fee is exclusive of travel expenses, which are additional, variable and billed at actual cost. Gold Hill's search fees and our estimated expenses are based on a full-search contract and are payable at the end of the successful search.

Because Dr. Pulliams has worked as a community college CEO, responsible for budgets and answering to boards, he and his associate consultants are cognizant of the costs of a search and sensitive to the needs and requirements of the College.

OUR GUARANTEE: Gold Hill Associates guarantees satisfaction with the executive searches we lead with you. If your search committee or board is not satisfied with the final candidates, we will re-do the search and not accept a fee. In addition, if your newly appointed leader resigns within one year, we will re-do the search at no cost to you. We believe we are the only search firm that makes such a guarantee.

Gold Hill's Standard Fees for a Presidential Search

Consultant Flat Fee for a Presidential Search	\$ 37,500 ¹
Clerical, reference, and research assistance (up to)	2,500
Estimated travel expenses (for four campus visits)	5,000 ²
Background/degree checks for final candidates: estimated five at up to \$300 each (if requested)	1,500
Estimated Total Consultant Expenses for the Search	\$ 46,500

Northwestern Michigan College 's Estimated Search Expenses

Because of the unknown number of interviewees and variable travel costs, it is difficult to give a firm figure for the costs of travel. The items and amounts a college can spend on a presidential search are below.

Advertising/brochure costs (up to)	\$ 5,000 ³
Campus visit of finalists (and their spouses/partners)	6-8,000 ⁴
Finalist's home campus visit by search team (if desired)	1,500
Miscellaneous expenses	1,500
Estimated Total College Search Expenses	\$14-16,000

¹ Includes recruiting, screening, reference checking, visits to campus for search meetings and interviews, calls and correspondence, assistance with contract negotiations, and unlimited access to the consultant.

² All expenses will be receipted. The estimate is based on four visits to the campus, to meet with the search committee and board, and attend interviews. Additional visits may be arranged as needed and billed in addition.

³ The *Chronicle of Higher Education* boxed print ads cost about \$168 per column inch. The cost of a three column by 8.25 inches is \$4,158. One ad is sufficient. Line ads and online postings will cost less. Brochures vary and are often done in-house and posted online.

⁴ Assumes 3-4 finalists making one visit to the campus. Costs vary based on travel distance, mode of travel, and air fare.

ATTACHMENT A

**RESUME OF DR. PRESTON PULLIAMS
PRESIDENT, GOLD HILL ASSOCIATES AND SEARCH CONSULTANT**

Preston Pulliams, Ed.D

503-704-3425 (Cell)

PROFESSIONAL EXPERIENCE

2009 - Present **President, Gold Hill Associates
Community College Search Services**

Gold Hill is one of the leading national community college presidential search firms. In my work with Gold Hill, I have coordinated successful searches in this established firm that has completed nearly 110 community college presidential searches.

2004 - 2012 **District President for the
Portland Community College District
Portland, Oregon**

(<http://www.bizjournals.com/portland/print-edition/2013/06/21/the-lasting-impact-of-pccs-preston.html>)

Portland Community College is the largest institution of higher education in the state, serving more than 1,060,000 residents in a five-county, 1,500-square-mile area in Northwest Oregon. The district includes the state's largest city, Portland, and the most rapidly growing population areas in the state. PCC enrolls more than 87,000 full- and part-time students annually.

The college provides two-year associate degrees in college transfer and professional technical education, one- and two-year certificates, career training, literacy classes, distance learning, GED and high school completion, and non-credit personal enrichment classes.

The college has a total annual general fund budget of over 200 million dollars, and employs approximately 3,700 full and part-time employees.

Responsibilities:

- Serves as the chief executive officer of the College District
- Reports to a seven-member elected board of trustees
- Serves as ex-officio member of the College Foundation Board

Accomplishments:

- Instrumental in passage of a \$374 million bond campaign in November, 2008
- Quadrupled the PCC Foundations assets through proactive fundraising (\$2 million/yr).
- Increased enrollment by 20% over the last two years.
- Increased contracting with local businesses for staff development.
- Increased grant income by approximately 40% (\$25 million/yr).
- Successfully negotiated three federation contracts.
- Received full accreditation for our last accreditation visit.
- Adopted a 5-year strategic plan focusing on new academic programs and facilities.
- Increased workforce diversity.

- Established new diversity guidelines for the Oregon University System.
- Successfully lobbied for a significant increase in state funding for Oregon community colleges.
- Increased funding for capital projects from the Oregon State's capital fund.
- Established key early college programs with area K-12 public school system.
- Introduced 22 new national sites for the Gateway to College program (funded by the Gates Foundation).
- Named outstanding community college President for the Western Region of the American Community College Trustee Association 2008.

2003-2004

**Vice Chancellor for Community Colleges
State University System Administration
Albany, New York**

The Vice Chancellor for Community Colleges was responsible for coordinating and directing the activities of the thirty community colleges under the State University of New York. The annual operating budget of these colleges is over \$1.2 billion dollars in addition to a capital budget of over \$340 million dollars (five years). The total student enrollment for this sector is approximately 193,000 students. This sector also has approximately 30,000 employees. The Vice Chancellor also serves as liaison to the State University Board of Trustees through its Community College Committee.

Responsibilities: The Vice Chancellor heads the SUNY Office of Community Colleges.

The SUNY Office of Community Colleges is an office within SUNY System Administration that is dedicated to serving the needs of the thirty community colleges of SUNY. It is headed by the Vice Chancellor for Community Colleges, who is the primary liaison between the Chancellor and the community college presidents. The office fulfills a variety of functions:

- Acting as point office for the development and issuance of SUNY administrative policies and procedures impacting community colleges.
- Serving as a communications link between the community colleges and System Administration.
- Providing support for community college presidents, their statewide organization (APPCC), the Faculty Council of Community Colleges, and the organization of community college trustees (NYCCT).
- Leading and supporting the development and implementation of statewide programs and initiatives.
- Representing and promoting the community colleges to various external constituencies, including the Governor and legislators.
- Conducting system-wide functions such as data gathering and fund raising.

Overall it is the primary purpose of the Office of Community Colleges to provide comprehensive support and assistance to the SUNY community colleges, to represent the interests of community colleges within the System Administration, and likewise to represent the interests of System Administration to the colleges.

Orange County Community College, a comprehensive community college serving 340,000 residents of Orange County, New York; 3,100 full-time students with 5,800 credit headcount and 4,100 non-credit; total budget of \$33,000,000; 170 full-time faculty and 330 adjunct faculty, 230 additional employees; five collective bargaining unions; population of Orange County -334,199 total persons (1999); 816 square miles.

1997-2003
1997-2004

1997-2005 **President, Orange County Community College
Middletown, New York**

Responsibilities:

- Serve as chief executive officer of the College
- Reports to a ten-member board of trustees
- Serve as ex-officio member of the College's educational foundation
- Serve as a member of the College's Association Board of Directors

Accomplishments:

- Successfully recently negotiated a three-year contract with all five of the college unions
- Created numerous new college and business partnerships including opening a new \$1.3 million advanced technology center for business training
- Expanded college programs and services for Newburgh, New York, a growing ethnic and racially diverse community, by expanding our Newburgh extension center two years ago
- Increased college fundraising by increasing college promotion, establishing an annual drive, and increasing the number of large donations to the college's educational foundation
- Increased the number of new academic programs and services to provide the college with a more comprehensive approach and position within the State University of New York system
- Increased the funding support for the college from the county and state legislators regarding FTE formulas support and capital member item funds
- Reorganized the college administrative structure to more adequately focus on the critical issues of fundraising, enrollment, assessment, and program development

1993 – 1997 **President, Highland Lakes Campus
Oakland Community College District
Bloomfield Hills, Michigan**

Oakland Community College: a comprehensive community college serving 1,400,000 residents of Oakland County, Michigan; 15,500 full-time students with 34,000 credit headcount and 20,000 non-credit; total budget of \$92,000,000; 600 full-time faculty and 1,400 adjunct faculty, 600 additional employees; four collective bargaining unions; population of Oakland County 1,179,978 total persons (1999); 873 square miles.

President, Highland Lakes Campus

Highland Lakes Campus: a campus offering some 32 academic programs including a comprehensive set of allied health programs; served 220,000 residents of northwestern Oakland County, 2,000 full-time students with 5,200 credit headcount and 2,000 non-credit; total budget of \$17,000,000; 76 full-time faculty and 100 adjunct faculty, 75 additional employees

Responsibilities:

- Served as campus C.E.O.
- Reported to District Chancellor
- Represented the campus in the community
- Supervised college district nursing and allied health programs.

Accomplishments:

- Successfully passed a district-wide election for property tax referendum, increasing the funding of our College district by \$28 million

- Successfully raised funds in the external community for our community cultural series and the building of a pavilion on our campus
- Expanded raised funds in the external community for community cultural series and the building of a pavilion on our campus
- Opened a Human Development Center, which serves as a leadership training facility for internal college staff members and community leaders and professionals
- Established an innovative Facilities Plan for the Highland Lakes Campus
- Promoted and expanded the District's transfer activities and articulation agreements
- Increased community partnerships with area businesses, public schools, and community groups

1985 - 1993

**Vice President for Student Affairs
Community College of Philadelphia
Philadelphia, Pennsylvania**

Community College of Philadelphia: a comprehensive community college serving 2,300,000 residents of Philadelphia County, 21,000 full-time students with 47,000 credit headcount and 13,500 non-credit, total budget \$110,000,000; 700 full-time faculty and 1,400 adjunct faculty and 1,300 adjunct faculty; 800 additional employees, five collective bargaining unions; population of Philadelphia – 1,436,287 total persons (1998); 135.1 square miles.

Vice President for Student Affairs: responsible for 20 percent of college budget, \$20,000,000; supervised 2 deans, six department heads, 250 staff members, including 25 counselors.

Responsibilities:

- Served as senior officer of the college's Student Affairs Division
- Responsible for college's enrollment management program
- Supervised the college's institutional advancement and marketing functions

Accomplishments:

- Reorganized the Student Affairs Division increasing its operating efficiency by implementing greater use of computer hardware and software
- Increased overall college enrollment by 30% by establishing a college-wide enrollment management program
- Increased minority student enrollment and retention through the establishment and implementation of a minority education initiative
- Initiated a community-wide college promotion, marketing, and image enhancement campaign
- Established a new counseling credit career development course
- Successfully diversified the student affairs faculty and professional staff of 250 employees by proactive recruitment of minority candidates
- Raised funds for minority scholarship programs and the College's minority education initiative program

1978 – 1984

**Dean of Student Services
Muskegon Community College
Muskegon, Michigan**

Responsibilities

- Senior administrator for the Student Services Division which comprised of 75 staff members within: records and registration, admission, financial aid, veterans affairs, counseling, athletics, student activities, and job placement

- Reported to the President and served as the senior administrative officer responsible for meeting the needs of students and addressing their concerns in policy-making
- Supervised the grantsmanship program seeking federal, state, and local grants for the college, and coordinated the grant efforts of the faculty and staff.
- Served as Chair of the College's Coordinating Council (Shared Governance model)
- Supervised the Personalized Achievement Lab Program which assisted students in developing college-level reading, writing mathematics skills

1972– 1978

**Counselor
Muskegon Community College
Muskegon, Michigan**

Responsibilities

- President-elect of the Muskegon Community College Faculty Association representing the faculty union in negotiations and chaired the union grievance committee
- Performed personal, vocational and academic counseling for community college students
- Served as department head of the counseling department
- Implemented a student development curriculum for the instructional affairs council in which courses taught by counselors and adjunct faculty were granted academic credit
- Taught group counseling courses which included such topics as Human Potential Seminar, Academic Motivation, Introduction to Psychology, and General Psychology

**June 1971 -
September 1972**

**Personnel Assistant
General Telephone Company of MI
Norton Shores, Michigan**

Responsibilities

- Worked as a management trainee in personnel, accounting, traffic, and sales for the corporation
- Was assigned on a permanent basis to the engineering department where duties included the *supervision of construction and engineering projects for a tri-county area in Western Michigan*

TEACHING EXPERIENCE

2002 – 2003

**Adjunct Professor, Graduate College,
Marist College, Poughkeepsie**

- Teaching within the Graduate Psychology Department, Research II (Program Evaluation) course

1997 – 2001

**Adjunct Professor, Graduate School of Education
SUNY, New Paltz University**

- Teaching graduate and undergraduate education foundation courses

1993 – 1997

**Adjunct Professor
Oakland University,
College of Education**

- Taught Program Evaluation; Organizational Behavior; Group Dynamics; and Delivering Human Services

1987 – 1993

**Adjunct Professor
Community College of Philadelphia**

- Taught psychology and crisis intervention courses within the Mental Health and Social Services Department

1982 – 1984

**Adjunct Instructor
Grand Valley State University
Graduate School of Education**

- Taught graduate education courses: Philosophy of Education and Foundations of Education for masters and doctoral students

1972 – 1978

**Adjunct Professor
Muskegon Community College**

- Taught psychology courses for the psychology department and student development courses

**January 1969 –
June 1971**

**Teacher
Nelson Junior High School
Muskegon, Michigan**

- Taught ninth grade civics, psychology, and geography

EDUCATION

June 1966

A.S. in Science
Muskegon Community College
Muskegon, Michigan 49442

June 1968

B.S. in Social Science
Michigan State University
East Lansing, Michigan 48824

June 1973

M.A. in Counseling and Personnel
Western Michigan University
Kalamazoo, Michigan 49008

June 1976

Ed.D. in Educational Administration
The University of Michigan
Ann Arbor, Michigan 48109

ATTACHMENT B: SAMPLE GOLD HILL ASSOCIATES

CONSULTING SERVICES CONTRACT

CONTRACT FOR PRESIDENTIAL SEARCH SERVICES

BETWEEN GOLD HILL ASSOCIATES AND XYZ COMMUNITY COLLEGE

This is an agreement between Gold Hill Associates and XYZ Community College contracting Gold Hill Associates to assist in the search for the college's president.

The Board agrees to pay Gold Hill Associates a fee of \$50,000 plus reimbursement of expenses of approximately \$6,000 for assisting in the presidential search.

The Board also agrees to include "A Gold Hill Associates Search" in its printed and on-line promotional materials and advertisements. The Board also agrees to appoint a member of its Board as Gold Hill's contact throughout the search process.

The responsibilities of Gold Hill Associates are:

- Meet with the board-appointed search advisory committee and assist committee in developing the profile and criteria
- Assist with gathering of input from internal and external constituencies
- Present search committee profile, criteria and calendar to board for approval
- In concert with the board, search liaison office and college staff, assist in developing advertisements and brochure announcing search
- Ensure, in concert with affirmative action office, that the college is in compliance with the affirmative action plan and procedures
- Ensure that the advertisement is placed in The Chronicle of Higher Education and other sources in order to attract a diverse pool of candidates
- Seek out and recruit candidates to the position
- Produce regular updates of search status to the board
- Read and evaluate all applications, narrowing these applications to a group of semi-finalists
- Perform preliminary and discrete reference checking for the semi-finalists
- Meet with the advisory committee to review each semi-finalist and to assist the Committee in narrowing the number of candidates to a list of finalists
- Present the finalists to the board for approval
- Check with the finalists to confirm their continued interest in the position
- Report the results of in-depth reference checking to the board in executive session
- Schedule, in concert with the search liaison, campus visits for the finalists
- Provide guidance in organizing the visits, and assist the board as required during the period of the visits

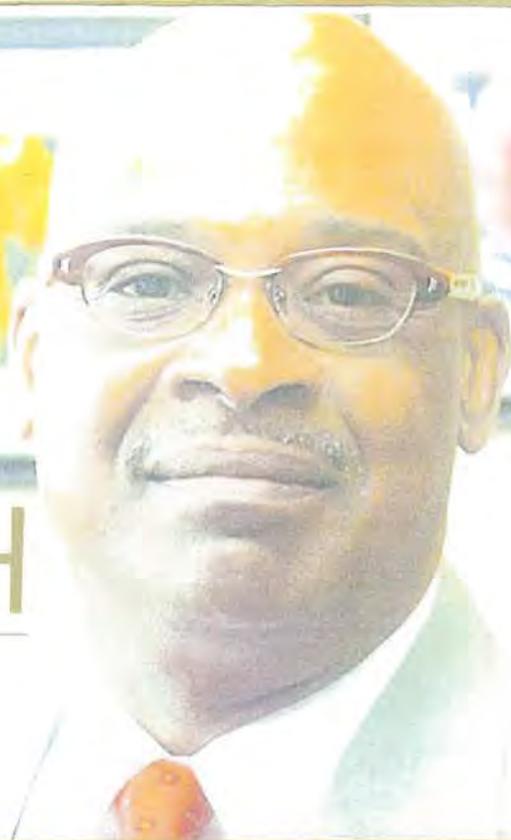
- Arrange board's visit to the final candidates' home campus/es, if desired
- Assist the board and advisory committee in any way that is helpful
- *Assist the board with contract negotiation or presidential transition processes, as needed*

for the (college) Board of Trustees

Preston Pulliams, President
Gold Hill Associates

Date

GOLD HILL BROCHURE



SEARCH



GOLD HILL ASSOCIATES: OUR SEARCH PROCESS

Gold Hill Associates is dedicated solely to community college presidential searches. To date we have successfully helped more than 100 community colleges find their next

president. We assist colleges throughout the country, from small rural institutions to multi-college districts located in large urban areas.

GOLD HILL ASSOCIATES: A STANDOUT SEARCH FIRM



Gold Hill Associates was started in 1990 by Bob Barringer, Ed.D. After a successful run, he was ready to retire. Long-time friend and

business partner Preston Pulliams, Ed.D. bought the company in 2011. Since then the search firm has continued to thrive.

GETTING STARTED

Kim MacQueen has handled PR and marketing for the company since its inception in 1990. She looks back on those early years: "Bob was a community college president on a unique career path.

(continued inside)

STEPS OF THE CANDIDATE SELECTION PROCESS

- The Board appoints a Search Advisory Committee
- Committee meets with **Gold Hill Associates** to determine the candidate profile
- Recommendations are then sent to the Board
- Board approves the profile—now the formal search begins
- Ads are placed in professional journals and other publications
- Applications are collected, initial review conducted by **Gold Hill Associates**
- **Gold Hill Associates** submits a list of semi-finalists to the Search Advisory Committee, then meets with them to screen and narrow the list to a group of finalists
- This list is next sent to the Board to review
- Once the Board approves finalists, reference checks take place in advance of interview process
- Board interviews and makes final selection for next community college president



(continued from front)

He was a professional interim community college president. That means he was hired by a college after the sitting president was fired or some other crisis caused an immediate change."

Bob fulfilled this role—more than a dozen times—before eventually starting **Gold Hill Associates**.

His early advantage was significant: He had intimate knowledge of the community college system, could easily identify the needs and political realities faced by the governing Boards, and had hundreds of contacts—potential presidential candidates—stretching coast to coast.

While there are other search firms in the US, today **Gold Hill Associates** is the largest one that is privately owned.

GOLD HILL ASSOCIATES, SELLING A THRIVING BUSINESS

Bob and Kim built **Gold Hill Associates** into a well-respected search firm, one that has placed 100 presidents in community colleges nationwide.

When it came time for Bob to retire, he and Kim could only think of one person to assume the helm: Preston Pulliams, Ed.D. The transition occurred in January 2011.

Today Bob is positive about the future direction of the company: "I've always been very impressed with Preston and his communication skills. I feel very confident with him taking the lead here. So far he has done an outstanding job and has completed several searches."



PRESTON PULLIAMS FROM STUDENT TO PRESIDENT

The year was 1966 and Preston Pulliams had just earned his first degree—an A.S. in Science from Muskegon Community College. The excitement of this first-time achievement sparked a lifelong passion for community colleges and the value they offer adult students nationwide.

After graduation, he launched his career working as a counselor for Muskegon Community College, eventually becoming the dean of students and then the vice president of

GOLD HILL ASSOCIATES, TODAY

Gold Hill Associates has established a strong reputation over the years. Here is how the company differs from its competition:

- It is the only company staffed exclusively with former community college presidents, all who have worked successfully with community college Boards, faculty, community members and foundations.
- **Gold Hill Associates** runs smaller and leaner. This means the company is able to respond

to RFPs quickly. It also does not take on search assignments that compete with each other. This decision helps create the best candidate pool.

- **Gold Hill Associates** works for the community college, not the candidates. This is an important distinction because it goes to the integrity and ultimate success of the search. Community college leadership is critical to the success of the institution and its students. Therefore, the goal of **Gold Hill**

Associates is to provide the best possible candidates and allow the Board to decide who is the best fit for the position.



, ED.D

HOW COMMUNITY COLLEGE SHAPED HIS CAREER

student affairs. By 1976 he had earned his doctorate and was providing top-level leadership for various institutions.

In a career that has spanned nearly 40 years, Preston has held a variety of titular roles. Most recently he was president of Portland Community College. Prior to that he was the vice chancellor for community colleges in Albany, NY; then president, Orange County Community College in Middletown, NY. Earlier executive positions were in Michigan and Philadelphia.

"In large part I fell in love with the community college institution and how they helped me over the years. When it came time to retire, I was the

president at Portland Community College. I didn't want to go home and sit on the coach or play golf, I wanted to find some way to stay engaged professionally," he said.

Opportunity came in the form of **Gold Hill Associates**. Preston had first met the company's founder, Bob Barringer, Ed.D some years before. Preston himself was a recruiter for **Gold Hill** before buying the company nearly two years ago. The company performs about eight searches each year, always at the behest of a community college Board, not the candidate.

"The college hires **Gold Hill Associates** to facilitate the search process," Preston explains. "I don't tell them who to

hire. I try to bring a certain number of qualified people who should be considered for the job."

There are approximately 1,100 community colleges in the United States and first-time candidates are usually in their mid-50s. The pool is made up of senior officers, managers at community colleges and sitting presidents. Preston keeps an open file of about 250 potential candidates at any given time.

Preston meets potential candidates through his extensive personal network. He also attends conferences, and reads professional and association publications. "I'm always looking for talent and I do that by staying connected to the industry," he said.

UNCANNY SKILL, A VAST NETWORK OF COLLEAGUES, A GREAT NETWORKER

"Preston is a skilled educator, so good with people. He has a great sense of humor and it was a delight to work with him in every way. He has this uncanny skill to make people feel at ease and to just bring out the best in them.

He has a vast network of colleagues and is a great networker, he keeps in touch with people all over the country. His skills as a communicator serve him well with **Gold Hill Associates**, he can easily work with different boards and search committees."

| Jan Coulton, Colleague
Portland Community College, Portland, Oregon

EASY TO WORK WITH, ATTENTIVE, HIGHLY RESPONSIVE

"Preston did a wonderful job for us. Not only do we have the president we brought on board, all three of the applicants we spoke with would have been excellent presidents. Preston didn't just get us qualified applicants, he found us people who were qualified and compatible with our unique needs as a small, rural community college. It was hard for us to choose the best candidate.

He was easy to work with, attentive and responsive. He came down any time we had questions and he did everything we asked him to. I can't say enough good about him."

| David Jensen, Board Chair and Search Co-Chair,
Klamath Community College, Klamath, Oregon



GoldHillAssociates.com
1065 Stigger Road,
Jackson, Mississippi 39209

"We believe you need good first-hand knowledge of what the job is all about in order to place the right candidate."

■ FAQ: GOLD HILL ASSOCIATES

Q. What are the unique strengths of Gold Hill Associates?

A. Unsurpassed experience—all of our recruiters, including the company founder, are past presidents of community colleges. We know what it takes to successfully run a college. Therefore, we know what to look for in presidential candidates.

Q. Where does Gold Hill Associates find its candidates?

A. We have a broad, nationwide network. Between the company founder and current owner, **Gold Hill Associates** has more than 50 years of combined experience in community college management and operations. This gives us access to hundreds of similarly qualified professionals.

Q. What is the Gold Hill Associates philosophy?

A. Selecting a new president is the most important task a Board will undertake. It should be an open process—no secrets. **Gold Hill Associates** works for the Board, not

the candidates. That means we conduct reference checks beyond the ones provided by the candidate. Because ours is a small operation, we take on just enough clients to ensure we give our clients full attention. Finally, success is guaranteed. We keep working until the Board is satisfied with the slate of candidates.



Gold Hill Services - from website https://collegepresidentsearch.com

- Search
- CONTACT US
- Successes
- Processes
- Coaching



Gold Hill is a Leader in Executive Search Firms

How Our Search Process Works



Our Proven Process Works

Our proprietary marketing process has a competitive advantage over other search firms. Find out what sets Gold Hill apart from the rest.

Contact us to find out more about our marketing successes and processes.

Our Task

Our task is to make the process open and inclusive without losing sight that the ultimate selection of a president is that of the board.

Our Search Process

The Gold Hill Associates goal is to establish for the college an open and inclusive search process.

What we do

1. **Work with constituencies** to establish needs for new leadership of the institution.
2. **Work with search advisory committee** to develop search profile for the position which is recommended to the board for approval.
3. **Assist the public information and human resources offices** in developing advertisements and brochures.
4. **Recruit outstanding candidates for the position.** Recruiting is one of the most overlooked aspects of the search. The best candidates are not perusing the trade publications looking for jobs. Recognizing that advertising the position is not enough, we recruit individuals who are successful, effective leaders. Thanks to our



extensive contacts throughout the country, we have an outstanding record in recruiting excellent candidates to the presidency.

5. **Screen candidates** and assist the search advisory committee review the pool of candidates. Our vast experience serves committees well as they begin to narrow the pool.
6. **Home the list of finalists** to be interviewed on campus by working with the advisory committee to narrow the list.
7. **Perform thorough and exhaustive reference checking of candidates.** We share everything we know with the board; there will be no surprises once the search is complete.
8. **Work with the search liaison to arrange an inclusive interview process.** This is an inclusive interview process for each candidate that allows all constituents of the college – faculty, staff, administrators, students, and community – to meet the candidates and to provide feedback to the board.
9. **Assist in any way necessary** such as provide sample questions, schedules, contract negotiation, etc. We are available continually throughout the process.

Get Coached



Find a Job



View Success

Sample Position Profile

Position Profile

The Temple College Board of Trustees is seeking a leader with strong leadership and superb communication skills who will be highly committed to addressing the following:

The President is responsible for providing strategic leadership and direction for the College by working with the Board, faculty, and staff to establish long-range goals, strategies, plans, and policies. The President is responsible for all operations of the College.

Minimum Education and Experience:

An earned doctorate from a regionally accredited Higher Education institution.
Five years of executive level administrative experience.

Preferred:

College classroom teaching experience.
Community college experience.

The President will:

- Provide a visionary leadership that includes a strong focus on student achievement, completion, and success.
- Project a personal/charismatic presence in the Central Texas area as the face of the college and as a representative of the overall community by attending a wide array of college and community events and actively participating in or leading a variety of college and community activities or endeavors.
- Work toward development of additional funding sources for the expansion of college programs possibly including expansion of the college's tax base.
- Provide strong guidance and support to the outlying campus centers with a particular focus on the Taylor and Hutto communities including close attention to equity issues involving financial support and adjunct instructors.
- Accentuate the college's mission and message to constituents by highlighting the various programs and opportunities that are available at the college.
- Participate in the development of the college's Master Plan and programs.
- Provide strategic leadership and direction in the forecasting, development, and management of the college's budget by placing emphasis on the college's fiscal function and performance.
- Employ a data driven decision making approach to issues affecting the college by utilizing Zogotech and Ellucian (Datatel) software.
- Lead and provide guidance to all employees involved in the college's accreditation processes.
- Communicate and work closely with city, county, state, and federal legislators and their staff regarding legislation that affects the college or legislation the college may have an influence.
- Be versed and provide leadership in contemporary technological methods which includes social media.
- Cultivate an understanding of all employees and the special challenges they face in their respective positions.
- Understand, respect, value, support, and encourage a significantly diverse student body, staff, community, and service area.
- Work toward continuous cooperation and collaboration with area Independent School Districts with a special emphasis on dual-credit opportunities for students in career technology and general education courses.
- Lead, coordinate, and participate in the ongoing development of Health Sciences programs.
- Develop and enhance the partnerships between four (4) year institutions and the college by augmenting the current and anticipated course offerings and expanding the infrastructure to accommodate these needs.
- Develop plans to enhance student enrollment both within and outside of the taxing district.
- Promote services for military veterans within the area and create a supportive atmosphere that enhances the opportunities that are available at the college.

APPLICATION PROCESS AND TIMELINE

To ensure full consideration, application materials must be received by:

August 18, 2018

APPLICATION PROCESS

To be considered for this position, electronically submit the following:

- 1) Letter of application that addresses the position profile and demonstrates how the candidate's experience and professional qualifications prepare them to serve the needs of Temple College (not to exceed five [5] pages).
- 2) Current resume.

Please submit items 1 and 2 to:
dennis@goldhillassociates.com

- 3) Online application form

Click on or copy and paste the following URL to your favorite search engine: <http://templejc.peopleadmin.com/postings/2638>. You will need to create an account to apply.

For information about the application process, please contact:
Dr. Dennis Michaelis 254.297.9896
dennis@goldhillassociates.com

TIMELINE (Subject to change):

- 1) August 18, 2018:
Closing Date for Applications
- 2) September 10, 2018:
List of semi-finalists will be sent to Board of Trustees.
- 3) September 18, 2018: Video presentations by semi-finalists not to exceed ten (10) minutes will be submitted to Board of Trustees.
- 4) October 8-12, 2018
Board of Trustees approves finalists.
- 5) October 29 through November 2, 2018:
On-campus interviews of finalists.
- 6) November 8, 2018:
Announcement of the new president by the Board of Trustees.
- 7) January 2, 2019:
Start date for new president.

Temple College is committed to nondiscrimination practices based upon race, gender, gender identity and expression, disability, age, religion, national origin, genetic information, or veteran status.

SAMPLE POSITION PROFILE



President

POSITION:

Highline enjoys a distinctive location, both for its natural beauty and for the diverse region it serves. The main campus, located in the waterfront city of Des Moines, offers stunning views of Puget Sound and the Olympic Mountains from a tree-filled 80-acre hillside.

From this scenic setting, the college serves a suburban region where countless cultures and over 130 languages are represented. With [more than 70 percent students of color](#), Highline is the most diverse higher education institution in the state. Add to that a mix of some 800 international students each year and the campus represents a microcosm of the world.

The college's globally focused environment for higher education provides a natural fit for its diverse community, an important reflection of its core values and a perfect complement to its prime location. Just 10 minutes from Sea-Tac International Airport and between the seaports of Seattle and Tacoma, Highline offers degrees and programs reflecting its global learning environment, including a four-year degree in Global Trade and Logistics, one of [five applied bachelor's degrees](#) at the college. It is also home to the [Center of Excellence for Global Trade and Supply Chain Management](#).

Highline's global efforts meld seamlessly with its [commitment to increasing diversity and educational and social justice equity](#), earning the college [national recognition](#). Highline is a four-time winner of the HEED Award, the 2016 winner of the ACCT Equity Award for the Pacific Region and the 2014 winner of the AACCC's Award of Excellence for Advancing Diversity. Signature programs include [AANAPISI](#), [TPSID](#), [Umoja](#), [Puente](#), community college [MESA](#), and [TRiO](#).

DESCRIPTION:

As a public institution of higher education, Highline College serves a diverse community in a multicultural world and global economy. Highline College also promotes student *engagement, learning, and achievement*, integrates diversity and globalism throughout the college, sustains relationships within its communities, and practices sustainability in human resources, operations, and teaching and learning.

The next President of Highline will be an open, inspirational leader who embodies and promotes Highline's values of diversity, access, and community. The next president will

also lead the college to academic excellence and student success while sustaining a high trust work environment, supporting faculty and staff in their efforts to innovate, collaborate across constituencies, and develop solutions informally.

The search is being assisted by Dr. Preston Pulliams of Gold Hill Associates.

Nominations and inquiries should be directed to:

preston@goldhillassociates.com, (503) 704-3425.

For more information about Highline and the Presidential Profile visit:

<https://www.highline.edu/presidential-search/>

Presidential Leadership Priorities

The next president will build Highline College's future by effectively addressing the following priorities:

- Expand the Highline College Vision by recognizing innovative opportunities and new directions complimented with the ability to take informed data-driven strategic risks;
- Increase academic success and student access by establishing, strengthening, and supporting initiatives that effectively serve diverse learning communities;
- Proactively address diversity by actively promoting and supporting a learning and work environment which ensures social justice, mutual respect, understanding, civility, and non-violence;
- Promote student centeredness by hearing the student voice regarding, academic success, and transferability to four year institutions and/or workforce development efforts;
- Build community partnerships by leveraging the College's reputation and community connections to secure or strengthen long-lasting partnerships which will be vital to the success of what we do, what our students achieve and how our area thrives;
- Strengthening the College's international programs by visioning and establishing initiatives that will increase international student enrollment;
- Develop and strengthen professional development opportunities that will grow the campus leadership while fostering creativity as well as innovation;
- Guide the College's capital investments projects by facilitating master planning while proactively advocating for capital projects through legislative priorities.

Leadership Qualities:

- An approachable leader who fosters a deep sense of community and belonging, encouraging all participate and to recognize that we are truly "all in this together."
- A multiplying leader who makes those around him/her better, who inspires but remains humble, real, and genuine.

- A leader who has a clear passion for supporting others.
- A servant leader who inspires faculty, staff, and students to achieve excellence - who is motivated to help others by providing support and creating an environment of openness and transparency.

Environmentally Astute:

- An individual with experience and understanding of working in and serving within an urban/suburban context.

Strategic Minded:

- A leader who will be a strategic thinker who will promote and support innovation across the college community.

Communication:

- A person who is an engaging speaker and writer with the ability to persuade, ability to build relationships, while remaining culturally responsive and diplomatic, and an ability to truly listen and to flow information to all parties.

Social Justice and Diversity:

- An individual who can address, strengthen, and advance the College's commitment to building a diverse, equitable, and inclusive culture and a community that welcome students of all backgrounds, increases student access, and supports student success.
- A leader who has the experience and the ability to attract excellent and diverse faculty and staff.

Financial Acumen:

- A person with the proven ability to manage budgets and capital projects, including components that require interpretation of policies at state and federal levels, procedures and regulations, and budget coordination/administration.
- An individual who is a collaborative, consensus builder who advocates for the college continuously at the state, and federal level.
- A person with familiarity with grants and grant processes.

Collaboration:

- Collaborative, consensus builder who advocates for the college continuously with the legislature, college community, city, federal and international levels.

Administration and Management:

- A leader who is accountable and approachable and who sets academic success for the institution as a priority and inspires trust among employees and students.
- A person who provides an organizational structure that promotes collegiality and cooperation across divisions.
- An individual who is an established, successful fundraiser and who can work with the foundation, businesses, and community members to expand Highline's ability to provide more programs to students and others in the community. This individual will also have the ability to seek new funding and revenue generating opportunities to meet current and future College needs.

Resource Development:

- Established, successful fundraiser. Working with the foundation, businesses, and community members to expand Highline's ability to provide more programs to students and others in the community. (Endowments, Student Scholarships) The ability to provide leadership for funding outside of state funded operations.

MINIMUM QUALIFICATIONS:

- An earned Master's degree from an accredited university, a doctorate is preferred;
- Five (5) years of relevant administrative experience; **AND**,
- Teaching experience in higher education.

SUPPLEMENTAL INFORMATION:

Your online application must include the following attachments in order to be considered complete:

- Resume and contact information (email and phone) for five (5) professional references, none of whom will be contacted without the prior permission of the candidate;
- Cover Letter responding to the Presidential profile and essential tasks (No more than 5 pages.);
- Diversity response statement (found under the Supplemental Questions tab.)

SALARY:

Salary range is 240,000.00 to 250,000.00 (Salary may be negotiable.)

CONDITIONS OF EMPLOYMENT:

The person hired must be able to provide acceptable documentation of U.S. citizenship or lawful authorization to work in the U.S. This is an absolute condition of employment. In addition, Highline College maintains a drug-free work and learning environment and prohibits smoking in all college buildings and vehicles. Highline College employees must be able to successfully work in and promote a multicultural and diverse work and educational environment.

Must submit to and complete a National Criminal and Financial Background Check.

ONLINE AD W/ JOB DESCRIPTION SAMPLE

Job Description:

**Associate Vice Chancellor,
LSC-Online**



Position Overview

Lone Star College – a unified system of six comprehensive community campuses offering academic college education, continuing education, business and corporate training, online learning, transitional studies, special programs, and international educational partnerships, and serving 99,000 students – is seeking an Associate Vice Chancellor for LSC-Online. The chosen professional will assist in leading the College’s pursuit of excellence in academics, student life, and community service in an environment of cultural and ethnic diversity.

Commitment to Mission

This job carries with it the obligation to uphold the Mission of Lone Star College (LSC) in carrying out the duties of the position. A commitment to positive interpersonal behaviors, professional communication, diversity, integrity, leadership, stewardship, respect and accountability to LSC students and employees is essential.

Cultural Beliefs

- Students Matter
- Inspire Excellence
- Act Intentionally
- Better Together
- No Fear!
- Trust!

Nationally recognized, globally connected and locally focused, Lone Star College is the largest college or University in Houston and one of the fastest growing community colleges in the United States. With more than 89,000 credit students each semester and a total enrollment of more than 99,000, Lone Star College is committed to student success and credential completion.

LSC adds nearly \$3 billion to the local and regional economy by providing educational opportunities across the north Houston region.

Lone Star College-System Office employees are based at one of two System Office locations; The Woodlands and University Park. Both are the site for multiple administrative departments and system-wide training programs.

This position is located at LSC-System Office, University Park at 20515 SH 249, Houston, TX 77070

Purpose and Scope

The Associate Vice Chancellor, LSC-Online provides overall strategic leadership and administration for all aspects of LSC-Online through a centralized model. Responsible for strategic planning, development, implementation, and review for quality assurance of online instruction and support services. Works collaboratively with institutional stakeholders to ensure support and success of faculty and students who utilize online learning. The successful candidate should demonstrate a deep working knowledge of the current online learning environment, vision to forecast trends, ability to develop a go to market strategy, comprehensive knowledge of growing channel business and growing online through a corporate college model and internet marketing.

Essential Job Functions:

1. Provide strategic vision and long-term operational leadership for LSC-Online and all related programs and services; actively engages in strategic planning and strategic enrollment management planning and execution
2. Raise the system’s local, national and international profile and bring renewed confidence to LSC-Online; serve as institutional lead for growing online programs and develop state-of-the-art practices
3. In conjunction with institutional marketing, campuses and LSC Corporate College develop and implement strategies

that effectively and comprehensively market LSC-Online to internal and external markets; serve as thought leader for online innovation to expand process and accessibility of online programming for a virtual high school, homeschool, and online training and development for business and industry

4. Model exemplary leadership behavior; develop and implement annual budgets for LSC-Online and maintain a high performing team committed to collaboration, innovation, communication, continuous improvement, and informed planning
5. Provide oversight for online student services; assure reliable and responsive technology for delivery of courses and training; research and anticipate changes impacting instruction; facilitate online course design and evaluate through regular communication with stakeholders
6. Monitor online and video conference courses to ensure quality, ensure that faculty provide a strong, student-focused educational environment through consistent adherence to course rubrics, student competencies, and course pedagogy; lead faculty online certification through the design and delivery of online certifications; work with LSC campuses to assess and determine supports needed to improve quality of online curriculum, evaluation of courses and student readiness for online learning
7. Communicate with college instructional deans, student support services and other stakeholders to coordinate support for online faculty, students, and potential students in an attempt to make the entire online education experience more user-friendly, effective, and seamless
8. Develop strategic enrollment management strategies to convert prospective students from online chat inquires and other online contacts to enrollees in face-to-face, online or hybrid courses and programs
9. Implement and evaluate online orientation to strengthen and continually develop faculty and staff to ensure greater student success, retention and completion
10. Identify and research new revenue streams, market academic programs, lead all distance education recruitment and retention efforts, day-to-day operations, and develop and enhance external partnerships to grow and sustain key online initiatives
11. Understand and maintain compliance with all state and federal laws and regulations pertaining to distance learning, including State Authorization, NCSARA, SACSCOC and American with Disabilities Act
12. Successful development and management of LSC-Online training and development model (channel marketing) and provide fiscal oversight of all Internet and direct-to-consumer marketing campaign
13. Use of data analytics to inform and update stakeholders on progress towards enrollment and retention goals
14. Responsible for executing all duties as assigned
15. Responsible for other reasonable related duties as assigned

Required Qualifications:

- Master's degree and at least 10 years of related work experience, at least 5 years in a management or director-level position or equivalent combination of education and experience

Knowledge, Skills, And Abilities:

- Expertise in online learning technology and design
- Curriculum design and teaching online experience
- Strong problem solving and team building skills
- Strong interpersonal, written and verbal communication skills
- Ability to identify and assure flexible, accessible and comprehensive support services for online learning students
- Ability to display personal initiative and autonomy
- Ability to work independently and in a team environment
- Ability to establish strategy and direction for department
- Ability to promote diversity and maintain a positive attitude in demanding work environment
- Ability to set priorities and handle several tasks simultaneously
- Above average skills in utilization of computer systems to extract and report information
- Ability to display personal initiative and autonomy with the ability to work in a team environment
- Demonstration of entrepreneurial and innovative thinking

Physical Abilities:

Minimal physical effort is required

Application Process

This is a confidential search process guided by an external search consultant, Dr. Dennis Michaelis, who is the ONLY recipient of your materials. The following four items are required to be submitted directly and only to the search consultant via e-mail attachments:

1. **COVER LETTER**, limited to no more than 4 typed pages, detailing how your education experiences/background align with this Position Profile.
2. **RESUME**, limited to no more than 6 typed pages.
3. **REFERENCES**, limited to 1 typed page, and including two supervisors, two direct reports, two full-time faculty members, and one community reference. The references must include names, titles, business and personal phone numbers, and e-mail addresses. References will not be contacted without the consultant's prior notification to the applicant.
4. **TRANSCRIPT OF ALL DEGREES**

Important Note: All attachments are to be in Microsoft Word or PDF format, and file names must begin with applicant's initials (example: ABCcover, ABCres, ABCref, ABCtrans).

Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that application materials be submitted by Friday, May 4, 2018 and no later than Wednesday, May 9, 2018.

For questions related to the search process, calendar, and Position Profile contact Search Liaison Helen Clougherty, Vice Chancellor, Chief of Staff/Board Liaison at Helen.Clougherty@LoneStar.edu

For other questions, contact the Search Consultant via e-mail noted below (including requests for phone conversation, in which you should also list times and number at which you may be reached).

Search Consultant:

Dr. Dennis Michaelis

Gold Hill Associates

Dennis@GoldHillAssociates.com

SAMPLE ONLINE JOB POSTING



Position Profile

[Download Brochure](#)

The Temple College Board

of Trustees is seeking a leader with strong leadership and superb communication skills who will be highly committed to addressing the following:

The President is responsible for providing strategic leadership and direction for the College by working with the Board, faculty, and staff to establish long-range goals, strategies, plans, and policies. The President is responsible for all operations of the College.

Minimum Education and Experience:

An earned doctorate from a regionally accredited Higher Education institution. Five years of executive level administrative experience.

Preferred:

- College classroom teaching experience.
- Community college experience.

The President will:

- Provide a visionary leadership that includes a strong focus on student achievement, completion, and success.
- Project a personal/charismatic presence in the Central Texas area as the face of the college and as a representative of the overall community by attending a wide array of college and community events and actively participating in or leading a variety of college and community activities or endeavors.
- Work toward development of additional funding sources for the expansion of

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college

programs possibly including expansion of the college's tax base.

- Provide strong guidance and support to the outlying campus centers with a particular focus on the Taylor and Hutto communities including close attention to equity issues involving financial support and adjunct instructors.
- Accentuate the college's mission and message to constituents by highlighting the various programs and opportunities that are available at the college.
- Participate in the development of the college's Master Plan and programs.
- Provide strategic leadership and direction in the forecasting, development, and management of the college's budget by placing emphasis on the college's fiscal function and performance.
- Employ a data-driven decision-making approach to issues affecting the college by utilizing Zogotech and Ellucian (Datatel) software.
- Lead and provide guidance to all employees involved in the college's accreditation processes.
- Communicate and work closely with city, county, state, and federal legislators and their staff regarding legislation that affects the college or legislation the college may have an influence.
- Be versed and provide leadership in contemporary technological methods which includes social media.
- Cultivate an understanding of all employees and the special challenges they face in their respective positions.
- Understand, respect, value, support, and encourage a significantly diverse

student body,
staff, community, and service area.

- Work toward continuous cooperation and collaboration with area Independent School

Districts with a special emphasis on dual-credit opportunities for students in career technology and general education courses.

- Lead, coordinate, and participate in the ongoing development of Health Sciences programs.

- Develop and enhance the partnerships between four (4) year institutions and the college by augmenting the current and anticipated course offerings and expanding the infrastructure to accommodate these needs.

- Develop plans to enhance student enrollment both within and outside of the taxing district.

- Promote services for military veterans within the area and create a supportive atmosphere that enhances the opportunities that are available at the college.

Temple College is committed to nondiscrimination practices based upon race, gender, gender identity and expression, disability, age, religion, national origin, genetic information, or veteran status.

APPLICATION PROCESS AND TIMELINE

To ensure full consideration, application materials must be received by **August 18, 2018**

APPLICATION PROCESS

To be considered for this position, electronically submit the following:

- 1) Letter of application that addresses the position profile and demonstrates how the candidate's experience and professional qualifications prepare them to serve the needs of Temple College (not to exceed five [5] pages).

2) Current resume. Please submit items 1 and 2 to dennis@goldhillassociates.com

3) Online application form Click on or copy and paste the following URL to your favorite search engine: <https://templejc.peopleadmin.com/postings/2638> You will need to create an account to apply.

TIMELINE (Subject to Change)

- 1) August 18, 2018: Closing Date for Applications.
- 2) September 10, 2018: List of semi-finalists will be sent to Board of Trustees.
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- 5) October 29 through November 2, 2018: On-campus interviews of finalists.
- 6) November 8, 2018: Announcement of the new president by the Board of Trustees.
- 7) January 2, 2019: Start date for new president.

About the College

From its humble beginnings offering afternoon classes in the old Temple High School building, Temple College has grown to an institution that now serves nearly 5,000 students at three locations.

At its main campus in Temple, the college offers convenient and economical educational opportunities to residents of Temple and surrounding communities. Of particular note are the college's health professions programs, which benefit from proximity to the main Scott & White hospital as well as the Olin E. Teague Veterans' Medical Center. Temple College also offers highly regarded music and visual arts programs, including a new four-year bachelor's degree in music that is offered in partnership with Texas A&M University-Central Texas.

Temple College runs the Texas Bioscience Institute, which offers a Middle College program for area high school students interested in medicine or STEM (Science, Technology, Engineering and Math) careers.

In Hutto, Temple College partners with Texas State Technical College (TSTC) and Texas A&M University-Central Texas to operate the East Williamson County Higher Education Center (EWCHEC). This center offers students the opportunity to learn everything from a trade to a four-year bachelor's degree in one location.

In Taylor, Temple College partners with the Taylor Independent School District to offer an Early College program for high school students who are the first in their families to attend college. Temple College also offers a vocational nursing program in Taylor, as well as courses for academic transfer.

Through its Business and Continuing Education Division, Temple College provides area employers with customized training and offers classes to help residents learn new skills or enhance their skills in a variety of areas.

Pride Points

- Temple College is one of only about 90 of the nation's 1,200 community colleges that has achieved Leader College status through the Achieving the Dream program, a student success initiative.
- Temple College is one of the first colleges selected to participate in the Texas Pathways Project.
- The Texas Bioscience Institute, which is run by Temple College, is one of the first STEM-focused Middle College programs in the state for high school juniors and seniors.
- Three Temple College health professions programs – Dental Hygiene, Diagnostic Medical Sonography and Surgical Technology – have a 100 percent student pass rate on licensure exams and a 100 percent job placement rate in the past three years.
- Three students from Temple College have been selected to participate in a prestigious program sponsored by the National Science Foundation known as Research Experience for Undergraduates (REU). The program provides funding for students to conduct research during the summer with faculty members at colleges across the country.
- Three students from Temple College have received research grants from the Texas Academy of Science.
- Temple College athletic teams have won five national championships,

including the 2018 NJCAA national softball championship.

Mission Statement

The mission of Temple College is to foster student success for our diverse community by providing quality lifelong learning and enrichment experiences that empower students to achieve their dreams and aspirations. For more information about Temple College, visit www.templejc.edu

About the Area

Temple is a city of approximately 80,000 residents located along the I-35 corridor in Central Texas, between Austin and Waco. Residents of Temple enjoy many of the amenities of a larger cities such as museums, a Cultural Activities Center, a symphony orchestra and civic theater, but with a cost of living that is below the national average. Two nearby lakes, as well as numerous parks, provide a variety of recreational opportunities.

Originally founded as a railroad town, Temple is now home to a variety of industries in fields such as healthcare, manufacturing and transportation. Major employers include Baylor Scott & White Health, a leading healthcare provider for Central Texas; McLane Company, a major grocery and foodservice distributor; and Wilsonart, a global manufacturer and distributor of high-pressure laminates and other engineered composite materials.

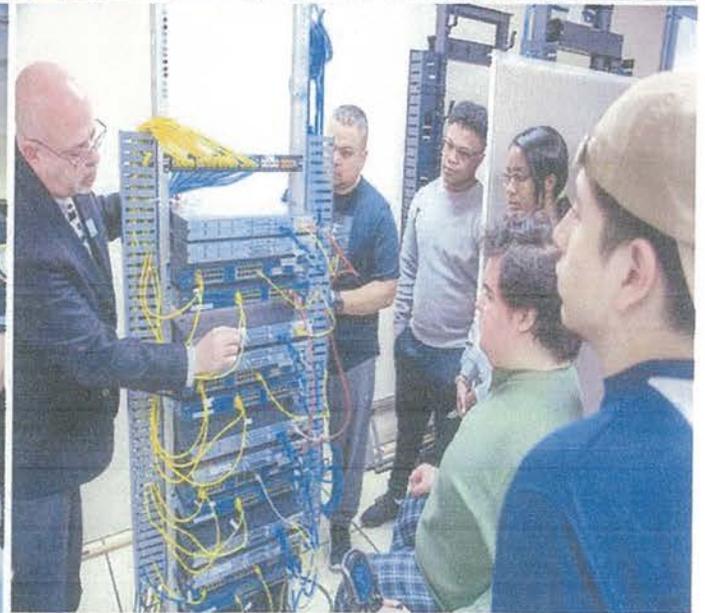
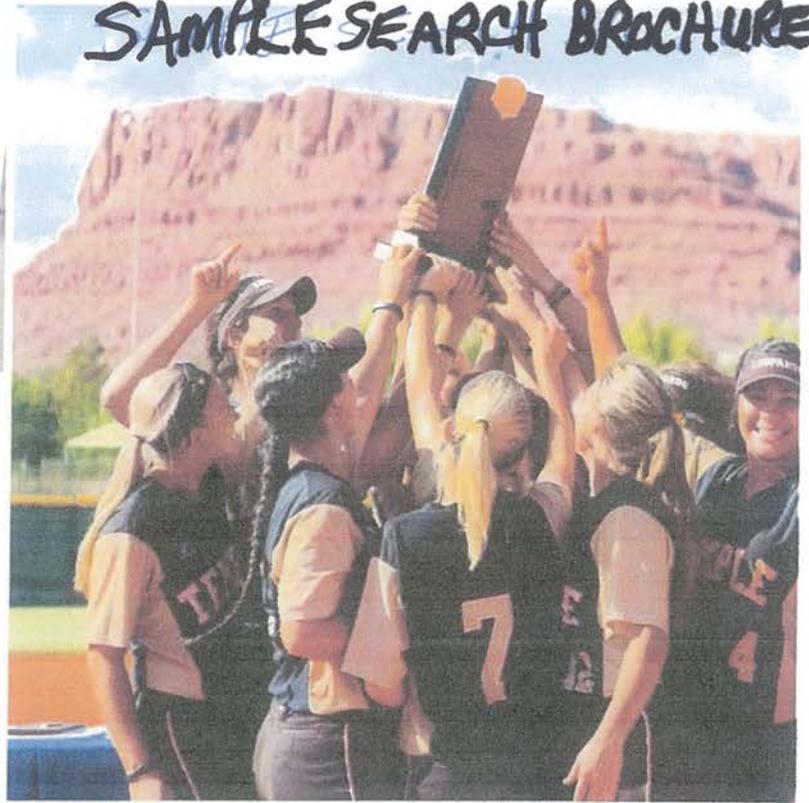
Temple is part of the Killeen-Temple-Fort Hood MSA, which has a population of 440,121 and is home to the largest U.S. military installation in the world. A regional airport is located in Killeen, and major airports can be found in Austin, Dallas and Houston.

Temple College is located in the southern part of Temple and is part of the Temple Medical and Education District (TMED), which was established to enhance the bioscience industry in Temple and to foster partnerships among the medical and educational entities within the district.

For more information on Temple, visit www.choosetemple.com



SAMPLE SEARCH BROCHURE



Presidential
SEARCH



Position Profile

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- Work toward continuous cooperation and collaboration with area Independent School Districts with a special emphasis on dual-credit opportunities for students in career technology and general education courses.
- Lead, coordinate, and participate in the ongoing development of Health Sciences programs.
- Develop and enhance the partnerships between four (4) year institutions and the college by augmenting the current and anticipated course offerings and expanding the infrastructure to accommodate these needs.
- Develop plans to enhance student enrollment both within and outside of the taxing district.
- Promote services for military veterans within the area and create a supportive atmosphere that enhances the opportunities that are available at the college.

APPLICATION PROCESS AND TIMELINE

To ensure full consideration, application materials must be received by:

August 18, 2018

APPLICATION PROCESS

To be considered for this position, electronically submit the following:

- 1) Letter of application that addresses the position profile and demonstrates how the candidate's experience and professional qualifications prepare them to serve the needs of Temple College (not to exceed five [5] pages).
- 2) Current resume.

Please submit items 1 and 2 to:
dennis@goldhillassociates.com

- 3) Online application form
Click on or copy and paste the following URL to your favorite search engine: <http://templejc.peopleadmin.com/postings/2638> You will need to create an account to apply.

For information about the application process, please contact:
Dr. Dennis Michaelis 254.297.9896
dennis@goldhillassociates.com

TIMELINE (Subject to change):

- 1) August 18, 2018:
Closing Date for Applications.
- 2) September 10, 2018:
List of semi-finalists will be sent to Board of Trustees.
- 3) September 18, 2018: Video presentations by semi-finalists not to exceed ten (10) minutes will be submitted to Board of Trustees.
- 4) October 8-12, 2018
Board of Trustees approves finalists.
- 5) October 29 through November 2, 2018:
On-campus interviews of finalists.
- 6) November 8, 2018:
Announcement of the new president by the Board of Trustees.
- 7) January 2, 2019:
Start date for new president.

Temple College is committed to nondiscrimination practices based upon race, gender, gender identity and expression, disability, age, religion, national origin, genetic information, or veteran status.



ABOUT *the* COLLEGE

From its humble beginnings offering afternoon classes in the old Temple High School building, Temple College has grown to an institution that now serves nearly 5,000 students at three locations.

At its main campus in Temple, the college offers convenient and economical educational opportunities to residents of Temple and surrounding communities. Of particular note are the college's health professions programs, which benefit from proximity to the main Scott & White hospital as well as the Olin E. Teague Veterans' Medical Center. Temple College also offers highly regarded music and



visual arts programs, including a new four-year bachelor's degree in music that is offered in partnership with Texas A&M University-Central Texas.

Temple College runs the Texas Bioscience Institute, which offers a Middle College program for area high school students interested in medicine or STEM (Science, Technology, Engineering and Math) careers.

In Hutto, Temple College partners with Texas State Technical College (TSTC) and Texas A&M University-Central Texas to operate the East Williamson County Higher Education Center (EWCHEC). This center offers students the opportunity to learn everything from a trade to a four-year bachelor's degree in one location.



In Taylor, Temple College partners with the Taylor Independent School District to offer an Early College program for high school students who are the first in their families to attend college. Temple College also offers a vocational nursing program in Taylor, as well as courses for academic transfer.

Through its Business and Continuing Education Division, Temple College provides area employers with customized training and offers classes to help residents learn new skills or enhance their skills in a variety of areas.



FACTS *at a* GLANCE

Founded in 1926

TEMPLE COLLEGE IS ONE OF THE OLDEST PUBLIC TWO-YEAR COLLEGES IN TEXAS

ENROLLMENT:

4,980
(fall 2017)

LOCATIONS: *(in Texas)*

Temple
Taylor
Hutto

DEGREE & CERTIFICATE PROGRAMS

60+

MALE:

34%

FEMALE:

66%

Mission Statement

The mission of Temple College is to foster student success for our diverse community by providing quality lifelong learning and enrichment experiences that empower students to achieve their dreams and aspirations.

For more information about Temple College, visit www.templejc.edu

PRIDE POINTS

Temple College is one of only about 90 of the nation's 1,200 community colleges that has achieved Leader College status through the Achieving the Dream program, a student success initiative.

Temple College is one of the first colleges selected to participate in the Texas Pathways Project.

The Texas Bioscience Institute, which is run by Temple College, is one of the first STEM-focused Middle College programs in the state for high school juniors and seniors.

Three Temple College health professions programs – Dental Hygiene, Diagnostic Medical Sonography and Surgical Technology – have a 100% student pass rate on licensure exams and a 100% job placement rate in the past three years.

Three students from Temple College have been selected to participate in a prestigious program sponsored by the National Science Foundation known as Research Experience for Undergraduates (REU). The program provides funding for students to conduct research during the summer with faculty members at colleges across the country.

Three students from Temple College have received research grants from the Texas Academy of Science.

Temple College athletic teams have won five national championships, including the 2018 NJCAA national softball championship.

ABOUT *the* AREA



Temple is a city of approximately 80,000 residents located along the I-35 corridor in Central Texas, between Austin and Waco. Residents of Temple enjoy many of the amenities of a larger city such as museums, a Cultural Activities Center, a symphony orchestra and civic theater, but with a cost of living that is below the national average. Two nearby lakes, as well as numerous parks, provide a variety of recreational opportunities.

Originally founded as a railroad town, Temple is now home to a variety of industries in fields such as healthcare, manufacturing and transportation. Major employers include Baylor Scott & White Health, a leading healthcare provider for Central Texas; McLane Company, a major grocery and foodservice distributor; and Wilsonart, a global manufacturer and distributor of high-pressure laminates and other engineered composite materials.

Temple is part of the Killeen-Temple-Fort Hood MSA, which has a population of 440,121 and is home to the largest U.S. military installation in the world. A regional airport is located in Killeen, and major airports can be found in Austin, Dallas and Houston.

Temple College is located in the southern part of Temple and is part of the Temple Medical and Education District (TMED), which was established to enhance the bioscience industry in Temple and to foster partnerships among the medical and educational entities within the district.



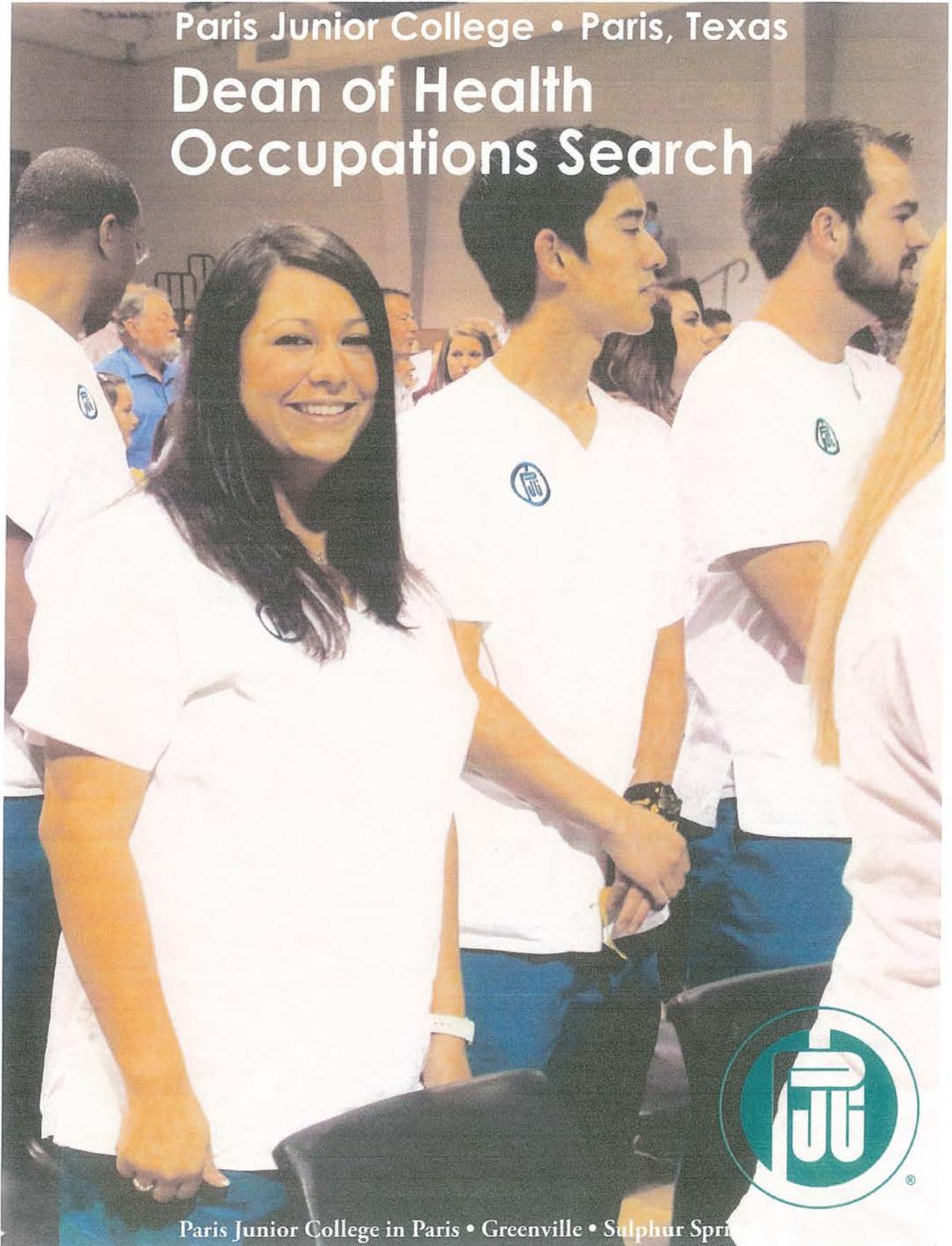
For more information on Temple, visit www.choosetemple.com



SAMPLE SEARCH BROCHURE

Paris Junior College • Paris, Texas

Dean of Health Occupations Search



Paris Junior College in Paris • Greenville • Sulphur Springs

About Paris Junior College



Paris



Greenville



Through its vision to be the educational provider of choice for the region, and mission to serve the region's educational and training

needs while strengthening the economic, social and cultural life of our diverse community, PJC also brings flexibility and leadership to meeting local, regional, and statewide economic needs.

After ten years of participating in Achieving the Dream and using data to improve student outcomes, PJC was named an Achieving the Dream Leader College in 2015.

PJC is recognized as a national leader in Pathways, and was one of 30 institutions selected nationally for the American Association of Community Colleges Guided Pathways Project to better guide students along academic and career pathways. Students will be aided in identifying career goals to put them on the correct path to avoid unneeded classes to save both time and money. PJC faculty and administration worked to fully implement Pathways in the fall 2017 semester.



PJC strongly supports the Texas Higher Education Coordinating Board's 2015-2030 Strategic Plan goal of sixty percent of all Texans 25 to 34 years of age in 2030 possessing a certificate, associate degree, or bachelor degree (60x30TX). Meeting this goal is necessary for the State of Texas to have the workforce to maintain the State's economy; this goal has also been endorsed by the Governor of Texas and the Texas Legislature.



Sulphur Springs



PJC gives equal consideration of all applicants for admission, without regard to race, color, religion, creed, national origin, sex, age, marital status, disability or veteran status. Assistance is provided to students with limited English speaking abilities, disabilities, or academic deficiencies.

Qualifications, leadership, and characteristics

The Dean of Health Occupations supervises and coordinates all areas of Health Occupations, which includes the programs for Associate Degree Nursing (ADN), Licensed Vocational Nursing (LVN), Medical Records Coding, Surgical Technology, Emergency Medical Services, Enhanced Nurse Aide, and Radiology Technology.

QUALIFICATIONS

- Master's and Bachelor's degree in a health occupation field required. Doctorate preferred.
- Five years increasingly responsible management and supervisory experience in one or more areas of health occupations.
- Knowledge and experience in maintaining accreditation status of health occupation programs, accreditation requirements and processes; knowledge and experience with state or national licensing boards.
- Clinical experiences necessary to function effectively and safely in instruction.
- Competency in education and administration of health occupations programs.

PREFERRED CHARACTERISTICS

- A commitment to the philosophy of a comprehensive community College preparing to meet the needs of the 21st century.
- A strong commitment to innovative teaching and learning and to pursuing the potential of technology to support teaching, learning, and the delivery of instruction.
- Skills as an effective oral and written communicator and as a consensus-builder with the ability to bring

about constructive change using participatory processes.

- Ability to keep up-to-date on changes in accreditation standards and requirements and state agency rules and regulations.
- Skill in identifying problems, analyzing data and making recommendations.
- Skill in establishing and maintaining collaborative working relationships with all segments of the College.
- Experience in the development of and revisions in the curricula of the Health Occupations Department to meet requirements of the state agencies, licensing requirements, and accrediting agencies.
- Demonstrated understanding of and experience with the assessment of student learning outcomes.
- Experience in curriculum development and new program development; skill in developing curriculum and education programs.
- Experience and demonstrated skill in planning, budgeting, resource allocation, and in the development and evaluation of programs.
- Experience in developing and enhancing faculty skills through effective evaluation and through support of faculty development programs.



Application process and timeline

To ensure full consideration, application materials must be received by Friday, March 19, 2018.

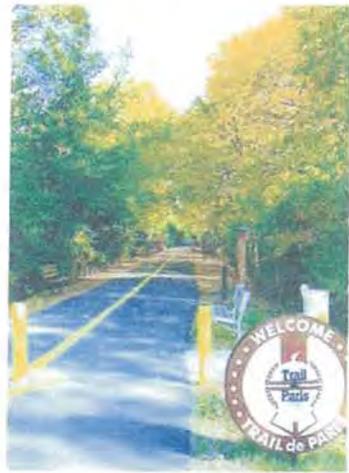
Application process

To be considered for this position, submit the following to: dennis@goldhillassociates.com

1. Application form (download from www.parisjc.edu/downloads/employ_app.pdf).
2. Current resume.
3. A letter of application that succinctly addresses the position profile and demonstrates how the candidate's experience and the professional qualifications prepare them to serve the needs of PJC (not to exceed five pages). Cite examples from background and experience to demonstrate knowledge and expertise.
4. Official college transcripts required of finalists.

For confidential inquiries and to submit an application, contact: Gold Hill Associates
Dennis Michaelis
dennis@goldhillassociates.com
Phone: 254.297.9896





About the area

Paris Junior College's main campus is located in Paris, Texas, which is 100 miles northeast of Dallas, Texas, and just south of the Red River. Lamar County's cost of living makes the area one of the most affordable in the State of Texas. There are many talented and successful artists, composers, writers, producers and actors from the area. The community supports the Paris Community Band and Community Theater. The many outdoor opportunities include the Trail de Paris and Pat Mayse Lake. A strong industrial base features many great companies such as Campbell Soup and Kimberly-Clark. The area is also home to events such as the Tour de Paris Bicycle Rally and Paris Balloon Festival, antique car, tractor, and air shows, and the ASA Archery Southwest Shootout. This green and beautiful area receives an average annual rainfall of 47.82 inches with an average annual temperature of 64.6 degrees. Lamar County is home to about 50,000 people, split evenly between the county and City of Paris.



AGB SEARCH

Advancing Higher Education Leadership

Finding Your Next

President

Northwestern Michigan College

ORIGINAL

Submitted December 12, 2018

December 12, 2018

Mr. Don Loeffler
NMC Business Office
1701 E Front Street
Traverse City, MI 49686

Dear Mr. Loeffler:

AGB Search is delighted that Northwestern Michigan College is considering engaging our services as you prepare for the important task of selecting your next President. We appreciate the time Ken Weaver spent in speaking with us regarding the specific needs and desires Northwestern Michigan College has in selecting your next leader and we are excited by the opportunity to support you in this effort.

In this proposal, we provide our understanding of what Northwestern Michigan College is seeking in your next President, as well as the AGB Search approach and process; our experience and references; a proposed timeline and deliverables; and a full price quote. We also introduce your executive consultant search team, **Dr. Carlos Hernández** and **Ms. Joy Yablonsky**.

We believe Dr. Hernández and Ms. Yablonsky are the right consultants to conduct this search. Dr. Hernández served as president of New Jersey City University (NJCU) for 19 years and also served in various capacities including Provost, Vice President for Academic Affairs, and faculty member. He understands the nuances of leadership in higher education. Ms. Yablonsky has built a diverse executive search practice over the last decade through establishing a boutique practice in higher education serving comprehensive public and private doctoral degree granting universities, small colleges and some of the world's top music conservatories. Overall, she has 25 years of executive search and recruitment experience and has led searches for a wide variety of positions including deans, senior vice presidents of advancement, chief information officers, chief medical information officers, chief academic officers, and vice presidents for enrollment management and human resources. Additional information regarding their experience and expertise can be found in the proposal section titled *Our Talent – Your Search Team*.

We welcome further discussion about our search process, experience, or any other issues. Please feel free to contact me if you have questions at (202) 776-0854 or rod.mcdavis@agbsearch.com. Dr. Hernández is also available to discuss this proposal and can be reached at (201) 850-7881 or carlos.hernandez@agbsearch.com, as is Ms. Yablonsky, who can be reached at (215) 934-1386 or joy.yablonsky@agbsearch.com.

Sincerely,

A handwritten signature in black ink that reads "Roderick J. McDavis".

Roderick J. McDavis, Ph.D.
Managing Principal

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Northwestern Michigan College



Retrieved from
<https://www.facebook.com/NorthwesternMichiganCollege/>

AGB Search is excited by the possibility of working with Northwestern Michigan College (NMC). We appreciate the time you took to share your thoughts and ideas regarding what your stakeholders are seeking as you move forward in the search for your next President.

We recognize that NMC is experiencing a substantial change in leadership with the retirement of its current President, Timothy J. Nelson, but not a shift in its purpose. Under President Nelson's leadership, NMC has been recognized for many achievements including: a nationwide ranking as a "Best for Vets" community college; creating the first state-wide community college baccalaureate program; and being a leader in education across a number of disciplines that reflect the current local and national job market and technologies. We also recognize that NMC's next President will be charged with continuing the College's purpose of providing its students and the

larger NMC community with "skills, experiences, and values that will help them to create social and economic wealth during their lifetimes."

AGB Search's sole focus is finding exceptional candidates to fill higher education leadership positions at universities and colleges throughout the United States. Our strength lies in fully understanding the culture and traditions of an institution such as NMC, which supports the values of providing lifelong learning through access to an affordable, quality education.

In the pages that follow, we address the advantages of selecting AGB Search, a firm that includes former college presidents and other higher education leaders as its consultants, as your search partner. This approach is a key differentiator for AGB Search, and we are frequently commended for bringing this first-hand experience to our searches.

NMC enjoys a rich history as the first comprehensive community college chartered in the State of Michigan. In its 67 years, NMC has built a legacy of dynamic learning through innovation; developing training that is State-specific; and creating programs that address the needs of an economy based on emerging technologies. NMC also serves the academic needs of Traverse City—a community known for agriculture, conservation, and tourism.

The College deserves an exceptional leader that will help achieve NMC's vision "to be an essential contributor to quality of life and a vibrant economy" and "the resource of choice for higher education, lifelong learning and cultural experience." This new president should partner with all of the key stakeholders of NMC to craft a new, exciting, and dynamic era for the institution. AGB Search would be honored to partner with you in identifying the person who will carry that legacy forward.

The AGB Search Approach

AGB Search, founded in 2010 and based in Washington, DC, is focused exclusively on higher education, conducting searches for leadership positions at colleges and universities throughout the United States. An affiliate of the Association of Governing Boards of Universities and Colleges (AGB), AGB Search has

assisted with more than 500 full-time executive and interim searches at over 400 institutions and organizations.

Some of the key differentiators in our search process are highlighted below:

- AGB Search's consultants are experienced educational leaders. We know about key trends and best practices in academia. We intimately understand higher education and will develop an appropriately distinctive approach to meet NMC's specific needs.
- We are commended for our high-touch approach and our deep engagement with the institution in preparing for and executing the search.
- We listen. AGB Search is not selling a one-size-fits-all formula. Understanding that an institution's culture will advance or obstruct the search, we do not make assumptions. We ask the right questions, pay attention to the answers, and develop a search process that will reflect the unique elements of NMC.
- We build a unique candidate pool for each search, tailored to your needs.
- Our due diligence is superb, performed by a team of highly experienced consultants and researchers.
- We are frequently commended for our treatment of candidates. We recognize that academe is a small universe and will work to ensure that every candidate has the best impression of NMC.
- We stand alone in offering transition support as part of our presidential search process.
- We deliver high-quality candidates with staying power, and we guarantee our work.

On an annual basis, AGB Search conducts approximately 90 successful searches for higher education executives. Approximately 40% of our clients have worked with us on multiple searches, a testament to our consultants' expertise and the effectiveness of our search process. We currently enjoy a **98% successful placement rate overall** and are very proud that **93% of our appointed candidates remain in their positions for at least five years.**

As a result of our sustained efforts to attract diverse pools of the most qualified candidates, 50% of our searches have resulted in the appointment of candidates from underrepresented groups over the past three years (38% women and 12% people of color). Of the 182 women that we have placed in higher education senior executive positions since 2011, 52 have been appointed President or CEO.

As a firm, we are committed to diversity hiring practices both within our staff of consultants and support staff and when hiring vendors. Of our team of consultants, 40% are women and 29% are underrepresented minorities. AGB Search's current total staff is composed of 53% women and 30% underrepresented minorities.

We are a team of almost 50 executive search consultants, all with significant experience in recruiting, vetting, and mentoring prospective leaders, who are also accomplished leaders with firsthand knowledge of the higher education community. Our team possesses unparalleled insight into the opportunities and challenges facing the next generation of higher education leaders and is well-positioned to attract talented, diverse candidates.

Our Talent – Your Search Team

AGB Search takes great care in assembling its search teams to ensure that they include executive search consultants and a full-time research associate committed to serving the Search Committee and all other stakeholders until the right candidate is identified and appointed. This team is focused on your search with a full level of effort that is not limited by hourly restrictions or hampered by arbitrary closing dates. We remain engaged until the search is completed to your satisfaction.

Dr. Hernández and **Ms. Yablonsky** are distinguished higher education leaders and executive search consultants with significant relevant experience. Both will work directly with the Northwestern Michigan College Search Committee to lead meetings, engage with candidates, and guide the Committee through the steps of the search.

Your Executive Consultant Search Team

Dr. Carlos Hernández

Carlos Hernández, Ph.D., served as president of New Jersey City University for 19 years and in 2012 was named President Emeritus of the University. Under his leadership the University expanded its scope, underscored its urban mission, and attained university designation on May 29, 1998. Dr. Hernández also served in various capacities at the institution: as provost, as vice president for academic affairs, as executive assistant to the president, and as a member of the faculty.

Dr. Hernández is a member of the editorial board of *Hispanic Outlook in Higher Education*. He served on the American Council on Education's Commission on Advancement of Racial and Ethnic Equity, the Board of Trustees of the Council for Adult and Experiential Learning, and is a past chair of the Board of Directors of the American Association of State Colleges and Universities.

Dr. Hernández is a former member of the Board of Directors of the American Association for Higher Education and chaired the Association's Hispanic Caucus. He is also a former member of the Governing Board of the Hispanic Association of Colleges and Universities and served as a member of the American Council on Higher Education's Commission on International Education. Dr. Hernández has also served on the NCAA Division III Presidents' Council.

In New Jersey, Dr. Hernández served as chair of the Presidents' Council Academic Issues Committee and is a former member of the Committee. Dr. Hernández is also a former chair of the Hudson County Chamber of Commerce and Industry. He serves on the boards of the Eastman Fund, the Liberty HealthCare System, Inc., and Provident Bank, and is chair of the board of the Open Sky Museum.

Dr. Hernández is the recipient of several awards, including India's prestigious Priyadarshni Academy's Global Award for Promotion of Education, the Prabhakar R. Shukla Humanitarian Award, and the State of New Jersey's Many Faces – One Family Award.

Dr. Hernández holds a doctorate in psychology from the Graduate Center of the City University of New York, and a Bachelor of Arts degree from York College of the City University of New York.

Resume – Dr. Carlos Hernández**EDUCATION**

- B.A. York College, City University of New York
Major: Psychology
- Ph.D.: City University of New York
Major: Environmental Psychology

BACKGROUND / RELEVANT EXPERIENCE

2012–Present – Executive Search Consultant, AGB Search

- Assisting colleges and universities with searches for presidents, vice presidents, and other senior leadership positions

1973–2012 – President, New Jersey City University (Retired)

- Chief Executive Officer responsible for setting institutional goals and priorities, and working with my Cabinet.
- Oversaw the implementation of strategic plans as well as other major University initiatives.
- As an ex officio member, worked closely with the University Board of Trustees and government officials at state, regional, and national levels, and represented the University publicly.
- Through tenure as president, served on the boards of numerous national organizations, representing the interests of urban, public higher education.
- Prior to his appointment as president in 1993, he served as the University's Provost, Vice President for Academic Affairs, Executive Assistant to the President, and began his career as professor of psychology.

DIRECTORSHIPS

- *2011 – 2013 – Director, Geraldine R. Dodge Foundation*
- *2008 – 2013 – Director, Liberty Health Systems*
- *1998 – 2013 – Director, Eastman Foundation*
- *1995 – Present – Director, The Provident Bank*

Ms. Joy Yablonsky

Joy Yablonsky joined AGB Search in February 2018. Joy has built a diverse executive search practice over the last decade through establishing a boutique practice in higher education serving comprehensive public and private doctoral degree granting universities, small colleges and some of the world's top music conservatories. She has led searches for a wide variety of positions including Deans, Senior Vice Presidents of Advancement, Chief Information Officers, Chief Medical Information Officers, Chief Academic Officers, and Vice Presidents for Enrollment Management and Human Resources and Endowed Chairs. Most recently, she has led senior level searches for Temple University, St. John's University, and the State University of New York (SUNY) system.

Her career has spanned twenty-five years of executive search and recruitment with top executive search firms including Heidrick & Struggles. Ms. Yablonsky has a thorough understanding of effective recruitment and selection strategies of senior-level executives and attorneys in higher education and the legal profession.

She began her search career as the Executive Director of the Philadelphia office of a national legal search firm and was recognized for her numerous legal placements and strategic marketing that led to an exclusive staffing arrangement with DuPont Legal. Ms. Yablonsky worked on multiple assignments for attorneys in every section of the legal department, as well as short-term assignments both in the United States and England.

A graduate of Temple University, she earned her BA in Business Administration and took graduate courses in Journalism. In the spirit of giving back, she supports advancing the future careers of today's students by presenting pro bono career workshops on campuses. She has worked with many groups of students across various academic curricula including Healthcare Policy, Biology, and Law. She has served on many committees for not-for-profit organizations and professional associations, and she currently works with family programs at the Barnes Foundation in Philadelphia.

Resume – Ms. Joy Yablonsky**EDUCATION**

- B.A. Temple University
- Major: Marketing

BACKGROUND / RELEVANT EXPERIENCE

2018–Present – Executive Search Consultant, AGB Search

- Assisting colleges and universities with searches for presidents, vice presidents, and other senior leadership positions

2007–2018 – Founder and Search Consultant, Armington Recruiting, LLC

- Founded Armington Recruiting, a highly personalized search firm with specializations in higher education, healthcare and not-for-profits.
- Provided strategic recruitment solutions for leadership, academic and managerial positions for an array of public and private universities and not-for-profits.
- Placed campus level executives including Provosts, Vice Presidents, Deans, Chief Information Officers and positions in advancement, admissions, enrollment management and human resources.
- Significant work in the health professions, optometry and medicine.
- Earned high rate of repeat business through exemplary guidance of the search process and presentation of exceptional candidates.
- Managed client relationships through establishing expectations, setting timelines, communicating regularly about recruitment activity, and maintaining the momentum of short-listed candidates.
- Consistently generated high position interest through information gathering via meetings with search committee members and campus constituents as well as writing dynamic job profiles for circulation to prospective candidates referred, nominations, and canvassing through professional associations.
- Negotiated compensation packages between candidates and employers that consistently yielded mutually-acceptable results.
- Clients have included Carnegie R1 institutions and colleges ranked in top tier of U.S. News and World Report College Rankings.

The AGB Search Staff

Dr. Hernández and Ms. Yablonsky will be assisted at every stage of the search by the following dedicated team of professionals:

- A **full-time research associate** works to develop a diverse and abundant field of candidates. The research associate conducts vital candidate research, ensures that advertisements are posted in targeted publications, and maintains secure access for your Search Committee to all candidate information.
- **AGB Search consultants** work collaboratively. Candidates for this search may come from recommendations by other AGB Search consultants and their networks of contacts, which include numerous campus leaders, higher education associations, and other organizations. Your search will benefit from the connections and experience of the entire AGB Search team.
- **AGB Search's office staff** will provide services including contracting, accounting, and website support. They assist the consultants with ensuring that the search proceeds smoothly, that all materials are available, and that all questions are answered promptly.

The AGB Search Principals

AGB Search's Managing Principal, **Dr. Roderick J. McDavis**, and Associate Managing Principal, **Dr. Melissa K. Trotta**, guide every aspect of the firm's proposals and searches. Together Drs. McDavis and Trotta manage the client relationship above and beyond any specific search and are available to consult with and advise our clients.

Roderick J. McDavis, Ph.D. is the primary point of contact and oversees all searches conducted by the firm. As the highly respected former President of Ohio University, Dr. McDavis has decades of experience recruiting and mentoring leadership teams and has completed executive searches for presidents and other senior leaders in higher education since joining AGB Search. Dr. McDavis ensures that all searches are completed on time, uses his network to recommend potential candidates, and troubleshoots any potential issues.

Melissa K. Trotta, Ed.D. is the secondary point of contact and oversees all daily operations of AGB Search. Dr. Trotta brings 25 years of higher education experience as well as a broad array of search experience, including presidential searches, to her role. She is pleased to assist our clients throughout the search process with all matters both professional and administrative.

Our Search Approach and Process

Working with Search Committees is the heart of what AGB Search does, and we have experience guiding committees of all sizes, compositions, and backgrounds. The AGB Search process is designed to ensure that the Search Committee is deeply involved at every step of the process. Your Committee's needs and timeline drive the process, while your knowledge of the institution supports the creation of the position profile that allows us to recruit a strong group of candidates. Your stakeholders' passion ensures that the College hires the right candidate whose values and approach align ideally with those of NMC.

Dr. Hernández and Ms. Yablonsky will work closely with the Search Committee from the outset to review and create new materials and processes for recruitment. They will collaborate with the Chair and members of the Search Committee, as appropriate, to gain approval of the search process and documents.

They will also prepare a recruitment plan and an advertising recommendation for the Search Committee's review and approval.

As the search nears the end of the recruiting period, the Committee's work will focus on candidate review and selection. A jointly drafted rating instrument (Candidate Assessment Matrix) helps provide consistency as the consultants facilitate the iterative process by which the Committee selects semifinalists and finalists for interviews. An additional, optional assessment tool that AGB Search offers is the Predictive Index's Behavioral Assessment. The PI's Behavioral Assessment measures motivating drives in the workplace and can be used in conjunction with traditional screening methods such as resume review, interviews, and reference checks. AGB Search can provide further information about the PI upon request.

Dr. Hernández and Ms. Yablonsky will be in frequent contact with Search Committee members, and especially with the Search Chair, throughout the search. The consultants anticipate between four and six meetings with the Search Committee; some meetings may occur via conference call or video conference, if and when appropriate.

Steps in the Process

The unique needs and timeline of Northwestern Michigan College will drive our work, as we advise the Search Chair and support your Search Committee by:

- Assisting in gathering constituent input for the search in keeping with Northwestern Michigan College's desires;
- Providing direction to reach agreement on search goals, leadership priorities, and attributes;
- Preparing a position profile to inform candidates and potential candidates about NMC, the Traverse City location, and the opportunities and challenges of this position;
- Partnering with the Search Chair to organize and facilitate Search Committee meetings;
- Assuming primary responsibility for recruiting and cultivating candidates utilizing the broad networks of our consultants;
- Assisting the Search Committee in developing and employing effective candidate screening procedures;
- Providing due diligence in stages on candidates identified on a short list, as semifinalists, and as finalists;
- Counseling on best practices in off-site and final candidate interview schedules and procedures;
- Providing drafts of correspondence and communication to the NMC community;
- Assisting with Search Committee communications; and
- Managing candidate communication throughout the search process.

As a full-service firm, AGB Search manages all search materials, including communications soliciting nominations and interest, acknowledgment of applications, correspondence with applicants, and communication of advancement or non-advancement. We create a confidential, secure website through which Search Committee members have continuous access to all candidate materials.

Organize the Search and Research Leadership Needs

Our first responsibility is to thoroughly understand NMC. Dr. Hernández and Ms. Yablonsky, building upon their own knowledge, will visit your campus to interact with the Board of Trustees, the Search Chair and the Search Committee, and to meet with campus administrators, faculty, students, alumni, and community members, as appropriate. This inclusive, interactive, and highly personal process helps

prepare the consultants to recruit high-quality candidates for the Search Committee’s consideration. This process reveals the attractions and challenges of the position, as well as the characteristics and experience the successful candidate must possess. It also gives appropriate constituents a chance to weigh in on the future priorities of leadership, the first step to establishing a sense of investment in the search process, and a step that will be very helpful to the newly-appointed President.

In addition to the extremely valuable personal information Dr. Hernández and Ms. Yablonsky will gather through this process, we will also create materials we will use to recruit qualified candidates who possess the skills, foresight, and vision NMC needs. Subject to the Committee’s review and approval, this material introduces potential candidates to your unique history and mission and presents a compelling case for them to further explore the opportunity that the role of the President offers.

Recruitment Techniques and Innovations

AGB Search enhances its ongoing approach to recruiting viable candidates with tools such as Spark Hire (an interviewing platform), the Predictive Index, and LinkedIn Recruiter Professional Services.

Directed by the experience, skills, and professional characteristics identified in the profile, Dr. Hernández and Ms. Yablonsky will recruit a fresh pool of high-quality candidates tailored specifically to your leadership needs at this time. Our recruitment process will rely on:

- **The extensive networks of our consulting team.** We recruit candidates who are not necessarily looking to change positions but could be attracted to the opportunity. Although Dr. Hernández and Ms. Yablonsky will lead the recruitment effort through their own vast networks, they will also look to their professional colleagues’ networks of contacts, which include numerous campus leaders, higher education associations, and other organizations. As noted earlier, your search will benefit from the connections and experience of the entire AGB Search team.
- **Networking outreach to higher education leaders nationally, regionally, and statewide to ask for nominations of highly qualified traditional and non-traditional candidates.** If the Committee wishes, we also can seek candidates whose primary experience is in the corporate sector, other not-for-profit organizations, or public service, whose skills, background, and related experience match those in the profile, and who also have a deep understanding of NMC as well as its culture and Traverse City locale. This outreach may include alumni who want to return to serve their alma mater.
- **Outreach to underrepresented groups.** We will seek nominations from individuals at organizations that champion the advancement of current and future leaders from underrepresented groups, such as the Alliance for Equity in Higher Education, American Indian Higher Education Consortium (AIHEC), Hispanic Association of Colleges and Universities (HACU), American Association of Blacks in Higher Education, Latinos in Higher Education, American Association of University Women, the University of Pennsylvania’s Penn Center for Minority Serving Institutions (CMSI), and the National Association of Diversity Officers in Higher Education.
- **Advertising in the leading higher education trade publications and websites establishes the College’s intent to recruit a diverse pool of candidates.** We will consider key higher education outlets that may include *The Chronicle of Higher Education*, *Women in Higher Education*, and *The Hispanic Outlook in Higher Education*, as well as websites such as DiverseJobs.com and InsideHigherEd.com. We will also consider position-specific websites and publications for advertising.

- **AGB Search’s Washington, D.C., connections.** AGB Search enjoys a robust network of key relationships in the Washington, D.C., area that includes leaders in the government, military, and Foreign Service, as well as board and executive leaders at significant non-profit organizations.

Dr. Hernández and Ms. Yablonsky will identify outstanding potential candidates and conduct initial screenings to learn as much as possible about their history; experience; level of interest in and understanding of the position and NMC; and specific circumstances of their candidacy. This focused effort brings high-quality, pre-screened candidates to the Search Committee for their consideration.

Review and Evaluate Candidates

We will work closely with the Search Chair and Search Committee through an iterative process to discern the most qualified candidates. We will train the Committee in best practices and assist them in developing a rating methodology that ensures fair and rigorous evaluation of credentials. The introduction of rigorous processes early in the process helps the Committee develop a keener sense of candidates’ strengths and potential. The Committee’s selection of semifinalists to invite for interviews triggers an additional round of due diligence, in which reference calls are initiated. We also conduct Internet (Google), Nexis, and CourtLink reviews, as well as social media reviews, to identify potential issues that candidates may need to address.

Facilitate Interviews

We typically support the Search Committee through two rounds of in-person interviews: semifinalist interviews at an off-campus location (neutral-site) and more extensive rounds of on-campus interviews for finalists.

We also conduct additional due diligence on finalists, including “off-list” reference calls, which target individuals who can address specific areas of interest regarding candidates; extensive background checks through the international firm HireRight, including driving, criminal, civil, and credit checks on finalists; and, finally, verification of all employment and academic degrees and credentials.

Support Discussions, Appointment, and Transition

By gathering compensation expectations and other information from the most promising candidates as the search progresses, we can inform the eventual discussions with the candidate of choice. Dr. Hernández and Ms. Yablonsky can also serve in an intermediary role during initial negotiations, working with the hiring authority and the candidate of choice to assure there is a shared understanding of interests.

Unique among higher education search firms, AGB Search offers transition planning for presidential searches. This process includes developing strategies to support, prepare, and ensure a successful launch for the new President. We include this service as part of our process at no additional fee because experience has shown that a thoughtful and well-executed plan in the early months of a new leader’s tenure eases the busy introductory phase and sets the stage for long-term success.

With support and guidance from Dr. Hernández and Ms. Yablonsky, we ensure that NMC and the President-elect are prepared for and committed to a successful leadership transition.

Conflict(s) of Interest

AGB Search does not have any known or potential conflicts of interests in working with NMC on this search.

Our Experience and References

As stated above, AGB Search is focused solely on higher education searches. We are a team of seasoned administrators with decades of experience leading institutions, hiring and mentoring future leaders, and providing thought leadership to the higher education community. This firsthand experience of our consultants—which includes administrative and faculty perspectives—gives AGB Search insight and depth in conducting higher education leadership searches.

We possess the experience to quickly grasp your institution’s mission, history, and particular circumstances; the industry connections to cultivate a talented pool for the position; the leadership insights to ask the right questions of candidates to assess fit; and the skill to complete meaningful due diligence that will allow Northwestern Michigan College to hire with confidence.

AGB Search’s Placements for Community Colleges

Our experience conducting searches specifically for community colleges is summarized in the table below.

Institution	Location	Position
2018		
Broward College	FL	President
Columbus State Community College (<i>In Progress</i>)	OH	Senior Vice President for Academic Affairs
Edmonds Community College	WA	President
Harold Washington College	IL	President
Harry S Truman College (<i>In Progress</i>)	IL	President
Kennedy-King College	IL	President
Kingsborough Community College (City University of New York [CUNY])	NY	President
Malcolm X College	IL	President
Olive-Harvey College (<i>In Progress</i>)	IL	President
Richard Daley College (<i>In Progress</i>)	IL	President
Seminole State College of Florida	FL	President
Tacoma Community College	WA	President
2017		
City Colleges of Chicago	IL	Chancellor
City Colleges of Chicago	IL	Provost
Henry Ford College	MI	President
Nashville State Community College	TN	Vice President for Academic Affairs
University of Wisconsin Colleges	WI	Provost
2016		
Lorain County Community College	OH	President

Institution	Location	Position
Walla Walla Community College	WA	President
2015		
Housatonic Community College	CT	President
Northwestern Connecticut Community College	CT	President
University of Wisconsin Colleges	WI	Dean for Online and Distance Education
2014		
Community College of Philadelphia	PA	President
Delaware County Community College	PA	Provost
Grand Rapids Community College	MI	Provost
Raritan Valley Community College	NJ	President
2013		
Kingsborough Community College (City University of New York [CUNY])	NY	President
Lake Land College	IL	President
Lake Region State College	ND	President
University of Wisconsin Colleges	WI	Online and Distance Education Dean
2012		
University of Wisconsin Colleges - Sheboygan	WI	CEO/Dean

References

AGB Search is pleased to provide the following references for searches completed by proposed executive search consultant Dr. Hernández and that match the criteria and caliber of what NMC is seeking in its search for the position of President.

Kingsborough Community College - City College of New York (CUNY)

Search for President (2018)

Placement: Dr. Claudia Schrader

Contacts: Dr. Vita Rabinowitz, Interim Chancellor

Phone: 646-664-8075

Email: vita.rabinowitz@cuny.edu

Ms. Mahlet Tsegaye - Director of Executive Search / CUNY Liaison and Office of Executive Search & Enrollment

Phone: 646-664-9404

Email: mahlet.tsegaye@cuny.edu

The Honorable Sandra Wilkin – Search Committee Chairperson and Member, CUNY Board of Trustees

Bradford Construction/Bravo LLC

Phone: 212-967-6002

Email: swilkin@bradfordconstruction.com

Albizu University

Search for President (2017)

Placement: Dr. Jose Pons Madera

Contact: Tere Bolivar
 Email: bolivar@plazaprovision.com
 Dr. Ruth Gonzalez, Board Chair
 Email: junta_sindicos@albizu.com
 Ms. Loli Fernandez, Liaison

Lorain County Community College
Search for President (2016)

Placement: Dr. Margie Ballinger
 Contact: Roy Church (retired)
 Mr. Terry Goode, Board Chair

AGB Search is pleased to provide the following references for searches proposed executive search consultant Ms. Yablonsky.

State University of New York (SUNY) College of Optometry
Search for Chief of Primary Care (2018)

Placement: Diane Elizabeth Calderón, O.D., FFAO
 Contact: David A. Heath, Ed.D., President
 Phone: 267-294-4744
 Email: dheath@sunyopt.edu

Temple University
Search for Chief Information Officer

Placement: Cindy Leavitt
 Contact: Michael Sitler, Ed.D., (former) Deputy Provost
 Email: sitler@temple.edu

Holy Family University
Search for Dean of the School of Nursing (2015)

Placement: Cynthia A. Russell, Ph.D., RN, FAAN, ACC
 Contact: James Trusdell, MBA, (former) vice President of Finance and Administration
 Phone: 215-756-1389
 Email: jetrusdell@gmail.com

AGB Search’s Placements for Presidents

Since 2010, AGB Search has completed just under 200 successful presidential searches for universities and colleges.

The following table is a list of presidential searches conducted by AGB Search from 2013 to the present, including public, private, and religiously-affiliated universities and colleges, state higher education systems, university foundations, and higher education associations. All searches listed in the table are for the role/title of President unless otherwise noted.

Institutions	
2018	
Barry University (In Progress) (FL) <i>(In Progress)</i>	Iowa State University (IA)
Bethune-Cookman University (FL) <i>(In Progress)</i>	Kennedy-King College (IL)

Institutions	
Broward College (FL)	Lewis-Clark State College (ID)
Carroll College (MT)	Limestone College (SC)
Chicago State University (IL)	Louisiana Board of Regents (Commissioner) (LA)
Christian Theological Seminary (IN) <i>(In Progress)</i>	Malcolm X College (IL)
City University of New York (CUNY) Kingsborough (NY)	Mayville State University (ND)
Clarion University (PA)	Mississippi College (MS)
Concordia University (OR) <i>(In Progress)</i>	Kennedy-King College (IL)
Delaware College of Art & Design (DE)	Olive-Harvey College (IL)
Edmonds Community College (WA)	Richard Daley College (IL) <i>(In Progress)</i>
Edward Waters College (FL)	Saint Michael's College (VT)
Fairmont State University (WV)	Seminole State College (FL)
Gammon Theological Seminary (GA)	South Dakota Board of Regents (Executive Director and CEO) (SD)
Harold Washington College (IL)	St. Cloud State University (MN)
Harry S Truman College (IL)	Suffolk University (MA)
Henry Ford College (MI)	Tacoma Community College (WA)
Hope College (MI)	Thomas More University (KY) <i>(In Progress)</i>
Idaho State University (ID)	Tougaloo College (MS) <i>(In Progress)</i>
Iowa State University (IA)	The University of Guam (GU)
Kennedy-King College (IL)	University of Minnesota (MN) <i>(In Progress)</i>
Lewis-Clark State College (ID)	The University of Montana-Missoula (MT)
Limestone College (SC)	Valley City State University (SD)
Idaho State University (ID)	Wake Tech Community College (NC) <i>(In Progress)</i>
2017	
Albizu University (PR)	Maryland University of Integrative Health (MD)
Association for Institutional Research (FL)	Metropolitan State University of Denver (CO)
Baptist Theological Seminary at Richmond (VA)	Nevada System of Higher Education (Chancellor) (NV)
Buena Vista University (IA)	Saint Joseph's College (NY)
Central Connecticut State University (CT)	State Higher Education Executive Officers Association (SHEEO) (CO)
City Colleges of Chicago (Chancellor) (IL)	Union Institute and University (OH)
Fisher College (MA)	University of Minnesota – Crookston (Chancellor) (MN)
Flagler College (FL)	West Texas A&M University (TX)
Fresno Pacific University (CA)	Widener University (PA)
Graceland University (IA)	
2016	
Bethany College (KS)	National University (CA)
Capital University (OH)	Ohio Foundation of Independent Colleges (OH)

Institutions	
Centenary College (NJ)	Sierra Nevada College (NV)
City University of Seattle (WA)	Southern Connecticut State University (CT)
Colby-Sawyer College (NH)	St. Catherine University (MN)
Ferrum College (VA)	University of North Dakota (ND)
Lake Erie College (OH)	University of Northern Iowa (IA)
Lorain County Community College (OH)	University of Puget Sound (WA)
Marymount California University (CA)	Walla Walla Community College (WA)
Mount Saint Joseph University (OH)	Wayland Baptist University (TX)
Muskingum University (OH)	Wheelock College (MA)
National Center for Higher Education Management Systems (CO)	William Jewell College (MO)
2015	
Ashland University (OH)	Marshall University (WV)
Clark Atlanta University (GA)	North Dakota University System (Chancellor) (ND)
Cottey College (MO)	Northwestern Connecticut Community College (CT)
Dickinson State University (ND)	Pacific School of Religion (CA)
Drake University (IA)	Reinhardt University (GA)
Duquesne University (PA)	Southwestern College (KS)
East Texas Baptist University (TX)	The College of Wooster (OH)
Emporia State University (KS)	University of San Diego (CA)
Golden Gate University (CA)	University of the District of Columbia (DC)
Housatonic Community College (CT)	Wells College (NY)
Huston-Tillotson University (TX)	Western Connecticut State University (CT)
	Widener University (PA)
2014	
Associated Colleges of the South (GA)	Mount Carmel College of Nursing (President and Dean) (OH)
College of Charleston (SC)	Our Lady of the Lake University (TX)
Community College of Philadelphia (PA)	Raritan Valley Community College (NJ)
Culver-Stockton College (MO)	Saint Louis University (MO)
Drew University (NJ)	Sul Ross State University (TX)
Fort Hays State University (KS)	Texas A&M University San Antonio (TX)
Independent Colleges and Universities of Texas (TX)	Transylvania University (KY)
La Salle University (PA)	Tuskegee University (AL)
Lincoln Christian University (IL)	University of Mount Union (OH)
Louisiana State University - Alexandria Foundation (LA)	University of Rio Grande/Rio Grande CC (OH)
Louisiana Board of Regents (Commissioner) (LA)	University of the Southwest (NM)

Institutions	
Louisiana State University - Shreveport Foundation (LA)	University of Wisconsin – Stout (WI)
Luther College (IA)	Valley City State University (ND)
Marian University (WI)	Youngstown State University (OH)
2013	
Albion College (MI)	Illinois Board of Higher Education (Executive Director) (IL)
American University of Iraq- Sulaimani (Iraq)	Kansas Wesleyan University (KS)
Andover Newton Theological School (MA)	Lake Land College (IL)
Angelo State University (TX)	Lake Region State College (ND)
Baker University (KS)	Longwood University (VA)
Bridgewater College (VA)	Lourdes University (OH)
California State University Fresno (CA)	Monmouth University (NJ)
Carlow University (PA)	Mount Mercy University (IA)
Central Methodist University (MO)	National University (CA)
City University of New York Kingsborough (NY)	New Mexico State University (NM)
Coalition for College Cost Savings (TN)	Rocky Mountain College (MT)
Connecticut Board of Regents (CT)	Saginaw Valley State University (MI)
Garrett-Evangelical Theological Seminary (IL)	Southwestern University (TX)
Georgetown College (KY)	State Higher Education Executive Officers Association (CO)
Illinois Board of Higher Education (Executive Director) (IL)	State University of New York Adirondack (NY)
Kansas Wesleyan University (KS)	Texas Tech University (TX)
Lake Land College (IL)	University of Idaho (ID)
Lake Region State College (ND)	Upper Iowa University (IA)
Longwood University (VA)	Wabash College (IN)
Lourdes University (OH)	Western Association of Schools and Colleges (CA)
Monmouth University (NJ)	Wofford College (SC)

Timeline and Deliverables

AGB Search has identified the following proposed timeline and deliverables with an assumed project start date of January 2019. Dr. Hernández and Ms. Yablonsky will closely monitor the progress of the search and work with the Search Chair and Search Committee to create a timeline that meets their anticipated schedule and the College’s academic calendar.

Timeline

Phase	Activities	Participants
January 2019:	<ul style="list-style-type: none"> Board and Search Committee meet with consultants to determine timeline, 	<ul style="list-style-type: none"> Board of Trustees Search Committee

Organize Search and Research Needs	<p>outreach strategy, and priorities and characteristics sought.</p> <ul style="list-style-type: none"> • Consultants meet with stakeholders to discuss opportunities and challenges of the position. • AGB Search prepares advertising, recruitment plan, and position profile for the Committee’s and Board’s approval. 	<ul style="list-style-type: none"> • AGB Search
February – March 2019: Recruit Candidate Pool	<ul style="list-style-type: none"> • AGB Search initiates wide-ranging recruitment strategy. • Consultants narrow focus on vetting most promising candidates. • Rating instrument is developed. 	<ul style="list-style-type: none"> • AGB Search • Search Committee
April 2019: Candidate Review	<ul style="list-style-type: none"> • Committee members review candidate files. • Search Committee and consultants meet to select neutral-site (semifinalist) candidates and assign reference calls. • AGB Search completes due diligence on semifinalists. 	<ul style="list-style-type: none"> • Search Committee • AGB Search
May – June 2019: Candidate Interviews	<ul style="list-style-type: none"> • Search Committee hosts neutral-site interviews. • Search Committee selects finalists, and AGB Search completes background checks. • Campus hosts finalist interviews; Search Committee finalizes candidate recommendation. 	<ul style="list-style-type: none"> • Search Committee • AGB Search
July 2019: Appointment and Transition	<ul style="list-style-type: none"> • Consultants support discussions with final candidate and communication of appointment. • Consultants assist with transition planning. 	<ul style="list-style-type: none"> • Board of Trustees • AGB Search

Deliverables

Dr. Hernández and Ms. Yablonsky will provide the following deliverables in keeping with the needs and desires of NMC and with the support and assistance of other AGB Search staff as appropriate.

1. Pre-search listening sessions, which include in-person meetings with the Board of Trustees and representatives from the faculty, staff, students, and community constituents to ensure input into the needs of NMC and understanding of desirable leadership attributes for the President.
2. A comprehensive search profile developed in collaboration with the Search Committee, which will include all of the necessary information about the position, NMC, and the community to attract excellent candidates.
3. Solicitation of a diverse candidate pool. This pool will represent diversity of background, race, ethnicity, gender, and other factors, ensuring quality candidates that reflect the Northwestern Michigan College community.

4. A detailed advertising and outreach plan, which targets the advertisement in locations likely to reach strong candidates and assures that the search profile reaches higher education leaders best able to recommend qualified potential candidates.
5. A mid-search meeting of Dr. Hernández and Ms. Yablonsky with the Search Committee to train the Committee in best practices and to develop a rating system for candidate application evaluation.
6. A secure, password-protected website providing the Search Committee with access to all candidate application materials.
7. Assistance in planning and conducting neutral site (semifinalist) interviews, including managing candidates to ensure confidentiality during the interviews.
8. Guidance in interview techniques to allow the best use of time and ability to elicit necessary information.
9. Facilitating reference checks for chosen candidates and professional background checks on finalists.
10. Providing all search-related administrative services, including initial outreach, receipt and processing of applications, and management of correspondence and contact with the candidates, other than as agreed to with the Search Chair.
11. As requested, drafts of correspondence and communications from the Search Chair to the Search Committee, the Northwestern Michigan College community, and candidates.

Search Fees and Expenses

AGB Search Fees	
Search Fee (Fixed)	<i>TBD based on industry-standard of one-third of the first-year salary of the appointed candidate</i>
	TBD
Administrative and Other Fees	0
Total AGB Search Fees	\$ -
Proposed Search Expenses (Estimated)	
Consultant Travel, Food, and Lodging (for Dr. Hernández and Ms. Yablonsky)	\$ 7,500
Indirect Expenses - e.g., Advertising - online and print	6,000
Total Proposed Search Expenses (Estimated)	\$ 13,500

To assist NMC in the search for your next President, AGB Search offers the industry standard fee structure of one-third of the first-year salary of the appointed candidate plus reimbursement of all direct expenses at actual cost. The first year’s salary used to calculate this fee does not include specially deferred executive compensation, signing or performance bonuses, or payments into retirement/pension plans.

AGB Search's fee is payable in three approximately equal installments: at the end of month one, at the end of month three, and at the conclusion of the search.

Proposed Search Expenses

All consultant travel-related expenses and advertising costs are billed separately on a monthly basis at actual cost.

The amount of consultant travel depends on the requests of the Search Committee and the number of meetings and trips requested. Similarly, advertising costs are based on the needs and requests of the Search Committee.

All of the expenses included in our proposal are estimates that can be adjusted at the discretion of the Search Committee.

We advise the College to budget an additional \$1,000 per candidate for travel expenses for in-person interviews.

Our Commitment and Guarantee

We are committed to our work and guarantee its success. If Northwestern Michigan College is unable to identify a candidate of choice for the next President within the initial timeline, we will continue the search process until a successful appointment is made. Furthermore, if the candidate appointed leaves office during the first year, we will return to assist in a follow-up search on an expenses-only basis.

Sample Work Products

AGB Search is providing below specific examples of work products we create to assist with prior searches.

[Our Sample Contract](#)

AGB SEARCH, LLC
AGREEMENT FOR SEARCH CONSULTING SERVICES
BETWEEN
AGB SEARCH, LLC
AND
INSTITUTION

This agreement is dated **DATE** between AGB Search, LLC, 1133 20th Street, N.W., Suite 300, Washington, D.C. 20036 (hereinafter referred to as AGB Search), and **INSTITUTION, ADDRESS,** (hereinafter referred to as **University**).

The parties agree as follows:

I. SEARCH SERVICES

AGB Search is engaged to provide **POSITION Search Services to University**. AGB Search agrees to provide the search consultant services of **CONSULTANT**, who with other AGB Search staff, as appropriate, will provide the following services:

1. Assisting the Search Committee in reaching agreement on search goals and leadership priorities and attributes;
2. Partnering with the Search Committee Chair in organizing and facilitating Search Committee meetings;
3. Assist in coordinating the entire search process;
4. Assuming major responsibility in recruiting and cultivating candidates;
5. Assist in developing and engaging an effective candidate screening procedure;
6. Providing due diligence on candidates identified on a short list and those identified as semi-finalists and finalists;
7. Counsel regarding off-site and final candidate interview schedules and procedures;
8. Providing drafts of correspondence and communication to the Search Committee, **University** community and candidates;
9. Guidance in the preparation and implementation of a transition plan for the new **Position, University** administration, and campus community;
10. Handling of all search-related administrative services, all of which will be provided at the offices of AGB Search or on a secure web site hosted by AGB Search, to which only members of the Search Committee and AGB Search staff will have access. AGB Search will receive and process all applications for the position and will handle all correspondence and contact with the candidates other than as agreed to with the Search Committee Chair; and
11. Preparation of a draft prospectus for the **University**, for use by AGB Search to inform candidates and potential candidates about the **University**, its history, its opportunities and challenges. This draft will be subject to editing and modification by the Search Committee, and the **University** shall

solely be responsible for the final version, which it endorses for use by AGB Search in connection with the search.

II. SEARCH FEES

University shall pay AGB Search **PRICE**, plus reimbursement of all reasonable travel and travel-related expenses as well as out-of-pocket expenses, such as advertising expenses. This fee includes all administrative charges incurred directly by AGB Search as part of its overhead in the administration of this agreement.

A search fee shall be paid within 30 (thirty) days following each of the following billing dates:

DATE 1	\$00,000
DATE 2	\$00,000
Upon completion (billed at the end of the month following appointment)	\$00,000

The foregoing notwithstanding, **University** can terminate this engagement by giving written notice of termination to AGB Search at any time, for any reason; however, **University** shall be responsible for paying that portion of the fee incurred on or prior to any of the billing dates referred to above, together with all out-of-pocket expenses incurred by AGB Search up to the date of termination.

AGB Search shall send its statements for services rendered in accordance with this agreement to the following address in accord with the above-written schedule. AGB Search shall also bill **University** monthly for out-of-pocket expenses incurred during each month. All statements shall be sent to the **University** at the following address:

CONTACT NAME
INSTITUTION
CONTRACT ADDRESS
ADDRESS 2

III. CONFIDENTIALITY

Both AGB Search and **University** represent and warrant to each other that each of them will keep strictly confidential within the Search Committee and AGB Search staff engaged in this Search all information pertaining to this Search available to either of them. No information will be released by either the Search Committee or any member thereof or AGB Search or a staff person engaged in the Search without the prior knowledge and consent of **CONSULTANT**, and the Search Committee Chair.

IV. LIMITED WARRANTIES

If the person selected as **Position** leaves office during the first year from the date he or she first occupies the office (i.e., is on the payroll of the **University**) for cause as determined by the Board of Trustees in accord with the definition of “cause” as set forth in an employment agreement between **University** and the new hire, which definition is reasonably acceptable to AGB Search, AGB Search will assist in a follow-up search for no additional charge other than out-of-pocket expenses incurred in connection with the subsequent search.

AGB Search does not warrant the accuracy or completeness of the background checks that are conducted by third-party service providers. AGB Search routinely engages such service providers to check candidates’ credit, criminal, and driving records, and degree verification. If **University** desires a more in-depth due diligence report with respect to any candidate, a more thorough investigation can be conducted at a higher cost, which will be incurred only if approved by the Search Committee Chair prior to such investigation being ordered and such costs being incurred.

V. EMPLOYMENT AGREEMENT NEGOTIATION NOT INCLUDED IN THIS CONTRACT

AGB Search does not participate in the negotiation of an employment agreement between the successful candidate and **University** unless there is an express agreement to that effect; however, AGB Search, for additional consideration and subject to agreement by both parties of an addendum to this agreement, will provide consulting services to **University** with respect to the negotiation of an employment agreement with the successful candidate. AGB does not provide legal services, so **University** should arrange for its counsel to be involved in the negotiation process to the extent **University** and such counsel deem appropriate.

VI. NOTICES

Any notices required by this agreement shall be sent in writing to the respective parties at the indicated address:

Dr. Roderick McDavis, Managing Principal
AGB Search, LLC
1133 20th Street, N.W., Suite 300
Washington, D.C. 20036

CONTACT NAME
INSTITUTION
ADDRESS 1
ADDRESS 2

In witness whereof, the parties have executed this agreement on the date first written above.

INSTITUTION:

AGB Search, LLC:

Signature

Signature

Name (Printed)

Position

Date

Roderick J. McDavis, Ph.D.
Name (Printed)

Managing Principal
Position

Date

Sample Position Profile

KINGSBOROUGH

COMMUNITY COLLEGE

★ DREAMS BEGIN HERE ★



Presidential Search Profile

CU
NY THE CITY
UNIVERSITY
OF
NEW YORK



KINGSBOROUGH COMMUNITY COLLEGE BROOKLYN, NEW YORK

THE SEARCH FOR A PRESIDENT

The Board of Trustees of The City University of New York (CUNY) and the Presidential Search Committee invite nominations and applications for the position of President at Kingsborough Community College, CUNY. Kingsborough Community College (KCC) seeks a proven, collaborative leader who embraces its commitment to access, equity and student success and advances the innovative pathways to higher education, career and economic advancement for the diverse communities it serves.

ABOUT KINGSBOROUGH

Founded in 1963, Kingsborough Community College (KCC) is Brooklyn's only comprehensive community college, providing both liberal arts and career education. Dedicated to promoting student learning and development as well as strengthening and serving its community, KCC was identified as one of the nation's top four community colleges by the Aspen Institute College Excellence Program in 2013. Kingsborough has also earned national recognition for the number of degrees conferred, the high percentage of graduates who continue their studies, and innovative programs that draw thousands of non-traditional students to its campus every year, including returning veterans who have found a home at KCC. As an Achieving the Dream leader college since 2015, Kingsborough takes pride in the many support programs in place to address issues of access, equity and student success. Strategies include learning communities, culturally responsive teaching practices, various student support centers and an equity centered campus-wide action plan.

Located on a beautifully-sited 71-acre campus along the waterfront in Brooklyn's Manhattan Beach neighborhood, Kingsborough is a major presence in the bustling Borough of Brooklyn. Brooklyn is central to KCC's identity as a community partner, academic and cultural hub of activity and economic driver. The famed Kingsborough Musical Society, Brooklyn Community Wind Ensemble and the Brighton Ballet Theater, are samples of the cultural collaborations between the community and the college. KCC mirrors the unique population characteristics of the borough. One can hear over 70 languages spoken on campus. Brooklyn is the most populous borough in the city of New York. If it were a city unto itself, Brooklyn would be the fourth largest city in the U.S. KCC reflects the very rich diversity of the city and is an amazingly rich mosaic of people, truly representative of the world.

ACADEMICS

Kingsborough offers over 50 programs in the liberal arts and sciences, behavioral sciences and human services, business, communications, criminal justice, culinary arts, health-related careers, information technologies, journalism, maritime technology, tourism and hospitality, and the visual and performing arts. These programs lead to an associate in arts (A.A.), associate in science (A.S.), or associate in applied science (A.A.S.) degree. One-year certificate programs in alcoholism & substance abuse counseling, culinary arts, and maritime technology/marine mechanic are also offered. About half of Kingsborough's students are enrolled in a liberal arts or science degree program; the rest pursue degrees in more specialized, career-oriented programs. More than 70 percent of Kingsborough graduates go on to pursue a baccalaureate degree.

The college has articulation agreements with most CUNY and SUNY senior colleges, and transfer agreements with several private colleges in the region. Kingsborough also provides a range of basic skills and academic support programs, such as the Reading and Writing Center, the Mathematics Laboratory, the Tutorial Center, and intensive language and skills immersion programs. It also maintains one of the most comprehensive adult and continuing education programs in New York City, offering courses targeting occupational, academic, and personal development to over 20,000 students from age 6 to 70+.



ACCREDITATION

Kingsborough Community College is fully accredited and approved by the Middle States Commission on Higher Education. The Nursing Program is accredited by the Accreditation Commission for Education in Nursing (ACEN). The Chemical Dependency Program and the Alcoholism and Substance Abuse Counseling Certificate are accredited by the National Addiction Studies Accreditation Commission (NASAC), and the New York Office of Alcoholism and Substance Abuse Services (OASAS). The Commission on Accreditation in Physical Therapy Education accredits the Physical Therapist Assistant Program. The Surgical Technologist program is accredited by the Accreditation Review Council on Education in Surgical Technology and Surgical Assisting. All academic programs are registered by the New York State Education Department.

The college's 14 academic departments offer the following degree programs:

Associate in Arts

Liberal Arts
Criminal Justice

Associate in Science

Accounting
Biology
Biotechnology
Business Administration
Chemical Dependency Counseling
Chemistry
Community Health
Computer Science
Early Childhood Education/Child Care
Earth & Planetary Studies
Education Studies
Engineering Science
Exercise Science/Personal Training
Fine Arts
Graphic Design and Illustration
Journalism and Print Media
Mathematics
Media Arts
Mental Health and Human Services
Physical Education, Recreation and Recreation Therapy
Physics
Science for Forensics
Speech Communication
Theatre Arts

Associate in Applied Science

Computer Information Systems
Culinary Arts
Emergency Medical Service/Paramedic
Fashion Design
Maritime Technology
Nursing
Office Administration and Technology
Physical Therapist Assistant
Polysomnographic Technology
Retail Merchandising
Surgical Technology
Tourism and Hospitality
Website Development and Administration

Certificate Programs

Alcoholism and Substance Abuse Counseling
Culinary Arts
Maritime Technology: Marine Mechanic

THE FACULTY

The college has a full-time faculty of 343; 61% hold a doctorate or the University equivalent. Adjunct faculty, drawn from throughout the New York City metropolitan region, number 583. Professional and full- and part-time support staff total almost 1,500. Faculty and staff are deeply committed to teaching and providing students the support they need to complete their degrees, transfer to four-year institutions or successfully enter the workforce. Faculty in the liberal arts know that their commitment to scholarly activity enhances their teaching and student learning. During the past academic year, the faculty received over \$3.7 million in external grants.



THE STUDENTS

The college enrolls over 12,000 students, plus an additional 3,639 students enrolled in the College Now program, a transfer to college program offered in collaboration with New York City public high schools. Twenty-eight percent attend part-time, making the number of full-time equivalents (FTE's) approximately 11,345. Fifty-five percent of Kingsborough's students are female; 77 % are over the age of 20. Of students reporting their ethnicity, 16% are Asian, 18% are Hispanic, 31% are African-American, and 35% are White. Forty-three percent work full-time or part-time while attending college, and 17% support children. Reflecting the great diversity of the borough of Brooklyn, 42.3% of all Kingsborough students were born outside of the United States. They speak 73 different languages and come from 142 different countries. Almost 50% of all Kingsborough students are the first in their families to attend college. Beyond their academic pursuits, Kingsborough students enjoy a wide range of co-curricular and extra-curricular activities. There are over 80 active student clubs and organizations and 13 intercollegiate athletic teams in which students participate.



THE CAMPUS

Bounded on three sides by water – the Atlantic Ocean, Jamaica Bay and Sheepshead Bay – Kingsborough enjoys a spectacular natural setting. Graceful architecture has added to the natural beauty. Kingsborough boasts a number of special facilities, including:

- The Regina S. Peruggi Academic Center (aka the Village), which houses the Village One-Stop Center for Enrollment Services, providing assistance and direction with admissions, financial aid, and registrar processes, as well as the Single Stop Center, which connects students to benefits and resources for which they may qualify. It also includes classrooms, computer labs, early childhood education workshops, and a child care center.
- The Marine and Academic Center, which houses a 12,000-square-foot conference facility that is the site of numerous community and university-related events; state-of-the-arts nursing labs; an aquarium and shark tank; and the Honors House.
- The Robert J. Kibbee Library and Media Center, with a high-quality collection that includes more than 420,000 references and circulating books in print and electronic formats; over 75,900 online periodicals; more than 25,000 bound periodicals; and over 10,400 micro-films.
- A marina and a fleet of two boats for the maritime technology program.
- Two gymnasiums and an indoor pool.
- The 743-seat Leon M. Goldstein Performing Arts Center and the 300-seat MAC Playhouse.
- A 1,600-square-foot art gallery.
- Computer labs with 1,560 Desktop computers, including Smart Boards, podium systems, and 1,050 wireless thin clients and tablets in 23 computerized classrooms.
- State-of-the-art labs for nursing, paramedic, and polysomnographic (sleep) technology programs, replete with high-fidelity simulation manikins and a fully equipped ambulance.
- A digital TV studio and FM-radio station.
- A 1,600-square-foot Urban Farm, which this year produced over 3,100 pounds of fresh vegetables for use in class by culinary arts students and distributed free of charge to students through our Single Stop office.
- A computerized testing facility with more than 150 stations.
- An 800-student capacity NYC Department of Education high school.



KINGSBOROUGH HIGHLIGHTS

KINGSBOROUGH...

- the leading point-of-entry to higher education for Brooklyn residents.
- one of 19 community colleges nationwide to earn Achieving the Dream Leader College distinction in 2015, for its commitment to using data to improve student success and close achievement gaps.
- selected from among the nation's more than 1,000 public community colleges by the Aspen Institute College Excellence Program as one of the country's top 100 community colleges in 2011; one of the top 10 community colleges in 2012; and one of the top 4 community colleges in the nation in 2013.
- employs an academic calendar that is divided into two semesters, each consisting of a 12-week session, followed by an optional 6-week module. Full-time students who are NYC residents and attend the 12-week session may attend the 6-week module without paying additional tuition. Advantages include the ability to accelerate academic progress on schedule, even if basic skills courses are required.
- has the highest graduation and retention rate amongst the CUNY community colleges.
- consistently ranked by Community College Week as one of the leaders among community colleges in the number of associate degrees conferred in business, communication technologies, criminal justice, fitness studies, retail merchandising and marketing, and in the total number of minority graduates. In 2016, it ranked 6th for African-American graduates; 20th for Asian-American graduates; 11th for all minorities; 55th for Hispanic graduates; and 21st overall.
- a national leader in learning communities and has shared its model and methods with many institutions through workshops and at professional conferences across the country.
- home to one of the largest chapters of Phi Theta Kappa, the international honor society of two-year colleges.



COLLABORATIVE/INNOVATIVE PROGRAMS

Kingsborough is an acknowledged national leader in the development of collaborative programs, particularly with the New York City Department of Education (NYCDOE).

College Now

The campus pioneered the nationally acclaimed College Now, a transition-to-college program for moderate-achieving high school juniors and seniors. Funded by the city and state, KCC's College Now program serves 6,000 students in 35 high schools across New York City. Virtually all of these students enroll in a college upon graduation. Noting the program's success, CUNY expanded College Now throughout the university and the city. Also, in partnership with the NYCDOE, Kingsborough houses and provides support for the **Leon M. Goldstein High School for the Sciences**, an on-campus public high school.

Center for Economic and Workforce Development

In 2005, Kingsborough created the Center for Economic and Workforce Development (CEWD), with the mission of providing New York's under- and unemployed residents with the training and skills necessary to advance their careers or continue toward achieving a higher educational goal through a series of programs and initiatives in partnership with Kingsborough's Office of Continuing Education and the Department of Tourism and Hospitality, and other CUNY and non-CUNY partners. We also connect with local businesses to develop trainings that meet the needs of New York's continually changing economy.



Current CEWD programs include:

- **Kingsborough Community College CUNY Fatherhood Academy (CFA)**, a comprehensive program designed to promote responsible parenting and economic stability for unemployed and underemployed young fathers through education, employment, and personal development.
- **The KCC Urban Farm**, an organic, year-round food production site providing students with urban farming expertise and first-hand experience building a more sustainable food system.
- **Brooklyn Science Innovation Initiative (BSII)**, a science and business immersion program for high school juniors. Students learn the foundations of chemistry through the lens of nutrition, using the KCC Urban Farm as a hands-on laboratory and apply what they have learned to create businesses responding to industry-related problems, earning four bankable credits if they enroll at the college.

Other innovative programs Kingsborough has originated to serve the Brooklyn community include:

- **Equity in the Borough Campaign**, a pilot program seeking to create strategic community partnerships in three Brooklyn neighborhoods with high levels of poverty, currently underserved by the college: Canarsie, Cypress Hills, and Sunset Park. The college will provide credit and non-credit programming opportunities.
- **Customer Experience Management (CXM) Academy**, an innovative customer service training program in conjunction with eight companies, including National Grid, offering skills that will lead to career-track jobs with opportunities for advancement.
- **New Start**, which offers students who have been dismissed from partnering colleges for academic reasons a second chance to succeed; and,
- **My Turn**, which permits senior citizens to fill open class spaces tuition-free.

FINANCES

The college's 2016-2017 annual operating budget was \$144.8 million, mostly funded through the New York City tax-levy appropriation and student tuition and fees. Tuition is \$2,400 per semester for full-time students who are residents of the City of New York; \$320/credit for non-residents. Over the past five years, the fundraising efforts of the Kingsborough Community College Foundation have exceeded \$10.4 million in contributions.

GOVERNANCE AND ADMINISTRATION

Faculty, students and staff participate in the governance of the college. The governing body of Kingsborough is the College Council. With the president as its presiding officer, the 75-member council consists of the chairperson of each department, one additional elected faculty member from each department, faculty delegates at-large, students, support staff, and one alumni representative. In addition to the Office of the President, the other major administrative units of the college include: the Provost's Office/Academic Affairs; Student Affairs; Enrollment Management; Finance and Administrative Services; College Advancement; Institutional Effectiveness, Assessment, and Planning; and Workforce Development & Strategic Community Partnerships/Continuing Education. The Professional Staff Congress/CUNY serves as the collaborative bargaining representative of the instructional staff.

ALUMNI AND COMMUNITY

The college benefits from the philanthropic work of the Kingsborough Community College Foundation, an independent 501(c)(3), with engaged alumni and board members who assist in raising private funds and growing the endowment to benefit the college. With 55,000 alumni, KCC has a strong Alumni Association that holds events to raise funds for student scholarships, supports the expansion of student internships and strengthens the Kingsborough community across the generations. As the only community college in Brooklyn, Kingsborough takes its role as a community partner seriously. During the post-Hurricane Sandy days, it served as a staging ground, logistics and distribution center for aid and assistance. The college is a community anchor, providing a meeting place for civic engagement and the enjoyment of the arts. *On Stage at Kingsborough* has accommodated world-class performers including Tony Award winners.





MEMBERSHIPS

The college is a member of the American Association of Community Colleges (AACC), the American Association of Hispanics in Higher Education (AAHHE), the American Council on Education (ACE), the Association of American Colleges and Universities (AAC&U), the Brooklyn Chamber of Commerce, the Community College Humanities Association (CCHA), the Council for Advancement and Support of Education (CASE), the Council for Higher Education Accreditation (CHEA), the League for Innovation in the Community College, Leader College for the Achieving the Dream National Reform Network, the New York Community College Association of Presidents (NYCCAP), and the Middle States Commission on Higher Education.

The CITY UNIVERSITY OF NEW YORK (CUNY)

The City University of New York is the nation's leading urban public university. Founded in 1847, CUNY counts 13 Nobel Prize and 23 MacArthur ("Genius") grant winners among its alumni. CUNY students, alumni and faculty have garnered scores of other prestigious honors over the years in recognition of historic contributions to the advancement of the sciences, business, the arts and myriad other fields. The University comprises 24 institutions: 11 senior colleges, seven community colleges, William E. Macaulay Honors College at CUNY, CUNY Graduate Center, CUNY Graduate School of Journalism, CUNY School of Law, CUNY School of Professional Studies and CUNY Graduate School of Public Health and Health Policy. The University serves more than 272,000 degree-seeking students. CUNY offers online baccalaureate and master's degrees through the School of Professional Studies.

THE PRESIDENT

The Board of Trustees of the City University of New York and the Presidential Search Committee invite nominations and applications for the position of President of Kingsborough Community College of The City University of New York.

The President serves as the chief academic and administrative officer of the college, reporting to the Chancellor and working within the policies set by the CUNY Board of Trustees. The primary responsibility of the President is to provide leadership to the college community to both conserve and enhance the education program. That responsibility encompasses ensuring the quality of the faculty and academic leadership, the preparation of the college budget and allocation of monies, preparation and implementation of the College Master Plan, general management of clerical, custodial and professional administrative staff and many other duties.

- **Opportunities for Leadership**

Building on achievements and strengths: KCC has a history of successfully helping underprivileged, diverse and immigrant students achieve academic and career success. It has demonstrated the power of CUNY's mission of student access and academic excellence. Through its partnerships with the state, city, and borough, and with the help of its graduates, it has made significant contributions to the vibrancy of the business, civic and cultural life of Brooklyn and New York City. As a comprehensive community college, offering both liberal arts and career associate degrees and a robust adult and continuing education program, KCC has a faculty and staff known for its high quality and innovative programs to advance and support students. Its retention, graduation and transfer rates are high in comparison with its peers. KCC's reputation for its strong support of students is confirmed and appreciated by its students, who join the faculty in seeing KCC's "student focus" as a fundamental value of the institution. The engagement of faculty and staff with students both in and out of the classroom is the basis of a vibrant campus life with a sense of real community.

Setting strategic priorities with the campus and the community: The Kingsborough president will have an opportunity to initiate a conversation with the campus and community about strategic priorities. Such a conversation will be welcomed by the greater Kingsborough community as an opportunity to collaborate with its new leader and develop a shared vision for the future. With new leadership at CUNY and a very dynamic higher education landscape, there are both internal and external issues to be explored. All constituencies seek an articulate advocate who can be "the face of the institution" while understanding their particular values. A strategic conversation would include a broad array of academic, programmatic, and financial topics. The faculty, staff and students are currently involved in reviewing KCC's unified governance structure and considering whether change is necessary. Free speech and campus climate issues are challenging for many college campuses across the country as diverse political views and identities strain the goal of maintaining open dialog and civility. KCC has experienced these challenges and it is likely that strategic conversations would address campus climate, tolerance and diversity. In the strategic dialog, the new president has an opportunity to offer collaborative leadership and support to faculty, staff and students.

Navigating change and seizing opportunities for growth, service and excellence: Demographics (a declining number of high school graduates), a highly competitive marketplace for students within CUNY and throughout the NYC metro area, and KCC's own graduation/transfer success, has created a compelling need to mount new and unique programs both to increase enrollments and meet the emerging need of students. Yet the resources necessary for new program are limited because CUNY funding allocations are enrollment-driven and budget reductions often require resource reallocations for current programs. The funding of new facilities and the maintenance of existing buildings are also impacted by the overall budget trends and keen competition within the system for facilities' support. Technology is impacting the delivery of programs, student preferences and the needs of the business community. The college recognizes the challenges of charting its future course as the higher education landscape becomes more competitive and the pace of technological change quickly transforms workforce needs. With a history of success in innovation, the faculty and staff seek a creative, collaborative and decisive leader to find new opportunities for growth, service and excellence.

Expanding external partnerships and diversifying resources: KCC has strong support within the Brooklyn business and civic community, which recognizes the college's important role in training its workforce and educating civic leaders. It also has important relationships and partnerships with the State of New York, the City of New York, and other educational and nonprofit institutions across the area. The next KCC president will be a key player in sustaining these important relationships and being an effective advocate for obtaining the resources the college needs to fulfill its mission. Fiscal acumen and good stewardship of resources are essential skills to overseeing a budget of KCC's size and complexity. With budget resources derived primarily from government and tuition, all CUNY institutions seek to increase private investment and to diversify their funding sources. The college benefits from the philanthropic work of the Kingsborough Community College Foundation, an independent 503 © (3), with engaged alumni and board members who assist in raising private funds and growing the endowment to benefit the college. The president takes a leadership role in connecting and working closely with the alumni, the KCC Foundation and the larger community and advancing the institution through philanthropy.

- **Qualifications and Personal Characteristics:**

Kingsborough seeks a proven, collaborative leader with a commitment to and passion for the unique mission and multiple roles of a 21st century urban community college, particularly the value placed on promoting access, diversity, and economic opportunity. Preferably, s/he should have successful senior management level experience in an urban community college, institution of higher learning or organization with strong connections to education. The new president should be an effective and exceptionally skilled communicator who will listen to and effectively relate to a diverse group of stakeholders as s/he navigates a complex, multi-layered environment. An earned doctorate or professional equivalent appropriate to leading KCC is preferred.

The next president of Kingsborough Community College will be:

- An innovative leader, of the highest integrity, with a track record for creative, effective management in urban settings.
- A respected student-centered advocate who is knowledgeable about student learning and committed to breaking down barriers and creating successful pathways to education, training employment and life-long learning.
- Committed to supporting faculty in their teaching, research and scholarship endeavors.
- An individual with deep and abiding commitments to academic freedom, shared governance, meaningful consultation and transparency within a collective bargaining environment.
- An analytical thinker with an understanding of how technology can support learning, and a record of support for technological advancements.
- An effective and skilled communicator who listens and has the ability to engage effectively with multiple and diverse constituencies, including those on campus, at other CUNY campuses, alumni, the community, and governmental bodies.
- A team builder with an entrepreneurial spirit who can lead change and collaboratively engage and inspire the campus in advancing innovative programming to strengthen the college and expand its service to the community.
- An adept leader who is able to successfully navigate complex, multi-layered organizations and political environments.
- The "face of the campus" at KCC, CUNY, Brooklyn, New York City and beyond who persuasively advocates for the college's mission and programs.
- An effective fundraiser who will advance the culture of philanthropy at KCC and actively diversify the college budget by attracting external funding and strongly advocating for support from city, state, federal governments.

The position is available on or before September 1, 2018. Salary and benefits are competitive. The review of applications will begin in mid-April and submission of applications is encouraged by May 2, 2018 for full consideration.

APPLICATIONS AND NOMINATIONS

Applicants should send (1) a letter expressing their interest in the position that addresses how they meet the Search Committee's preferred qualifications and the institution's opportunities for leadership, as described in the search profile, (2) their curriculum vitae, and (3) the names and contact information for eight references (two from individuals who report to you, two from individuals to whom you report and two each from faculty members, and community/business leaders). References will not be contacted without the applicant's prior permission.

Nominators are encouraged to send a letter of nomination and, if possible, the nominee's curriculum vitae.

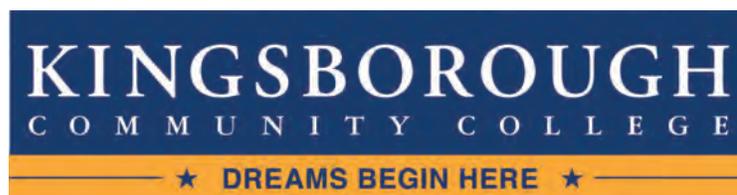
All inquiries, nominations, and applications will be held in the strictest confidence.

Applications and nominations should be sent electronically to: Kingsborough Community College Presidential Search at kccpresident@agbsearch.com AND executivesearch@cuny.edu

AGB Search in Washington, DC is assisting the Kingsborough Presidential Search. Nominators, nominees and applicants may contact executive search consultants Ms. Judith Ward at Judith.Ward@agbsearch.com, (202) 215-8519 or Dr. Carlos Hernandez at Carlos.Hernandez@agbsearch.com, (201) 850-7881

Please visit Kingsborough Community College on its website at www.kbcc.cuny.edu

*CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among our protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category including sexual orientation or gender identity.
EEO/AA/Vet/Disability Employer*



Sample Search Web Page

https://www.cookman.edu/about_BCU/administration/presidentialSearch/index.html

Sample Job Description



HENRY FORD COLLEGE PRESIDENT

Henry Ford College (HFC) invites nominations, applications, and expressions of interest for the position of President. Founded in 1938 as Fordson Junior College, HFC has developed and expanded its mission over the ensuing decades, and seeks a leader who will continue the momentum of growth that has established the College as an active leader in workforce training and higher education attainment for the citizens of Dearborn, Michigan, and the surrounding communities.

Accredited by the Higher Learning Commission (HLC), HFC is a comprehensive public college serving more than 20,000 students annually in southeast Michigan. It is dedicated to preparing students for the rapidly changing world and workplace by offering more than 120 associate degree, career, and university transfer programs. Additionally, HFC offers a bachelor of science degree in Culinary Arts, as well as numerous articulation agreements with university partners. HFC specializes in customized training for business and industry. Students can transfer to a 4-year college or university, or they can enter the workforce directly.

In 2014, HFC established a University Center with three university partners: Eastern Michigan University, Sienna Heights University, and Madonna University. The College expects to enter into partnership agreements with several more Michigan-based universities in order to offer students greater opportunities for upper-level undergraduate and graduate programs in the near future.

Henry Ford College's mission is to transform lives and build better futures by providing an outstanding education. As a student-centered, evidence-based college, HFC's success is measured by the success of its students. The College empowers learners through nurturing the development of independent, critical, and creative thinking, and it embraces diversity, inclusion, understanding, and acceptance to prepare learners to succeed in a global society. Henry Ford College anticipates and responds to the needs of its stakeholders, exceeds their expectations, and serves the public good.

QUALIFICATIONS FOR HENRY FORD COLLEGE PRESIDENT

Henry Ford College seeks a visionary, entrepreneurial, and inspirational leader to nurture a culture of student success and foster a tradition of innovative educational and training excellence. The successful candidate will be one whose education, experience, achievements, and personal characteristics most closely fit the College's leadership opportunities. He or she must be an innovative thinker with the ability to develop, communicate, and implement new ideas in an environment that cherishes the traditions of shared governance. He or she must possess an understanding of excellent teaching, scholarship, a collaborative leadership style, an appreciation for the importance of community engagement and entrepreneurial business skills to achieve growth in an increasingly competitive environment, and a demonstrated history of sound fiscal management and successful fundraising.

For more information about Henry Ford College and the Presidential Search, please visit hfcc.edu/presidential-search.

To review the Presidential Search Profile: <http://agbsearch.com/searches/president-henry-ford-college>.

NOMINATIONS AND APPLICATIONS

The Presidential Search Advisory Committee will begin review of applications immediately and will continue to work until an appointment is made. To assure full consideration, interested applicants should submit, **by January 15, 2018**, a letter of interest, curriculum vitae, and the names, email addresses, and phone numbers of five references. References will not be contacted without prior authorization from the applicant.

Applications should be sent electronically (MS Word or PDF) to:
HenryFordCollegePres@agbsearch.com

Please direct nominations and inquiries to:

Carlos Hernandez, Ph.D.

Executive Search Consultant, AGB Search
carlos.hernandez@agbsearch.com
201.850.7881

The College is committed to equal employment and educational opportunities regardless of a person's age, race, color, religion, marital status, sex/gender, pregnancy, sexual orientation, gender identity, gender expression, gender transitioning, height, weight, national origin, disability, perceived disability, political affiliation, familial status, veteran status, genetics, or other characteristic protected by law in all College programs, services, activities, employment and advancement, including without limitation educational admissions practices, and access to, equitable treatment or employment compensation and benefits as required by state and federal laws. In accordance with state and federal law and local ordinances, the College prohibits and will not tolerate any form of discrimination.

**AGB
SEARCH**

Sample Advertisement



PRESIDENT KINGSBOROUGH COMMUNITY COLLEGE, CUNY BROOKLYN, NEW YORK

The Board of Trustees of The City University of New York (CUNY) and the Presidential Search Committee invite nominations and applications for the position of President at Kingsborough Community College, CUNY, the only community college in Brooklyn, New York. Kingsborough Community College (KCC) seeks a proven, collaborative leader who embraces its commitment to access, equity and student success and advances the innovative pathways to higher education, career and economic advancement needed by the diverse communities it serves.

Kingsborough, a comprehensive two-year college providing both liberal arts and career education, offers 50 associate degree and certificate programs enrolling over 12,000 degree-seeking students, plus an additional 3,639 students enrolled in College Now, a nationally acclaimed transition-to-college program which it pioneered. KCC maintains one of the most comprehensive adult and continuing education programs in New York City, delivering occupational, academic, and personal development to over 20,000 students from age 6 to 70+. The college has a full-time faculty of 343, 583 part-time faculty and almost 1,500 total staff. KCC's 2016-2017 annual operating budget was \$144.8 million, mostly funded through the New York City tax-levy appropriations and student tuition and fees. Over the past five years, the fundraising efforts of the Kingsborough Community College Foundation in partnership with the alumni community have exceeded \$10.4 million in contributions.

Kingsborough is also nationally recognized for the number of degrees conferred, the high percentage of its graduates who continue their studies and for program innovation. It was named a finalist-with-distinction for the 2013 Aspen prize for Community College Excellence as one of the top four community colleges in the nation. As an Achieving the Dream leader college since 2015, Kingsborough takes pride in the impact of its array of programs to advance access to higher education, equity and student success. Located on a beautifully-sited 71-acre campus along the waterfront in Brooklyn's Manhattan Beach neighborhood, Kingsborough is a major presence in the bustling Borough of Brooklyn, serving as the borough's community partner, academic and cultural hub and economic driver. KCC reflects the very rich diversity of the city; there isn't a racial, ethnic, religious or cultural group not represented and one can hear over 70 languages spoken on campus.

The President serves as the chief academic and administrative officer, reporting to the Chancellor and working within policies set by the CUNY Board of Trustees. The position is available on or before September 1, 2018. Salary and benefits are competitive. The review of applications will begin in mid-April and submission of applications and/or nominations are encouraged by May 2, 2018 for full consideration, although applications are accepted until an appointment is made.

The preferred qualifications of the next president will include: an earned doctorate or professional equivalent; experience at the senior management level in an urban community college, institution of higher learning or organization with strong connections to education; accomplishments as a student advocate, who values teaching, scholarship, career training and life-long learning; demonstrated effectiveness as a skilled communicator who listens to and effectively relates to a diverse group of stakeholders; success in navigating complex, multi-layered organizations and political environments; experience working with collective bargaining units; a capacity to lead strategic conversations, inspire innovation and implement change; and the ability to partner with diverse stakeholders to attract support and diversify resources.

Nominees and prospective candidates are encouraged to review the *Kingsborough Presidential Search Profile* for additional information about preferred qualifications for the position and opportunities for leadership prior to submitting their applications. The search profile is available at www.kbcc.cuny.edu and www.agbsearch.com

Applications and Nominations: Applicants should send (1) a letter expressing their interest in the position that addresses how they meet the Search Committee's preferred qualifications and the institution's opportunities for leadership, as described in the search profile, (2) their curriculum vitae, and (3) the names and contact information for eight references (two from individuals who report to you, two from individuals to whom you report and two each from faculty members, and community/business leaders). References will not be contacted without the applicant's prior permission.

Nominators should send a letter of nomination and, if possible, the nominee's curriculum vitae. All inquiries, nominations, and applications will be held in the strictest confidence.

Applications and nominations should be sent electronically to: Kingsborough Community College Presidential Search at kccpresident@agbsearch.com AND executivesearch@cuny.edu

AGB Search in Washington, DC is assisting the Kingsborough Presidential Search. Nominators, nominees and applicants may contact executive search consultants Ms. **Judith Ward** at Judith.Ward@agbsearch.com, 202-215-8519 or Dr. **Carlos Hernandez** at Carlos.Hernandez@agbsearch.com, 201-850-7881.

CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among our protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category including sexual orientation or gender identity.

EEO/AA/Vet/Disability Employer

**AGB
SEARCH**

Sample Interim Report to Committee

Date

MEMORANDUM

TO: Members of the [REDACTED] College Board of Trustees

FROM: [REDACTED], Chair, Presidential Search Committee

SUBJECT: Search Update

As you are aware, the retirement of President [REDACTED] has necessitated the search for the 18th president of the College. The search is now underway and I am writing to provide a report on the committee's progress and plans and to ask for your assistance. You will remember that the Board of Trustees is represented on the committee by [REDACTED], [REDACTED], [REDACTED], and myself, along with [REDACTED] and [REDACTED] serving ex-officio.

The search committee met on Sunday, December 4, to discuss and revise the search profile draft prepared by our consultant, AGB Search, Inc. of Washington, DC. This report resulted from research completed by [REDACTED] and supplemented by his three day visit to the campus on November 13-15.

Using the search profile as a working document, we developed a list of leadership characteristics which we believe will be important for the president to possess. The search profile finalized by the committee is available on-line and can be accessed at [REDACTED]. As you consider the leadership characteristics found within the profile, I would urge you to suggest people you know who could serve effectively as [REDACTED]'s next president. Please forward their name(s) to me at [REDACTED], and I will write to them immediately. You also may refer names to [REDACTED] at AGB Search, who can be reached by phone at [REDACTED] or by e-mail at [REDACTED]. The search committee is well aware the success of our search depends on the involvement of *all* members of the [REDACTED] community. By nominating strong candidates, you can be immediately and critically involved in the search process.

Over the next two months, we will generate the candidate pool through nominations received from you, national education and foundation officials, other colleges and universities, friends of the college, advertising in six national on-line publications, and the work of our consultant. In February we will begin to narrow the candidate pool, moving toward a time in late March when finalist interviews will be held.

The search is off to a very good start. I will write to you again as we enter subsequent stages of the process.

Sample Candidate Application Package

N.B. As the search begins it is helpful to provide a copy of the following memo to the individual providing administrative support on the campus. This provides ample time to collect the materials to be sent to the candidates at various stages of the search, particularly as candidates are selected for neutral site interviews and campus visits. Because it is critical to send these as time-sensitive materials, you will note that specific dates are suggested when they must be ready for mailing.

INFORMATION PACKETS FOR PRESIDENTIAL CANDIDATES ██████████ COLLEGE

- A. Notes on the information packet
1. There are three fundamental assumptions underlying the provision of information to a candidate for president:
 - a. A well-informed candidate will have additional information on which to make an enlightened decision;
 - b. The top candidates must often be sold on the opportunity;
 - c. The information that is presented must be balanced and accurate.
 2. The amount of information provided will increase as the number of candidates is narrowed. At the outset, all persons asked to make nominations, those nominated, and those who apply should be provided, at a minimum, with a copy of the presidential search profile that provides a general overview of the institution. As the candidate pool is narrowed, additional information should be provided for those remaining as active candidates.
 3. The search committee should provide documents that will offer a reasonably comprehensive picture of the institution and its environment.
 4. Serious candidates in the final stages of the selection process should be provided with detailed information concerning financial matters, personnel policies, long range planning, fund raising activities, and so on. Full disclosure should be constrained only by the most critical needs for confidentiality.
- B. The following are recommended materials to be provided to candidates remaining in the search at each major phase:
1. All candidates and nominators
 - a. The Presidential Search Profile

2. All candidates invited to neutral site interviews. **Please have 8 sets of these materials ready for express mailing immediately following the search committee meeting scheduled for the week of February 19.**
 - a. Catalogue(s)
 - b. Selected admissions brochures
 - c. The strategic plan
 - d. Annual report of the president
 - e. Governance documents
 - f. Summary budget information
 - g. Fund-raising brochures
 - h. Copies of reports completed by professional consultants in the preceding three years
 - i. The presidential search profile
 - j. An organizational chart
 - k. A roster and brief biographical sketch of search committee members
 - l. A brochure from the local Chamber of Commerce or its equivalent about the [REDACTED] community

3. All candidates invited to final interviews (in addition to those noted above) **Please have three sets of these materials ready for express mailing immediately following the meeting of the presidential search committee scheduled for the week of March 4.**
 - a. Copy of audited financial statement for fiscal year most recently completed
 - b. Recent copies of alumni magazines/publications
 - c. Recent copies of the student newspaper
 - d. The most recent regional accreditation visit team report (NOT the institution's self-study), if conducted within the last five years

- e. Names, occupations, and addresses of members of the board of trustees
- f. The institutional Fact Book
- g. Additional brochures and materials on the community and region

CONFIDENTIAL



PAULY GROUP, INC.
ACADEMIC SEARCH CONSULTING

Setting the standard for excellence
in academic search consulting
since 1990.



PAULY GROUP, INC.
ACADEMIC SEARCH CONSULTING

A Proposal

prepared for

Northwestern Michigan College
Traverse City, MI

RFP

Executive Search for President

Proposal Due: Wednesday, December 12, 2018; 5:00 p.m. EST

Submitted by Angela Provar, President
Pauly Group, Inc.



SIGNATURE

December 12, 2018

DATE

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• Sample Constituency Feedback Survey	
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PAULY GROUP, INC.
ACADEMIC SEARCH CONSULTING

December 12, 2018

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Springfield, IL 62711
(O) 217.241.5400
(F) 217.241.5401
www.paulygroup.com

Northwestern Michigan College
1701 E. Front Street
Traverse City, MI 49686

SUBJECT: RFP – Executive Search for President

Board of Trustees:

Thank you for the opportunity to provide Pauly Group information for consideration of consultant for your upcoming search for President. Please find following this letter our proposal outlining our services based on your RFP and your specific requirements.

As President of Pauly Group, Inc. and primary search consultant, my role is to be a facilitator for the committee and to lead them as needed. There tends to be a natural flow to the committee process, and once that is determined, committees need a facilitator to guide them through the process. It is important to the success of the next President that the committee makes the decisions about who to interview and begin to buy-in to success early in the search process.

Because of this philosophy, I tend to do a lot of coaching and advising for the committee. In our searches, the committee is an active participant, choosing candidates, finalizing interview questions, interviewing candidates, and determining candidates for the next stage of the process. One of my goals is to ensure that the committee enjoys the process and for individual members to see the value of their input.

Again, thank you for the opportunity to present this information for your review. If I may answer any questions or provide any other information, please contact me at any time. I wish you the best of success in finding your search consultant and look forward to hearing from you soon.

Best Regards,

Angela Provart
President

Introduction¹

What began as a passion and grew into a company over 25 years ago is providing today's college leaders and their Search committee's with dependable academic search consulting services. Pauly Group, Incorporated is a national group of former college, university, and other professionals, who have united to advance administrative excellence in community and technical colleges through diversity and gender equity. It is our objective to provide comprehensive search support in an ethical and cost-effective manner while remaining impartial and transparent to the process.

Pauly Group, located in Springfield, Illinois, is a Corporation S and consists of two full time employees, ten 1099 research consultants, two search consultants, two company directors, and a Board Chair. Day-to-day operations involve the President, Search Consultants, Research Consultants, and Office Staff.

Pauly Group is in compliance with all state and federal tax payments and regulations, and has no debt with any banks or the government. Pauly Group was organized in 1990 and incorporated in 1997. We are fully insured and carry adequate Errors and Omissions insurance for searches conducted.

Since our founding in 1990, Pauly Group has provided search services to community and technical colleges seeking expertise in their senior administrative searches. Pauly Group consciously chooses to work exclusively with community and technical colleges. It is our objective to provide comprehensive search support in an ethical and cost-effective manner while remaining impartial and transparent to the process.

Key contact information is as follows:

Angela Provar, President
3901 Wood Duck Drive, Suite E
Springfield, IL 62711
(Off.) 217-241-5400
(Cell) 217-836-6116
aprovar@paulygroup.com
www.paulygroup.com
[@paulygroupinc](#)
[LinkedIn - Pauly Group](#)

¹ RFP 4.01.a

Project Staffing ²

Angela Provart, Pauly Group President and CEO, will lead all aspects of the project. From start to finish, complete and timely support is provided to the college leadership, search chair and committee members.

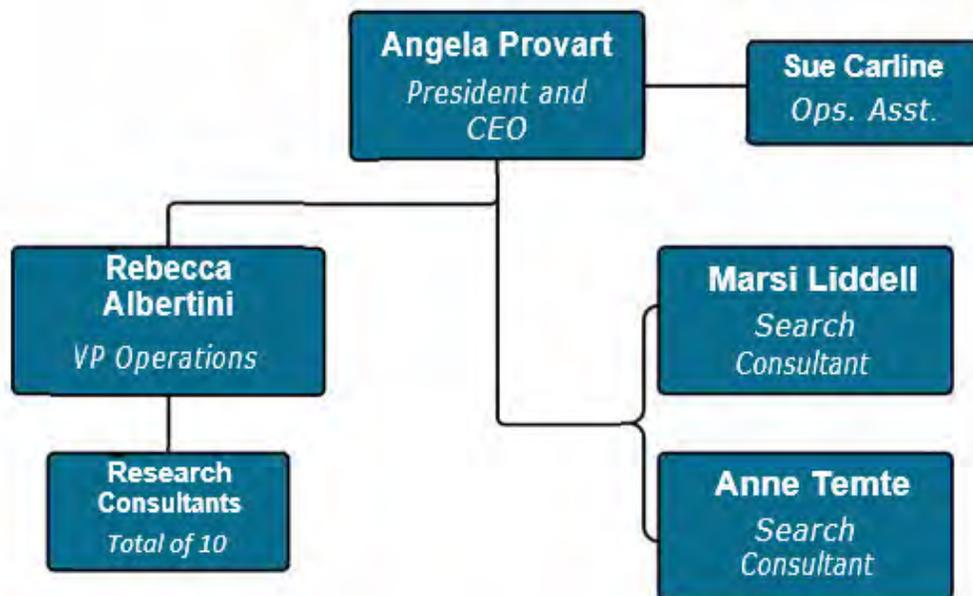
Angela holds a Master of Arts in Organizational Communication from University of Illinois; Bachelors of Arts in Communication and Psychology from McKendree University, and has been with the group since 1996. She controls, directs, and evaluates all activities of the firm. Ms. Provart also serves as the key contact for all college projects and coordinates the behind-the-scenes work of the staff and Research Consultants. Angela’s full bio is included.

Rebecca Albertini, Vice President of Operations, who has been with the firm for 12 years manages the day-to-day work of the Research Consultants who will be involved in recruitment efforts and candidate referencing. Rebecca’s full bio is included.

Sue Carline, Operations Administrator, is responsible for providing day-to-day support for Pauly Group professional staff and client colleges. Sue comes from a career in Commercial Insurance where she served in several Human Resources and Operations management and executive level roles.

Subcontracting is employed only to provide personal credit and criminal background checks when Pauly Group is contracted to provide referencing services. Pauly Group works closely with a national investigative firm with the appropriate credentials and necessary licenses to access local, regional, state, and federal law enforcement and credit data bases.

Organizational Chart



² RFP 4.01.b

Primary Search Consultant
Angela Provart
President, Pauly Group, Inc.
aprovart@paulygroup.com
217/241-5400



Angela Provart is president and chief executive officer of Pauly Group, Inc. She holds a Master of Arts in Organizational Communication from University of Illinois; Bachelors of Arts in Communication and Psychology from McKendree University, and has been with the company since 1996. Her Ph.D. in Organizational Leadership from University of Chicago will be completed in January, 2019. She directs and evaluates all activities of the firm.

Ms. Provart joined Pauly Group as Projects Assistant in 1996 and was promoted to Operations Manager in 1998, Director of Operations in 1999, Vice President in 2002, and Managing Principal in 2003. She became President in April, 2004.

During her tenure, Ms. Provart developed and introduced a feedback system which monitors organization quality and service, developed the Interim Assistance program in response to market requests, overhauled and greatly enhanced the recruiting program as well as refined and streamlined the referencing process, and updated the Pauly Group website to be more interactive for client colleges and candidates alike.

Ms. Provart is a graduate of the National Institute for Leadership Development, and the Asilomar (California) Leadership Program. She is also a member of the Association of Community College Trustees, the American Association of Community Colleges, the Asilomar (California) Women's Leadership Conference, Leaders, American Association of Women in Community Colleges, and the Midwestern Women's Leadership Conference. In addition, Ms. Provart is a member in the Springfield, IL chapter of the Human Resource Management Association, as well as other local community groups.

Since 2010, she has served as an active member the Board of American Association of Women in Community Colleges. She received the Carolyn Desjardins CEO of the Year Award in 2015.

Ms. Provart also maintains a highly active, national presence as a speaker and panelist. She participates in candidate unpaid training sessions and workshops for various organizations at annual conventions and regional conferences. The organizations include the Asilomar (California) Women's Leadership Conference, Leaders, American Association of Women in Community Colleges, American Council on Education, the Midwestern Women's Leadership Conferences, and the Lakin Institute.³ Locally, in Springfield, Illinois, she is an active volunteer with a homeless shelter, Helping Hands, a Committee Chair for the Parent-Teacher Organization, and a participant on the Patient Advisory Board for Springfield Clinic.

³ RFP 4.01.h

Vice President, Operations**Rebecca Albertini**rebecca@paulygroup.com

815/521-1593



Rebecca Albertini, Vice President of Operations, leads a team of Research Consultants involved in contacting potential applicants and nominators to produce diverse candidate pools for our client colleges and conduct reference investigations and reports for final candidates. In addition, she also acts as a Search Consultant providing full search services.

The minimum requirements for Pauly Group consultants are as follows:

- Passion for the unique mission of Community and Technical Colleges.
- Former professional on a Community and/or Technical College Campus or other higher education institution.
- Master's Degree from an accredited University; many of the Pauly Group consultants possess Doctorate Degrees.

Rebecca holds a Masters of Business Administration from the University of Illinois at Springfield and a Bachelor of Business Administration from the University of Illinois at Springfield. She is currently working toward a PhD in Business Psychology at the Chicago School of Professional Psychology. Rebecca also holds a certification as a Professional in Human Resources (PHR).

Rebecca has been with the firm since 2006. She first joined the firm as a Research Consultant, and she was promoted to Project Manager in 2012. She directs the efforts of Research Consultants who carry out the referencing and recruiting calls. Rebecca has been the primary trainer for Research Consultants since 2010.

Ms. Albertini communicates directly with college personnel who request references for candidates. She works with colleges to craft position specific questions and discuss potential college concerns. In addition, Rebecca communicates the referencing processes to candidates, and follows up with college personnel regarding the referencing findings.

Prior to joining Pauly Group, Ms. Albertini served as Assistant to the Director/Secretary to the Board and Human Resource Officer for the Illinois Century Network, which was a project operating under the Illinois Board of Higher Education. She was the Coordinator of Human Resources and Special Projects at Springfield College in Illinois, and she has also served as a Human Resources Manager in the corporate environment.

Strengths and Experience⁴

Communication Practices

One of the strengths of Pauly Group is communication - with the college leadership, the search committee, the search liaison, other college constituents, and the candidates.

Effective communication is accomplished in a number of ways. Regular project updates are given to college leaders. The group president communicates by telephone, e-mail and facsimile on a regular basis, at least weekly, with the college leaders and the search committee chair.

During referencing, semifinal and final candidates are given updates on their status in the search. In addition, each candidate's enthusiasm for the search is assessed and encouraged, with levels of interest carefully monitored throughout the selection process.

Pauly Group's Commitment to Inclusion⁵

Since its founding, all of our services have been open, unbiased, and provided a level playing field for all candidates. Ms. Provart is an active participant in many organizations which has enabled her to establish a wide and diverse network of recruiting resources. Pauly Group maintains a database inclusive of minority and female candidates. To date, our searches have resulted in the hiring of 32 percent people of color, 60 percent women, and 40 percent Caucasian males.

Pauly Group will not participate in a process to select a predetermined individual or a candidate of a particular race or gender. However, as the above statistics clearly demonstrate, Pauly Group protocols and procedures result in diverse, inclusive candidate pools and final hires who are the best of national fields.

Confidentiality Policy

All Pauly Group members are pledged to honor the confidentiality of our client colleges, search committees and candidates. The search committee, in accepting the formal charge from the college leadership, also agrees to abide by formal confidentiality policies established by the college.

Guarantees⁶

Pauly Group is committed to our work and guarantees its success. We have not had any failed searches.

⁴ RFP 4.01.c

⁵ RFP 4.01.e

⁶ RFP 4.01.d, f and g.

If Northwestern Michigan College is unable to identify a candidate of choice for the Presidency within the initial timeline, we will continue the search process until a successful appointment is made. Furthermore, if the candidate appointed leaves office any time during the first year, we will return to assist in a follow-up search on an expenses-only basis.

Completed Projects

Since 1990, Pauly Group has assisted in senior administrative searches for hundreds of community and technical colleges, and other higher education organizations. Pauly Group consciously chooses to work exclusively with community and technical colleges.

Executive Coaching and Mentoring

In order to add to the success of the newly selected Administrator, Pauly Group provides a range of services that may be made available to your college.

References⁷

College:	North Central Michigan College
Address:	1515 Howard Street
City, State & Zip:	Petoskey, MI 49770-8717
Contact Person/Title:	Phil Millard; Chairman, Board of Trustees; Presidential Search Committee Chair
Telephone:	(231) 838-0505
Email:	philmillard53@gmail.com
Service / Dates:	Comprehensive Presidential Search Service 10/2017 - 05/2018
Successful Candidate:	Dr. David Finley

College:	Lake Michigan College
Address:	2755 E. Napier Avenue
City, State & Zip:	Benton Harbor, MI 49022
Contact Person/Title:	Mary Jo Tomasini; Board of Trustees Chair; Presidential Search Committee Chair
Telephone:	269-208-6061
Email:	mjtomasini@competitive-edge.net
Service / Dates:	Comprehensive Presidential Search Service 08/2016 - 02/2017
Successful Candidate:	Dr. Trevor Kubatzke

College:	Mott Community College
Address:	1401 E. Court Street
City, State & Zip:	Flint, MI 48503
Contact Person/Title:	Mr. Michael Freeman, Trustee; Co-chair of Search Committee;
Telephone:	810-962-9153 (Cell)
Email:	mfreeman225@comcast.net
Service / Dates:	Comprehensive Presidential Search Service 01/2014 - 07/2014
Successful Candidate:	Dr. Beverly Walker-Griffea

⁷ RFP 4.01.c

Project Experience

Completed Projects⁸

Since 1990, Pauly Group has assisted in senior administrative searches for hundreds of community and technical colleges, and other higher education organizations. Below are the colleges that represent our work in the last five years. A more exhaustive list is available.

Alphabetical Listing of Client Colleges Last Five Years
Adirondack Community College/SUNY, Queensbury, NY ** Presidential Search. Various Recruiting and Referencing Projects (Senior Level Positions)
Aims Community College, Greeley, CO Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Anoka-Ramsey Community College, Coon Rapids, MN ** Presidential Search. Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Blackhawk Technical College, Janesville, WI ** Presidential Search.
Black Hawk College, Moline, IL ** Presidential Search
Borough of Manhattan Community College/CUNY, New York City, NY Various Referencing Projects (Mid and Senior Level Positions)
Bronx Community College/CUNY, Bronx, NY Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Brookdale Community College, Lincroft, NJ ** Presidential Search; Full Search for Vice President for Academic Affairs; Various Referencing Projects (Mid and Senior Level Positions)
Bunker Hill Community College, Boston, MA Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Chesapeake College, Wye Mills, MD Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Clackamas Community College, Oregon City, OR Various Referencing Projects (Mid and Senior Level Positions)
College of Lake County, Grays Lake, IL ** Presidential Search

⁸ RFP 4.01.c

Alphabetical Listing of Client Colleges Last Five Years
Community College of Allegheny County, Pittsburg, PA Referencing Project (VP of Workforce Development)
Corning Community College/SUNY, Corning, NY Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Cumberland County College, Vineland, NJ Database Rental and Referencing Project (Vice President for Administration)
Cuyahoga Community College, Cleveland, OH Recruiting Projects (Campus President and Senior Level Positions)
Dakota County Technical College, Rosemount, MN Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Danville Area Community College, Danville, IL Referencing Projects (President and Chief IT Officer)
Delgado Community College, New Orleans, LA Reference Project (Assistant Vice Chancellor for Human Resources)
Delta College, University Center, MI Full Search for Vice President for Academic Affairs
Elgin Community College, Elgin, IL Recruiting Project (Dean of Nursing)
Finger Lakes Community College, Canandaigua, NY Full Search for Provost/VP of Academic & Student Affairs
Greenfield Community College, Greenfield, MA Various Referencing Projects
Harrisburg Area Community College, Harrisburg, PA Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Holyoke Community College, Holyoke, MA ** Presidential Search
Inver Hills Community College, Inver Grove Heights, MN Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Ivy Tech Community College, Indianapolis, IN Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Jamestown Community College/SUNY, Jamestown, NY ** Presidential Search ; Referencing Project (President), Database Rental

Alphabetical Listing of Client Colleges Last Five Years
Joliet Junior College, Joliet, IL Various Recruiting and Referencing Projects
Kansas City Kansas Community College, Kansas City, KS ** Presidential Search
Kellogg Community College, Battle Creek, MI Recruiting Project (Dean of Arts and Sciences)
Lake Michigan College, Benton Harbor, MI ** Presidential Search.
Lake Superior College, Duluth, MN ** Presidential Search. Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Lakeshore Technical College, Cleveland, WI ** Presidential Search.
Laramie County Community College, Cheyenne, WY Various Full Searches and Referencing Projects (Mid and Senior Level Positions)
MacMurray College, Jacksonville, IL Database Rental, Recruiting for Mid/Senior Level Positions
Macomb Community College, Warren, MI Recruiting/Referencing (Provost/VP)
Marion Technical College, Marion, OH ** Presidential Search; Referencing Projects
Mass Bay Community College, Wellesley Hills, MA Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Mercer County Community College, Trenton, NJ ** Presidential Search. Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Metropolitan Community College, Omaha, NE Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Middlesex Community College, Bedford, MA Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Middlesex County College, Edison, NJ Recruiting and Referencing Projects (Mid and Senior Level Positions)
Mohawk Valley Community College/SUNY, Utica, NY Various Recruiting and Referencing Projects (Mid and Senior Level Positions)

Alphabetical Listing of Client Colleges Last Five Years
Montgomery College, Rockville, MD Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Mott Community College, Flint, MI ** Presidential Search. Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Mount Wachusett Community College, Gardner, MA Recruiting Project (Dean of Admissions)
Normandale Community College, Bloomington, MN ** Presidential Search. Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
North Central Michigan College, Petoskey, MI ** Presidential Search
Northeast Higher Education District, Virginia, MN Database Rental
Northern Essex Community College, Haverhill, MA ** Presidential Search. Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Northern Wyoming Community College District, Sheridan, WY Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Northwest Community College, Powell, WY Recruiting Project (Vice President for Administration)
Oakland Community College District, Bloomfield Hills, MI ** Presidential Searches. Various Recruiting and Referencing Projects (Senior Level Positions)
Ocean County College, Toms River, NJ Recruiting Project (Two Dean positions)
Onondaga Community College/SUNY, Syracuse, NY Recruiting Project (Provost)
Owens Community College, Toledo, OH Recruiting/Referencing Projects (Mid and Senior Level Positions)
Pima County Community College District, Tucson, AZ ** Campus Presidential Searches. Various Recruiting Projects (Senior Level Positions)
Pitt Community College, Winterville, NC Recruiting Project (VP for Student Development)
Prairie State College, Chicago Heights, IL Various Recruiting and Referencing Projects (Mid and Senior Level Positions)

Alphabetical Listing of Client Colleges Last Five Years
Quinebaug Valley Community College, Danielson, CT Various Referencing Projects (Senior Level Positions)
Raritan Valley Community College, Branchburg, NJ Various Recruiting and Referencing Projects (Senior Level Positions)
Rochester Community & Technical College (MNSCU), Rochester, MN ** Presidential Search
Solano Community College, Fairfield, CA Various Referencing Projects (Mid and Senior Level Positions)
South Louisiana Community College, Lafayette, LA Recruiting Project (Dean of Nursing/Allied Health)
South Suburban College, South Holland, IL Recruiting Project (Dean of Nursing)
Southeast Technical Institute, Sioux Falls, SD Search Project (VPAA)
Stark State College, North Canton, OH Various Referencing and Recruiting Projects (Mid and Senior Level Positions)
Thomas Nelson Community College, Hampton, VA Various Referencing Projects (Mid and Senior Level Positions)
Three Rivers Community College, Poplar Bluff, MO Recruiting Project (Dean of Continuing Education)
Tidewater Community College, Norfolk, VA Various Referencing Projects (Mid and Senior Level Positions)
Ulster County Community College/SUNY, Stone Ridge, NY Various Referencing Projects (Mid and Senior Level Positions)
Washtenaw Community College, Ann Arbor, MI Various Recruiting and Referencing Projects (Mid and Senior Level Positions)
Western Technical College, Lacrosse, WI Recruiting Project (Vice President for Academic Affairs)
Westmoreland County Community College, Youngwood, PA Recruiting Project (Vice President of Academic Affairs and Student Services)

Updated November, 2018

Services / Methodology

Project Overview

Search Preparation

- Provide guidance to the Board from beginning of search to presidential transitioning process
- Develop search timeline
- Provide clear and consistent status reports (provided verbally and by email)
- Advise on development of search committee & coordinate meeting schedules
- Collaborate with the Board, develop position profile (includes minimum qualifications, desired characteristics, challenges, and opportunities)
 - Conduct discussions with internal and external stakeholders in order to gain insight on the needs of the college
 - Provide details of search process to internal and external stakeholders

Applicant Recruiting

- Coordinate advertising for the position
- Utilize social media for applicant recruiting
- Organize the maintenance of search page on college website
- Develop electronic position announcement and distribute to targeted audiences
- Conduct nearly 1,000 telephone calls to proactively recruit applicants
- Identify candidates with diverse backgrounds through personal recruitment, social media, and advertising
- Receive all applicant application materials and post to Pauly Group secure website for committee review
- Prioritize and rank applicants' qualifications for maximum committee effectiveness

Board and Committee Assistance

- Facilitate Board's development of candidate selection criteria
- Advise Board/Search Committee on application review and interview techniques
- Conduct preliminary review of applicant qualifications
- Provide printed materials with applicant rankings to assist with selection process
- Lead development of interview questions
- Facilitate candidate interviews with Search Committee and Board
- Conduct thorough reference and background investigations on candidates
- Provide Constituency Group feedback reports following campus interviews
- Provide written reference reports and coordinate Board discussion on final decision
- Negotiate contract between Board and the selected candidate
- Facilitate plan for presidential transition

Applicant and Candidate Contact

- Maintain frequent and effective communication with applicants in order to keep them engaged in the process
- Coordinate and schedule candidate interviews
- Obtain candidate permission to conduct thorough reference and background investigations
- Notify all nominators and applicants of Board's final selection

Candidate Recruitment Services

The key to a successful search is to attract a wide and diverse candidate pool. Successful candidate recruitment involves five-steps:

- Position Profile Development
- Print Advertising
- Database Management and E-Mail Notification
- Individual Telephone Calls
- Connect with potential applicants by posting on LinkedIn and Twitter
- Follow-up Calls for further encouragement to apply

Therefore the purpose of the recruiting process is to generate a large enough pool to include a viable number of qualified candidates for the position.

Position Profile Development

Pauly Group begins all recruiting projects by consulting with the various constituency groups on the development of the position profile. This profile frames the direction of the recruiting efforts.

The position profile becomes the keystone for the entire search process. It contains the specifics of the position as identified by the campus, the search committee, and the college leaders.

Individual Recruiting Calls

First, a team of Pauly Group Research Consultants is assembled and briefed on the client college, community, and position particulars. Next, up to 1,000 individuals from the Pauly Group database are selected for contact by a Pauly Group consultant. Finally, Research Consultants begin to telephone possible applicants and nominators and provide position information, search dates, and answer any questions anyone may have about the search. Those individuals who have expressed interest in the position are carefully tracked throughout the recruiting process.

Screening and Evaluation

Pauly Group will provide the initial screening of applicants based on the minimum and desirable qualifications for the position as outlined in the Position Profile. In addition, the Pauly Group president works regularly with candidates, their references, and nominators, and can therefore identify strengths and weaknesses not readily apparent from the paper screening.

Follow-up Calls

While the college is receiving applicant packets and the search committee begins reading the material, the PGI president works very closely with (1) the consulting team to identify who has expressed interest, (2) the college to identify those who have applied, and (3) those potential applicants who have expressed interest in the position but have not yet applied. All the while, the group president is carefully monitoring the depth and breadth of the applicant pool.

As the deadline date for applications nears, follow-up calls are placed to all of those who have expressed an interest in the opening. Additional questions are answered, the deadline date is given as a reminder, and applications are encouraged.

Application Receipt Process

Unless otherwise requested by the client college, all applications are received and acknowledged by the Pauly Group staff. They are prioritized and ranked based on the client college's qualifications and needs and made available to search committees and decisions makers for review.

Candidate Referencing Services

All reference projects begin with written authorization from the community college for Pauly Group to act on behalf of the school, as well as written permission from the candidates to conduct reference interviews.

Pauly Group contacts each candidate to review the packet of forms, fully discuss the referencing process, and answer any questions. In addition, an informal interview is conducted with each candidate.

It should be noted that candidates have the right to opt out of the reference process, modify the release s/he signs, or limit the list of references. Any requests by the candidate must be honored by the Pauly Group. The college is notified of the requests and Pauly Group proceeds as desired by the college and the candidate.

Reference Questions

For each position referenced, a list of questions is developed for college approval. Toward the beginning of the project, the Pauly Group president develops a list of reference questions. Some are specific to the college and the position, but others are questions that have been created to draw out information about candidates who might pose detrimental consequences to the college if selected. Once developed, the college contact and/or search committee is asked to review the questions and recommend changes.

Once the questions are approved, in-depth interviews are conducted with listed and unlisted sources, and a thorough report is prepared for the college.

Final Candidate Reference Report

For final candidates, eight to 10 telephone interviews are conducted with listed and unlisted references and a comprehensive report is prepared. The Pauly Group consultant contacts both listed and unlisted academic and community leaders throughout the country who have firsthand knowledge of the candidate's professional history.

The Final Candidate Reference Report includes first-person, non-attributed direct responses to the interview questions. The full written reference reports are available to the President during the decision making process.

The report is forwarded to the college without suggestions, recommendations, or summaries. Pauly Group is able to provide as much candidate background information as possible. It is critical for the committee and the President to have as much unbiased information as is available. Therefore, written reports, rather than verbal, are used in our process.

While Pauly Group supports the college community, we respect the right of each college to make their own decisions.

Additional Background Services

Pauly Group has the capacity to facilitate personal credit and criminal background checks. Access to credit bureau and criminal files require a special regulatory license as well as professional investigative skills. Therefore, Pauly Group works closely with a national investigative firm with the appropriate credentials and necessary licenses to access local, regional, state, and federal law enforcement and credit data bases.

Comprehensive Search Service

All Comprehensive Search Service projects include the previously described candidate recruitment and candidate referencing services. Moreover, each comprehensive search, begins with an in-depth and private interview with the college leadership, committee chair, search committee, and affected constituencies. In addition to obtaining statistical information about the college, the current developmental posture of the institution and community are discussed, staffing issues are identified, and the ideal candidate characteristics are defined.

Search Preparation

Working with the leader responsible for coordinating the search, the Pauly Group president establishes a tentative search calendar and the creation of the search committee is discussed. Generally, it is suggested that the search committee should be large enough to represent all the various constituency groups but small enough to be manageable. Ideally the committee should have 12 to 15 members plus the committee chair.

The search committee can be comprised of faculty members, administrators, technical and support staff, as well as members of the community and students. In addition, an equal number of women and men, as well as long-term employees and new hires can all be included. The racial demographics of the district should also be represented on the search committee.

Orientation Meeting

The comprehensive search program entails three meetings by the group president. The meetings include orientation, semifinal candidate selection, and semifinal candidate interview process management.

While the following are examples of possible visit agendas, each college is encouraged to suggest ways that the Pauly Group leadership can be most productive while visiting the campus.

There are three objectives for the Orientation Meeting.

Institutional Analysis: Private meetings with the various campus leaders and constituency groups are held to identify challenges and opportunities facing the successful candidate.

Committee Organization: Review of the duties and responsibilities of the search committee is provided; recommendations to enhance effective communication with the constituency groups are discussed, and strategies for discussing who has applied without violating candidate confidentiality are provided.

Committee Orientation: The basics of the paper screening process, including the identification of personal biases, how to evaluate grammatical or clerical errors and how to review nontraditional candidates is discussed. A search calendar is established. Rules of confidentiality are outlined. The position profile is begun or reviewed and the recruiting process explained.

It is important to the Pauly Group process that the committee is as involved as possible in the selection and interview process. Therefore, screening from applicants' paper submissions is completed by the committee as well as the initial round of interviewing. Pauly Group is present for guidance, direction, and leadership for the entire process.

Semifinal Candidate Selection Meeting

The objective is to work with the search committee to fairly and equitably review all applicants, and identify the strongest possible semifinal candidates who meet the current and future needs of the college.

The Pauly Group president works regularly with candidates, their references, and nominators, and can therefore identify strengths and weaknesses not readily apparent from the paper screening. There are three visit objectives.

Applicant Review: Systematically identify the strengths and weaknesses of all applicants, providing the committee with additional information, when available.

Candidate Selection: Following proven group dynamic methods, work with the committee to identify the strongest possible semifinal candidates based on the position profile.

Interview Preparation: Work with the committee to develop appropriate interview questions that cover all relevant areas of the college in clear, precise language, and which a candidate with the appropriate background and experience can reasonably answer in the allotted time. Remind the committee of interview etiquette and legal limitations.

Once the semifinalists have been identified and agreed upon, in-person interview logistics are handled by the Consultant in concert with staff from the college. Meeting schedules and agendas are prepared and distributed to the committee by the Consultant.

Candidate Interview Management Meeting

This meeting should ensure the committee is organized and that all members of the committee are able to participate. There are three visit objectives.

Overview of Interview Process: Discuss with the committee members the process of the interview and asking follow-up questions.

Review and Candidate Discussion: Lead the process of thoroughly discussing each candidate.

Selection of Finalists: The Pauly Group leader will facilitate the process while the committee evaluates each candidate and selects final candidates who will be invited to campus.

The college may choose to interview each finalist in person or by way of videoconference. Videoconferencing is recommended for initial interviews because it is less costly than accruing candidate travel expenses. Additionally videoconference interviews add confidentiality for candidates during this stage of the search. They are able to interview with the committee, without leaving campus for an extended period of time.

Executive Coaching and Mentoring

In order to add to the success of the newly selected Administrator, Pauly Group provides a range of services that may be made available to your college.

Several different leadership assessment tools are available to Pauly Group consultants, as well as the analysis and coaching after college team members have completed the tools.

Also available to the successful candidate is mentoring. Search Consultants currently on staff are available to the newly hired leader for as much or as little mentoring is needed.

Northwestern Michigan College
Presidential Search



Sample Search Project Calendar

Following is a proposed timeline for the search. However, modifications may be made to better align with the College’s academic/holiday calendar and constituency groups.

<i>Month 1</i>		<p><i>Collect Initial Information for Position Profile</i> <i>Develop Project Calendar</i></p>
	☯	<p>Meetings with Constituency Groups Initial Committee Meeting with Search Consultant – <i>Date TBD:</i> Review Process, Application Evaluation Process, and Interview Questions. Determine future meeting and interview dates.</p>
	☯	<p>Finalize Advertising Materials & Profile Finalize Project Calendar Email and Recruiting Call Lists Developed</p>
<i>Month 2</i>	☯	<p>Prepare Electronic Mailings Post Profile with Pauly Group associated organizations Post Profile on College Website Post Profile on Pauly Group Website Recruiting Packets to Consultants</p>
	☯	<p>**Submit Ad. Text to Publications (Electronic Only)— <i>Ad placement is at the discretion of the college. The Chronicle of Higher Education, HigherEdJobs.com, <u>or</u> CommunityCollegejobs.com are suggested. Please note, it is not necessary to post with all of these.</i></p> <p>Specific Dates TBD:</p> <ul style="list-style-type: none"> • Advertisement(s) Appear • Electronic Mailings Go Out • Recruiting Calls Begin
	☯	<p>Recruiting Calls Continue Committee Reviews Applicant Pool</p>

<i>Month 3</i>	☯	<i>Recruiting Calls Continue</i> <i>Meeting with Angela to Review Applicant Pool—Date TBD</i> <i>Committee Reviews Applicant Pool</i>
	☯	Recruiting Calls Conclude Recruiting Reports due from Consultants to Pauly Group- TBD Committee Reviews Applicant Pool
	☯	Follow-Up Calls Committee Reviews Applicant Pool
	☯	Monday, XXXXXXXX —Soft Close Date for Applicants Committee Reviews Applicant Pool
	☯	Committee Identifies Semifinalists, Finalize Interview Questions — Date TBD Initial Referencing Begins
<i>Month 4</i>		Initial Referencing Continues
	☯ ☯	Preliminary Reference Reports to Committee Interviews with Semifinalists - Dates TBD Committee Identifies Final Candidates
		Final Referencing Begins
		Final Referencing Continues
		Final Reference Report to Decision Maker
<i>Month 5</i>	☯	On-Campus Interviews - Dates TBD Gather Feedback from Campus Communities
	☯	Final Decision, Negotiation, and Hire
		Selected Candidate Begins Post

☯ *Denotes tasks to be completed by Search Committee or other College Office*
TBD = To Be Determined

Price Proposal⁹

Pauly Group fees are specifically tailored to our clients' need for services. A comprehensive search package is typically chosen for a Presidential search. This will include recruiting, referencing, preparation and placement of advertising materials, documents for the committee to use in the evaluation of applicants, and the provision of total consulting services to the Board and Search Committee through the final negotiations with the chosen candidate.

Our fees are assessed every two to three years and are based on median base salaries according to the Chronicle of Higher Education yearly review. Each college is unique, as is every search. To meet the needs of client colleges, Pauly Group offers each of the major search components separately or collectively as a full search service package.

Search Service Packages

A. Comprehensive Full Search Services:

All-inclusive Search.....\$52,000
(Note: Three In-Person meetings between the Pauly Group president and campus groups are included in the above fee. Additional on-campus visits are available and carry an additional fee of \$2,500 per day on campus, plus travel expenses.)

Advertisements \$ Included

Credit/Criminal Background Services \$ Included

B. Comprehensive Full Search Services, via Video Conference Meetings:

All-inclusive Search.....\$44,500
(Note: Video conference meetings between the Pauly Group president and campus groups are included in the above fee. On-campus visits are available and carry an additional fee of \$2,500 per day on campus, plus travel expenses.)

Advertisements \$ Included

Credit/Criminal Background Services \$ Included

Additional College Expenses

Following are additional expenses that colleges typically incur. As each college is different, these expenses are presented as examples, only.

Candidate Travel: Typically \$3,000 / candidate

Advertising: Per established college budget

⁹ RFP 4.02

Work Product Samples:¹⁰

- ✚ Presidential Position Profile – North Central Michigan College
- ✚ Candidate Material storage/sharing - Pauly Group Website Access
- ✚ Rating Sheet
- ✚ Committee Selection Worksheet
- ✚ Committee Booklets – *Table of Contents*
- ✚ Sample Interview Questions
- ✚ Sample Constituency Feedback Survey
- ✚ Sample Summary Reference Report

¹⁰ RFP 4.01.i



Presidential Search

Position Profile

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COLLEGE OVERVIEW:

Since 1958, North Central Michigan College has been opening the door to academic success for residents by offering two-year associate degrees in the arts and sciences that are transferable to four-year universities. In addition, North Central has paved the path to better-paying careers through its applied science programs in business, education, health science, criminal justice, information technology and legal assistance. Equally important, North Central provides residents with the ability to advance their skills and enrich their lives through education by offering a choice of 24 degrees and 39 certificates.

In Fall 2017, there are 2,527 students attending North Central. There are 713 dual/concurrently enrolled students, or 28.21% of the College's total head count. Of the 713, there are 272 students from three high schools enrolled in our Early College program. Dual enrollment credit hours have increased by 25.88%.

The Computer Numerical Control (CNC) Machining program continues to grow. The CNC Career Center is in demand, providing employment support services for students to find jobs in manufacturing while helping employers fill their CNC job openings. An articulation agreement was reached with Lake Superior State University for a Bachelor of Science degree in Manufacturing Engineering Technology, and North Central has Corporate training agreements with four area manufacturing companies.

North Central's Corporate & Community Education (CCE) group provides customized training programs to the region's employers helping with retention of workers and the expansion of employment opportunities.

In 2017, North Central's allied health programming booms as the College becomes one of two site locations in Michigan for University of Maryland/Baltimore County Critical Care training for area paramedics and nurses; a training site for the National Association of Emergency Medical Technicians; and a part of the Northern Michigan Regional Training Center for fire certification.

North Central has partnered with Lake Superior State University and Spring Arbor University to offer one master's degree and eight bachelor's degree programs at its University Center in Petoskey.

North Central Michigan College has greatly enhanced the livability of the region through programs such as its International Lectures, Lecture Series and Luncheon Lectures, which bring national and regional speakers into the region and are open to the public. Finally, its campus offers a 195-acre Natural Area and the Harris Sculpture Garden with 26 unique pieces of outdoor art for the public to enjoy.

According to a 2015 economic impact study conducted by the W. E. Upjohn Institute for Employment Research, due solely to the presence of North Central Michigan College, there are 1,470 additional jobs in the region; total sales are \$253.6 million higher; personal income is \$66.1 million greater; and the region's Gross Regional Product is \$120.2 million higher.

With an annual budget of more than \$16 million in 2016-17, North Central Michigan College's full- and part-time faculty and staff numbered 275, and the College is among the top five year-round, largest employers in Emmet County.

According to the College's [audited financial statement dated June 30, 2017](#), North Central Michigan College's financial position is strong, with assets of \$53.5 million and a AA bond rating. The major sources of the College's operating revenues are: Emmet County property taxes - 34.5%; tuition and fees - 42%; State appropriations - 22.5%.

And finally, in November 2016, the ballot proposal renewing North Central's operating millage passed by nearly a 2-to-1 margin (10,921 Yes and 5,553 No), with 67% of the voters supporting North Central Michigan College. Virtually every voting district's percentage of "yes" votes increased from the last millage election in 2006.

[Fast Facts - link](#)

ABOUT THE AREA

North Central Michigan College is part of the excellence that is evident in the communities of Petoskey and Harbor Springs. Located in the tip of Michigan's Mitten, along the shores of Lake Michigan's Little Traverse Bay, you will find these upscale resort communities that have been havens for city dwellers, and vacation destinations since the late 1800's.

The excellence is seen in all that you'll encounter in the region. In addition to a highly respected community college, the region boasts strong local schools, immaculate parks, an award-winning medical health center, world class cultural events, a vibrant business community, and a strong network of non-profit organizations and human service agencies.

Known as the Land of the Million Dollar Sunsets, the Petoskey-Harbor Springs region offers scenic views, cool summer lake breezes, and fresh abundant snow. These features lead to a multitude of recreation opportunities for boaters, beach lovers, kayakers, hikers, bikers, skiers, and any other outdoor enthusiasts.

Petoskey has been in the hospitality business for more than 100-years and taking care of its guests and residents is part of its culture. In this small northern town, you'll find an unmatched warmth and friendliness coupled with a sincere desire to help its residents thrive.

- Petoskey Regional Chamber of Commerce: www.petoskeychamber.com
- Harbor Springs Area Chamber of Commerce: <http://www.harborspringschamber.com>
- Petoskey Area Visitors Bureau: www.petoskeyarea.com

NCMC FOUNDATION

Donations to the NCMC Foundation are used to change the lives of students. Scholarships help qualifying students begin and continue their college education. Foundation support helps the College maintain state-of-the-art learning environments and provide support for community enrichment programs.

- \$320,000 in scholarships were awarded in 2016-17.
- Financial assistance was provided through student emergency funds.
- \$15,963 in grants were awarded for equipment needs and new program development.
- The inaugural Garden Party raised \$65,000 for full scholarships for 91 students enrolled in the College's CNC program in Fall 2016 and Winter 2017. The 2017 Garden Party raised \$58,000.
- The Foundation presents three fundraising events each year – the Scramble for Scholarships Golf Outing, now in its 22nd year; the Garden Party; and the annual Community Cookout, celebrating its 21st year in 2018. These events raise more than \$80,000 for scholarships each year.

The mission of the North Central Michigan College Foundation is to initiate philanthropy in partnership with North Central Michigan College and the community in order to provide financial support for the mission and goals of the College.

The Foundation Board of Directors is comprised of 16 community volunteers who provide the leadership and initiative for advancing the Foundation. These community leaders, along with the North Central Michigan College Board of Trustees, provide the Foundation with excellent resources for growth and development.

AWARDS AND RECOGNITION

North Central Michigan College has been named a Military Friendly School® by Victory Media, the premier media entity for military personnel transitioning into civilian life. The 2018 Military Friendly Schools® list honors the top 20 percent of colleges, universities and trade schools that are doing the most to embrace

America’s military service members, veterans and spouses as students and ensure their success on campus.

Additionally, North Central earned the Michigan Veteran-Friendly School designation for the 2017-18 academic year. The College is one of 70 schools in Michigan to receive this status. The College has earned gold-level status for the third year from the Michigan Veterans Affairs Agency based on its commitment to providing on-campus, veteran-centric services to student veterans.

Achieving the Dream (ATD) re-designated North Central Michigan College as a “Leader College,” a national honor awarded to institutions in the ATD National Network that have shown three years of steady improvement in two outcomes that measure student success. North Central received the current designation for consistent progress in two areas. Over the past five years, there has been an increase in completion in the gateway English courses from less than 40% to more than 50%. Also, North Central is seeing fall-to-winter retention of new students steadily improving from 70% to 81%. The retention among full-time students has been relatively steady at 80-85%, however the improvement has been quite substantial among part-time students, with their retention improving from 60% to more than 70%.

GOVERNANCE

North Central Michigan College's governing board is comprised of seven elected trustees, each serving a six-year term. The trustees serve without compensation and operate under the North Central Michigan College Bylaws.

The Board of Trustees has oversight of academic programs, budgets and employment of faculty and staff. Trustees also serve on one or more committees. Standing committees include the Bylaws and Policy Committee, the Curriculum Committee, the Finance and Facilities Committee, the Foundation Committee and the Personnel Committee.

Details about the Board of Trustees may be found at <http://www.ncmich.edu/about-us/board-of-trustees/>.

CAMPUS PROFILES:

North Central’s main campus is located in picturesque Petoskey on Little Traverse Bay. Within walking distance, downtown Petoskey boasts an eclectic selection of shops, boutiques and restaurants, as well as a seasonal farmers market and street fairs and festivals.

Outdoor activities:

- Biking and hiking – The Little Traverse Wheelway follows the bay and lakefront from Charlevoix to Harbor Springs. Separate trails will take you through the Bear River Recreational Valley.
- Winter sports – The Winter Sports Park offers outdoor hockey, ice skating and sledding in a lovely setting featuring a log warming house. The College is also within 20 miles of three ski resorts: Nub’s Nob, Boyne Highlands and Boyne Mountain. Miles of snowmobile trails can be accessed too, and cross-country skiing is available in a number of places.

- The arts – Enjoy fine art exhibits at Crooked Tree Arts Center as well as concerts, plays and films in the 260-seat theater. Classes, lessons and workshops in music, dance and art are offered throughout the year.

All buildings on North Central’s main campus in Petoskey have been renovated and modernized within the last ten years, with one exception. The main Administration/Classroom (AD/CL) building is the only structure that has not been renovated, but is in the beginning stages of a \$6.8 million remodeling and technology upgrade. Once completed, the College will be positioned to continue to provide a superior, educational experience to its students for years to come. Also, North Central’s Gaylord Center recently relocated to a newly renovated facility that incorporates the latest technology and updated modular classroom furnishings in every classroom.

On-campus:

- The 71,000 square-foot multi-purpose Student and Community Resource Center (SCRC) features three regulation-size basketball courts, a 1/9th mile walking track and two fitness-oriented class rooms. The track is available to all at no charge. The courts are for student and community use.
- The North Central Michigan College Library serves the students, faculty and staff of the College and welcomes residents of our multi-county community as patrons. It houses more than 20,000 volumes, 250,000 online books and subscribes to more than 12,000 periodicals emphasizing the various academic areas of the institution.
- The Iron Horse Café, located in the Student Center, is open weekdays for students, faculty and staff as well as the general public (limited Saturday hours during the school year). Locally sourced, healthy food choices are offered for lunch and dinner. The Café, which seats 250, is also available for events and activities.
- The Jack and Dorothy Harris Health Education and Science Center contains state-of-the-art equipment, labs and facilities for the allied health, nursing and science programs at North Central.
- The Harris Gardens, located in the center courtyard of the College, showcase the work of 26 internationally-renowned sculptors in a beautifully landscaped setting.
- The Natural Area is 195 acres of relatively wild land adjoining and south of the Petoskey campus. A dozen different biotic communities, both upland and wetland, can be found within the boundaries of the Natural Area, making it an excellent place for environmental studies, photography and wildlife observation.
- The College Store, in the SCRC, offers textbook rental, used books and reduced cost textbooks as well as supplies, clothing and electronics.
- The residence hall is home to more than 100 students who benefit from the activities and on-campus accommodations, within walking distance to downtown Petoskey.

OFF-CAMPUS CENTERS

In addition to the Petoskey campus, North Central offers general education courses needed to complete an associate or bachelor’s degree in both Cheboygan and Gaylord. Credits earned will transfer to most four-year institutions. Classes are offered during daytime and evenings Monday through Thursday to accommodate a variety of scheduling needs.

Classes are offered at the Straits Area Education Center, located at 504 Division Street in Cheboygan. Students can take the first two years of classes at North Central in Cheboygan.

North Central Michigan College offers courses leading to certification, associate, bachelor's and advanced degrees in its new center in Gaylord, located at 620 E. 5th Street (former Early Childhood Center) near Gaylord Middle School.

MISSION, VISION, PHILOSOPHY, VALUES

Mission Statement:

North Central provides educational, economic and cultural opportunities for student learning, personal growth and community improvement.

Vision Statement:

North Central Michigan College is a dynamic organization committed to student learning, student success and community enrichment.

Philosophy:

We improve the quality of life for our students and the communities we serve.

Core Values:

- **Student Learning and Student Success** – North Central creates an environment where people can learn and be successful. The College provides opportunities for people to acquire knowledge and new skills.
- **Integrity** – North Central operates in ways that are honest, fair, respectful and responsible.
- **Community and Educational Access** – North Central has a positive impact on students, their families and our communities by providing an affordable, open-door pathway to education and opportunity. North Central builds relationships among diverse people and organizations.
- **Excellence** – North Central strives for the highest quality in its curricular and co-curricular offerings. The College utilizes ongoing assessment and evaluation methods to measure its progress and reach for continuous improvement.
- **Stewardship** – North Central effectively manages its facilities and systems while maintaining a balanced budget.
- **Community Engagement and Service** – North Central demonstrates a commitment to helping others on and off the campus and provides leadership in community development.

Strategic Priorities and Strategic Goals:

- Strategic Priority #1: Learning Effectiveness and Student Success
 - Strategic Goal One: Academic Quality
 - Ensure quality instruction, academic support and student success
 - Strategic Goal Two: Student-Centered Services
 - Enhance student-centered services and processes
- Strategic Priority #2: Organizational Development and Stewardship
 - Strategic Goal Three: Resources
 - Ensure financial, physical, human and technological resources are adequate to support educational programs
- Strategic Priority #3: Community Engagement and Service
 - Strategic Goal Four: Community Partnerships
 - Optimize community partnerships and outreach

OPPORTUNITY OVERVIEW:

Leadership and Change Management

Continue to create, articulate and execute a successful mission/vision for the College in a fast-changing, dynamic and competitive educational environment. This includes the continued refinement of a compelling College brand and expansion of certificate programs to meet local needs. Creativity, flexibility and quick recognition and response to change will be important.

Financial Acumen

North Central has a history of operating conservatively with finances. The next President will have this budgeting mindset as well. The College has a solid Foundation Board with a successful record of providing many annual scholarships. An appreciation for the work of a foundation and fundraising is necessary to continue the success of this Foundation. Historically, the College has not sought a great deal of grants and the Board of Trustees has agreed that this is an important resource-stream for North Central. The next President will have experience in encouraging and supporting a college-wide grant writing process.

Enrollment Expertise

Like many colleges around the country, North Central has experienced a decrease in enrollment. The high school population has diminished and many traditional-aged students in the region choose not to seek higher education. An understanding of this “no college” mentality is needed in the next President, as well as an ability to promote higher education within the service area. In addition, a President who can lead the College in further addressing workforce needs is critical to the College’s sustainable growth.

Community Relationships

The College is in a small, rural region and community relationships are critical to the success of the College and the next President. The retiring President has an excellent community reputation and is active with many groups and organizations. These continued relationships are very important to the success of the next President. The President will be a sought-after spokesperson for higher education and the mission of community colleges within the region and the local face of the College.

Internal Collaboration

In addition to the positive community relationships, North Central enjoys similar close-knit internal relationships. A President who can quickly establish those relationships will be most successful. There are many adjunct faculty, and the ability to meet their needs and appreciate their contributions to the College is important. It is critical that the President can balance the needs of adjunct faculty and the full-time faculty and staff.

External Partnerships

The College has a terrific relationship with local politicians and State Legislators. A successful President will have the ability to lobby and advocate for North Central within the region and State of Michigan. Developing partnerships with local agencies and businesses to further address the needs of the community is critical to the success of North Central Michigan College. Lastly, the President will lead the charge in further addressing the needs of K-12 districts, dual credit programs, and the Early College program.

Required experience / skills:

Master's Degree from an accredited institution is required; a Doctorate Degree is preferred. Significant leadership experience at the dean, vice president or president's level is required; community college experience is preferred.

APPLICATION PROCESS:

Please direct inquiries and nominations to the College's search consultant:

Angela Provar, President
Pauly Group, Inc.
3901 Wood Duck Drive, Suite E
Springfield, IL 62711
Phone: 217-241-5400
Fax: 217-241-5401
E-mail: aprovar@paullygroup.com

Please submit electronically to aprovar@paullygroup.com the following documents as MS Word or Adobe Acrobat attachments: (1) a cover letter that addresses the Opportunity Overview; (2) a current résumé; and (3) names and contact information of five professional references.

The committee will begin review of applications immediately. Applications will be accepted until the position is filled, with materials submitted by **Monday, February 12, 2018**, receiving priority consideration. All applications are confidential and references will not be contacted without the expressed authorization of the applicant.

It is the policy of NCMC to offer admissions, housing, employment, campus activities and financial aid without regard to race, color, national origin, religion, sex, sexual orientation, age, height, weight, marital status or familial status or disability protected by relevant law.

NCMC complies with Executive Order 11246, Titles VI and VII of the Civil Rights Act of 1964, as amended, Title II of the Americans With Disabilities Act of 1990 (ADA), as amended, Title IX of the Educational Amendments of 1972, as amended, Section 503 and 504 of the Rehabilitation Act of 1973, as amended, The Age Discrimination Act of 1975, as amended and all implementing regulations, the Age Discrimination in Employment Act of 1967 and all State of Michigan statutes prohibiting discrimination.



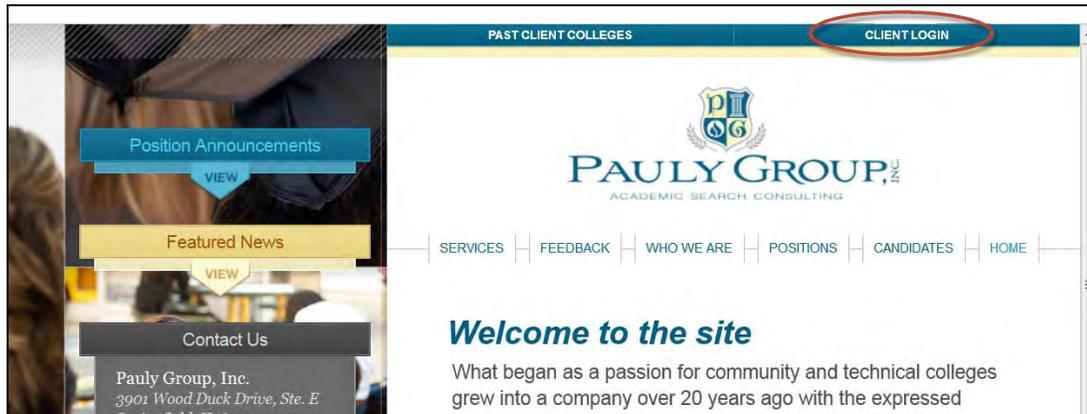
North Central Michigan College
1515 Howard Street
Petoskey, MI 49776
(888)-298-6605
<http://www.ncmich.edu/>



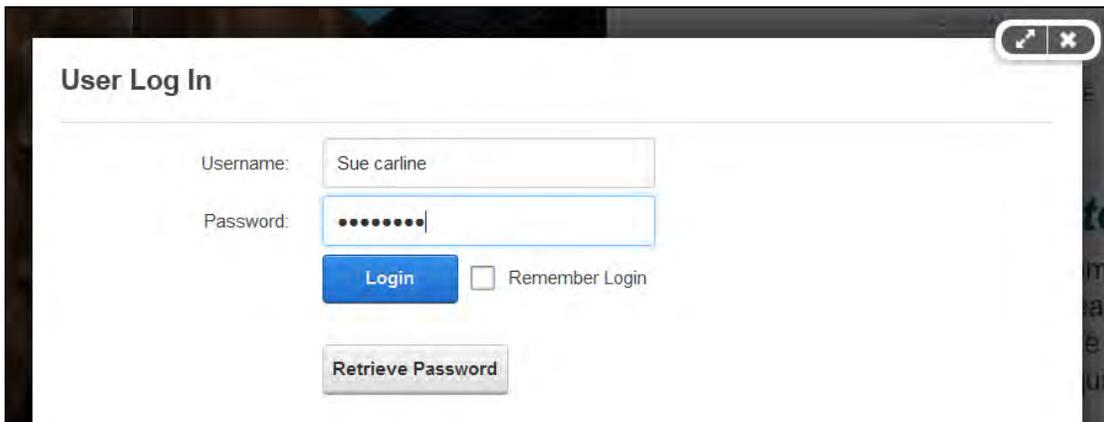
Recruiting Services provided by Pauly Group, Inc.

Website Access Instructions

- Go to our website www.paulygroup.com
- Click on “Client Login” in the upper right hand corner of the turquoise banner.



- User Names and Passwords will be provided to you via email from Pauly Group.
- Type in your first name and last name as your username (e.g., Sue Carline). This is **not** case sensitive.
- Type in the password. This **is** case sensitive.



- Once you are logged in, you will see the areas pertinent to your school and the work Pauly Group is doing for you. Simply click on the underlined link to view candidate documents, reference/working materials and reports.

Technical problems/questions:

Sue Carline
Operations
217.241.5400
scarline@paulygroup.com



SERVICES

FEEDBACK

WHO WE ARE

POSITIONS

CANDIDATES

HOME

Create New Group



AMERICAN COMMUNITY COLLEGE - POSITION TITLE

Qualified Candidates



AMERICAN COMMUNITY COLLEGE - POSITION TITLE

Committee Documents

COLLEGE NAME
COLLEGE LOGO

PRELIMINARY RATING:		
YES	NO	MAYBE

RATING SHEET

CANDIDATE	RECORD NUMBER

INSTRUCTIONS: Below are the characteristics that are listed in the Opportunity Overview of the position profile. Please compare the applicant’s experience with the criteria. Please give each of the applicants an overall preliminary rating of yes, no, or maybe. Email that rating only to Angela Provar. This sheet and the notes are for your use only. Please keep for your records during the committee discussion in February.

REQUIRED QUALIFICATIONS	NOTES/QUESTIONS
A Doctorate from an accredited institution preferred, minimum of a master’s degree from an accredited institution required.	
	WEAK STRONG
Three years senior level administrative experience, preferably at a technical or community college, or equivalent.	
	WEAK STRONG
OPPORTUNITY OVERVIEW	NOTES/QUESTIONS
Expanded Communication: <ul style="list-style-type: none"> • An engaging communicator; • A leader who is visible throughout the College, is involved in student functions, and displays a real passion for BTC; • An advocate for the College internally and externally; • Approachable and have the ability to further generate excitement within the College. 	
	WEAK STRONG

Presidential Search

OPPORTUNITY OVERVIEW	NOTES/QUESTIONS
<p>External Relationships and Partnerships:</p> <ul style="list-style-type: none"> • Further developing coalitions with counties; • Furthering relationships with leaders in K-12 education, manufacturing, agriculture businesses, health care systems, and economic; • Expanded partnerships with advisory committees; • An innovator and a champion for the College; • The ability to listen to the communities and lead the College in meeting the needs and expectations for the future growth of the institution. 	
	WEAK STRONG
<p>Budget and Finance:</p> <ul style="list-style-type: none"> • Past successes with budget cuts; • A leader with the demonstrated ability to raise alternate resources through fundraising, business partnerships, lobbying, endowments, and grants. 	
	WEAK STRONG
<p>College-Wide Plans:</p> <ul style="list-style-type: none"> • Leadership to increase enrollment and retention, expand strategic planning and marketing, and articulate the mission of the College; • A visionary leader with the ability to help focus the College and lead them through these processes is important for the next President. 	
	WEAK STRONG
<p>Additional Characteristics:</p> <ul style="list-style-type: none"> • A leader who has integrity; • has the ability to create synergy across the campuses; • has a spirit of optimism; • Dynamic, innovative, and charismatic leader. 	
	WEAK STRONG

**College
President
Candidate Rating Sheet**

Candidate #	Candidate Name	YES	MAYBE	NO	Committee Members															
					1 - Committee Member	2 - Committee Member	3 - Committee Member	4 - Committee Member	5 - Committee Member	6 - Committee Member	7 - Committee Member	8 - Committee Member	9 - Committee Member	10 - Committee Member	11 - Committee Member	12 - Committee Member	13 - Committee Member	14 - Committee Member		
05	Applicant	12	1	1	YES	YES	MAYBE	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	14
10	Applicant	10	4	0	MAYBE	MAYBE	YES	YES	YES	YES	YES	YES	MAYBE	YES	YES	YES	MAYBE	YES	YES	14
07	Applicant	8	4	2	YES	MAYBE	MAYBE	YES	MAYBE	YES	YES	MAYBE	YES	YES	YES	NO	YES	NO	14	
03	Applicant	9	3	2	YES	YES	YES	MAYBE	YES	YES	YES	MAYBE	NO	YES	YES	MAYBE	NO	YES	14	
04	Applicant	7	5	2	YES	MAYBE	YES	YES	YES	YES	YES	MAYBE	NO	MAYBE	NO	MAYBE	YES	MAYBE	14	
01	Applicant	7	4	3	YES	YES	MAYBE	MAYBE	YES	YES	YES	YES	NO	NO	YES	NO	MAYBE	MAYBE	14	
11	Applicant	6	3	5	YES	NO	YES	YES	MAYBE	YES	NO	YES	NO	YES	MAYBE	MAYBE	NO	NO	14	
15	Applicant	6	4	3	YES	NO	MAYBE	YES	YES		YES	YES	YES	MAYBE	MAYBE	NO	NO	MAYBE	13	
16	Applicant	6	4	3	YES	YES	MAYBE	MAYBE	YES		YES	MAYBE	NO	MAYBE	YES	NO	NO	YES	13	
14	Applicant	5	2	6	YES	NO	NO	MAYBE	YES		YES	MAYBE	NO	NO	YES	NO	YES	NO	13	
12	Applicant	4	6	3	MAYBE	NO	MAYBE	MAYBE	NO		YES	YES	NO	YES	MAYBE	MAYBE	YES	MAYBE	13	
19	Applicant	3	6	4	MAYBE	MAYBE	MAYBE	MAYBE	YES		YES	MAYBE	NO	YES	NO	NO	NO	MAYBE	13	
21	Applicant	4	4	5	MAYBE	NO	MAYBE	YES	YES		NO	YES	MAYBE	NO	MAYBE	NO	NO	YES	13	
06	Applicant	3	3	8	MAYBE	NO	NO	NO	NO	YES	YES	NO	NO	MAYBE	YES	NO	NO	MAYBE	14	
08	Applicant	3	3	8	YES	NO	MAYBE	NO	YES	NO	NO	NO	NO	NO	YES	NO	MAYBE	MAYBE	14	
02	Applicant	3	1	10	YES	NO	NO	NO	MAYBE	YES	NO	NO	NO	NO	YES	NO	NO	NO	14	
18	Applicant	3	4	6	MAYBE	NO	YES	MAYBE	NO		NO	YES	NO	MAYBE	NO	NO	MAYBE	YES	13	
13	Applicant	2	3	8	YES	NO	NO	NO	MAYBE		NO	NO	NO	YES	MAYBE	MAYBE	NO	NO	13	
09	Applicant	3	1	10	YES	NO	MAYBE	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO	YES	14	
17	Applicant	1	3	9	YES	NO	NO	NO	MAYBE		NO	NO	NO	NO	MAYBE	NO	MAYBE	NO	13	
					20	20	20	20	20	11	20	20	20	20	20	20	20	20	20	

COLLEGE NAME – Presidential Search

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 - Questions / Ratings
 - 9. SEMI FINALIST**
 - Questions / Ratings
 - 10. SEMI FINALIST**
 - Questions / Ratings



SAMPLE INTERVIEW QUESTIONS

Introductory Questions:

1. What are some of the accomplishments in your educational background and professional experience that have best prepared you to be the (Senior Administrative Position) of Anywhere Community College? In other words, what strengths do you bring to the position, or, please tell us why we should select you?

Follow-up: It has been said that we learn more from our failures than from our successes. Can you give us an example of a failure and what you've learned from that experience?

Future Activities:

1. Based on what you now know about Anywhere Community College, what will be your priorities during your first six months in the position of (Senior Administrative Position)?

Follow-up: As the new (Senior Administrative Position), everyone will know your name. How will you get to know the students, the faculty, and other employees?

2. As (Senior Administrative Position), your time will have an inward focus (college operations) and an outward focus (having to do with community involvement, workforce development, and working with local businesses). How would you balance these activities?

Fiscal Management:

1. Please give us some examples of your experience in fiscal management. Specifically, how have you dealt with budgetary constraints?

Follow-up: How have your administrators, faculty and staff been involved in establishing financial priorities and when are they brought into the process?

2. Please describe your financial management background. Specifically, what is the largest budget for which you have been responsible? When you were faced with a budget shortfall, what steps did you take to address the problem?

Follow-up: Community and technical colleges are known for our “entrepreneurial spirit.” What specific examples can you offer from your own background that demonstrates such a spirit?

Business Partnerships:

1. Please give us an example of a successful collaborative effort between your current college and businesses, community organizations, other educational institutions or local government.

Follow-up: What are some ways that Anywhere Community College can work with businesses to enhance existing and develop more partnerships?

2. What do you think is the most significant thing a college (Senior Administrative Position) can do to enhance the community’s perception of the community or technical college and the college ‘system’?

Follow-up: Can you give us some examples of your experience in enhancing your current or previous institution’s perception in the local community?

Communication:

1. Communication within the college and with external constituencies is a significant issue. Please give us some examples of communication strategies you have employed that have been successful.

Follow-up: How do you keep informed of situations within your organization?

2. As a leader, how have you created a “collegial” environment at your current institution?

Follow-up: Can you give us an example of how you have used different styles of communication with various internal constituent groups?

Internal Leadership/Management:

1. As (Senior Administrative Position) of Anywhere Community College, how will you make shared governance work? Please give us an example of action(s) you have

taken in your current or past positions to create unity and build teams among and across staff lines?

Follow-up: What have you done in your previous positions that have helped to improve relationships among diverse groups, either internal college groups or community groups?

2. Please describe for us an administrative initiative you developed that empowered others, encouraged innovation, improved morale, or promoted a climate of inclusiveness?

Follow-up: What obstacles did you have to overcome in implementing the initiative(s)? Was the initiative(s) successful? If not, how might you change your own behavior to change that outcome?

Conflict Management:

1. Many colleges have conflicting constituency groups. What methods have you used to meet the demands of these groups in the past?

Follow-up: Have your methods been successful? Why or why not?

2. As our student body, college constituencies, and communities are culturally diverse, how would you manage to satisfy or balance the demands of all these various groups?

Follow-up: Can you describe one or two instances where you found staff input highly successful in initiating change and/or problem solving?

Faculty Leadership/Relations:

1. Your faculties will have a wide variation in total number of years of experience with some long-term faculty members and a number of new "hires." What strengths and weaknesses do you see in this setting?

Follow-up: How would you deal with the weaknesses you've identified?

2. What was the most successful experience or incident you have had in working with teaching faculty, and what has been your biggest failure?

Follow-up: In hindsight, how might you change your own behavior to change that negative experience?

Classified/Support Staff Relations:

1. Would you please describe a situation that you felt demonstrated successful employee participation in decision-making?

Follow-up: As our (Senior Administrative Position), how would you ensure that the administrative processes in place at the college actually serve the needs of the students?

2. What types of problems have you encountered in working with a large number of hourly, part-time employees?

Follow-up: How have you resolved those concerns? What have you done to eliminate concerns and problems with part-time employees?

Students/Student Success/Enrollment Management:

1. Please describe your interactions with students at your current institution. What would you see as your role as (Senior Administrative Position) with regard to our students?

Follow-up: Have you developed or implemented any programs that specifically address improving student success?

2. Can you give us a specific example of an issue that was supported by students but opposed by faculty and/or administrators? How was it resolved?

Follow-up: What was your role?

3. What methods have you used to ensure that administration, faculty, and staff are receptive and responsive to student needs? How might you begin that process at our college?

Follow-up: How would you deal with employees who are not responsive to student needs?

Shared Governance/Collective Bargaining:

1. Please describe your experience working with collective bargaining agreements. If you have not had this experience, what do you expect might be some of the issues associated with such agreements and how would you deal with them?

Follow-up: Please give us some examples of issues from an existing contract environment that were easy to adhere to and some that were difficult to adhere to.

2. Please provide a detailed example of a problem you resolved using a participatory process.

Faculty/Staff Development:

1. What methods have you used to bring innovative faculty and staff development programs to your campus?

Follow-up: Were your methods successful? Why or why not?

2. In the past, how have you gotten faculty and staff involved in development programs?

Follow-up: How would you change your methods in the future?

Technology:

1. Distance learning is the newest educational frontier. What has been your experience with distance learning? What was your annual budget? How many students were enrolled and how many programs did you have?

Follow-up: What, in your view, are the educational and institutional advantages and disadvantages of these programs?

2. How do you think distance learning will change community or technical college education in the future?

Curriculum/Program Development:

1. Please tell us about an innovative, new program with which you have been involved in developing.

2. What methods have you used to bring faculty along with a new curriculum design?

Diversity/Affirmative Action:

1. What evidence can you cite, from your professional record, of your commitment to affirmative action and equal opportunity? How would you carry out this commitment as (Senior Administrative Position) of Anywhere Community College?

Follow-up: What might you suggest that we could do to celebrate diversity?

2. We would like to see Anywhere Community College become more involved in communicating with and recruiting from the minority community. How would you undertake such a task?

Follow-up: What has been your record of accomplishment in equal opportunity and affirmative action? How could Anywhere Community College demonstrate its commitment to diversity?

Team Building:

1. Please describe a situation in which you were instrumental in getting a team to work together to accomplish an identified task.

Follow-up: Can you share an example of an unsuccessful team building situation? What would you do differently to change that outcome?

2. Can you share with us an example of when you served as a facilitator or mediator between two internal constituent groups? How successful were you and, if you were not successful, what would you do differently?

Ethics:

1. Please share with us an instance when your own ethical sensibilities were in serious conflict with how you were expected to function in your professional role? If you would, also please tell us how the conflict was resolved.

Follow-up: Is there anything that you would do differently in the future?

2. What mechanisms have you established (or will you establish) in your institution to ensure that ethical conflicts are resolved in an ethical manner?

Closing Question:

1. Do you have any questions for us, or would you like to make a closing statement?
2. Is there anything else about yourself that you would like to share with us? Do you have any questions that we can answer for you about Anywhere Community College?



Campus visit feedback - Finalists

*Required Question(s)

* 1. Which candidate did you just observe?

- Candidate One
 - Candidate Two
 - Candidate Three
-

2. What strengths would you like to list?

1000 characters left.

3. What concerns would you like to mention?

1000 characters left.

* 4. Would you support hiring this candidate?

- Yes
- No
- Maybe

Comment:

500 characters left.

* 5. What constituency group do you represent?

- Staff
- Faculty
- Student
- Community Member
- Board Member
- Other

Finish



All American Community College

**SAMPLE
SUMMARY REFERENCE REPORT**

This report taken from portions of an actual Pauly Group Reference Report

Candidate: John Smith

How long have you known Dr. Smith? and in what context? Is Dr. Smith currently on campus and engaged in the position of Dean?

References confirmed Dr. Smith is currently in the position of Dean.

Eight references were interviewed regarding the candidate. Four were listed and four were unlisted. The sources contacted represented minority groups and both genders from candidate's places of employment within the last ten years.

1. **What can you tell me about Dr. Smith’s commitment to community colleges specifically in the areas of open access, workforce development, or student success?**

Supervisor responses:

“He is committed to creating and maintaining community relationships. He understands what is needed for success in the classroom as well as for student success.”

“Dr. Smith has a strong commitment to all three areas and has demonstrated success in all three. He brought strategic thinking and energy to the division. He connected more directly with local businesses and helped flesh out a strong workforce development model. He also helped create better synergy between the credit and noncredit areas. He thinks broadly and creatively.”

Subordinate responses:

“Dr. Smith was dedicated to the community college mission. He was dedicated to helping his unit be fiscally aware and self-supporting. He was careful with projections.”

“He has helped students by increasing the accountability and efficiency of the student center. He keeps students in mind in everything he does. He enjoys higher education, although he can sometimes struggle with the bureaucracy, because he is a forward thinker.”

“John emphasized the needs of students, faculty, and courses. This is where he invested his time and energy. He was an advocate for resources and high academic quality.”

Faculty responses:

“I work more closely with his program staff than him, but I view him as a great business man.”

Colleague responses:

“He is willing to work with student and academic affairs. He believes in offering courses so student can be successful while still meeting academic standards.”

“Dr. Smith is committed to teaching and learning. He actively works across the state to develop relationships and promote learning. He is actively involved inside and outside of the campus. He has built strong relationships with the military and other colleges and universities.”

- 2. Please describe Dr. Smith’s leadership style on a daily basis. In addition, please describe the candidate’s communication style.**

Supervisor responses:

“Dr. Smith likes structure and holds people accountable. Everyone knows their role. He is participative, but he expects people to carry their own weight.”

“He is a clear and concise thinker and communicator. He clearly and quickly could get to the heart of a matter and focus on the issues. He was directive, but professional in his demeanor. Continuing education was a huge, complex division. He was on the largest campus of a three campus district, and his role was as the number two person. He was able to think through issues.”

Subordinate responses:

“He knew and understood his job. He was knowledgeable about his unit and was a nice person.”

“Dr. Smith is present and available when he is needed. He delegates, but he provides the tools to get things done. He is a big vision person, a facilitator. He was a jump in and get it done person at first, but after being here a while, he is more of a big picture, strategy guy.”

“He was supportive of professional development and the professionalism of the department. He is good at pushing information he learns at meetings out to his staff. He makes sure everyone knows what is going on from the system down to an individual area.”

Faculty responses:

“In meetings and on committees, he is measured. He does not always have to say something, but when he does it is insightful. He knows what he wants to contribute.”

Colleague responses:

“He is accommodating. He finds a way to make things work while following the guidelines. He is a good communicator and provides good material.”

“John is participatory by nature. He pulls people together and is not a micromanager. He lets people bring their level of expertise and supports his direct reports. He is an astute communicator. He knows when there are people who need more details and others who he can provide a summary. He is sensitive to making sure people are informed.”

- 7. Can you give me specific examples of Dr. Smith’s ability to assess academic and student services programs and develop plans to enhance these programs?**

Supervisor responses:

“John developed relationships in order to create more face-to-face programs with students and organizations in the area. He also coordinated the dual enrollment program well.”

“He was heavily engaged in learning outcomes assessment. There was a lot of focus on the credit academic side, but he also saw the value for student services and noncredit. John was able to determine what assessment meant for adult learners in a nontraditional context so they benefited from the same assessments.”

Subordinate responses:

“He understood he was able to effect accountability around accounting and finance. He made good strides toward building more accountability.”

“One of his strengths is being able to look at a process or service, chart it out,

and find the efficiencies. He is good at getting a team to implement those changes. He is communicative and a good facilitator.”

“Dr. Smith worked with the Colorado Springs program when the program moved locations. He was an active part of the process.”

Faculty responses:

“He was good at having his staff look into issues. He was able to hire good people and make positive changes.”

Colleague responses:

“When there were changes in the continuing education approval process and requirements, he found a way to provide a paper trail and oversee the approval process. He was innovative in what he got done. The operation seemed to get more and more complex, and he led collaboratively.”

“Dr. Smith worked on program review and student assessment. He understands the process and is easy to work with on those issues. It is one of his strengths.”

- 8. Have you had an opportunity to observe Dr. Smith as a speaker: Campus, Community, State level, or National level? Evaluate the candidate’s effectiveness in engaging the audience.**

When Dr. Smith’s point of view is different from the administration, how does he handle this presentation dilemma?

Supervisor responses:

“John has presented at meetings, and he does a good job. He is articulate, considerate, and congenial in his responses. He understands the position of the administration and gets behind it.”

“Dr. Smith has spoken in front of business groups at the Chamber. He has made presentations and talked about the workforce development operation. He was engaging, convincing, and articulate. He handled differences of opinion in a politically astute manner.”

Subordinate responses:

“In meetings, he was organized and knowledgeable. He was able to engage the group. There was some degree of friction between John and the executive dean. He could be dismissive when he had a difference of opinion.”

“He has spoken at institution dinner events. He is engaging, and he enjoys speaking.”

“Dr. Smith has led department meetings, and he is engaging, energetic, and interesting to listen to. When there is a direction he may not agree with, he sits down with the other members of leadership, before having a larger discussion, to craft the approach and find a positive angle.”

Faculty responses:

“He is articulate in meetings, but he is also the person who does not want to speak at length. He gets to the point. He is succinct. He sits back, observes, and lets others speak. He interjects when needed. He acknowledges any differences and deals with it. He recognizes the chain of command, but he is an advocate for his area.”

Colleague responses:

“John has spoken in meeting and in talking with the faculty. He did well. He is a great speaker and a good communicator. He had no problems moving toward what the administration wanted.”

“He has been an effective speaker at campus events. He has a nice sense of humor at the appropriate times. He is an organized speaker and logical in his presentations. He relates well to his audience.”

- 11. Looking back, we’ve talked at length about Dr. Smith’s strengths. To provide a balanced and realistic picture of Dr. Smith, please identify a weakness for me.**

Supervisor responses:

“He is exuberant and has energy. He likes to move forward. He needs to be more tolerant of those who are not as energetic as he is. Also, when things are not done in an effective way, he will mention it.”

“When he first came to the college, there were some who viewed him as eccentric. He had a different style and a different approach. You have to take time to get to know his motivation and strengths.”

Subordinate responses:

“He could be a bit dismissive of the things he did not agree with when it came to the executive dean.”

“Dr. Smith is more of a big picture person. It was frustrating to explain the details to him when he did not want to hear what would not work. It was frustrating for him and his group. Some saw his delegation as a weakness.”

“He has struggled over the time he has been at the college. When a road has been blocked, he has been hesitant to go after it again. If he gets burned he will not go back and fight the battle again. He is reluctant to re-engage.”

Faculty responses:

“It has been a challenge at times, because his frame is different. He is entrepreneurial, and that is not typically how faculty are defined. Academics are about process, and he is not always comfortable with the process.”

Colleague responses:

“John is a little too accommodating. He conforms too much when dealing with conflict.”

“There is some frustration that things do not happen as quickly or as smoothly as he would like. It is clear what needs to be done, but with the bureaucratic nature of the campus, he cannot get things done as quickly as he would like.”

13. FOR CURRENT AND FORMER SUPERVISORS: If you were filling a position at your institution, would you hire Dr. Smith? If YES: In what position? If NO: Can you tell me why you would not hire the candidate?

“Absolutely. I am sad to see him go. I would hire him as an administrator from the dean level up. He is an effective administrator.”

“Absolutely. I would hire him in a large, complex community college district. I like the way he thinks and his ability to synthesize credit and noncredit options. He could lead a campus, especially one focused on entrepreneurialism.”

FOR SUBORDINATES & COLLEAGUES: Would you welcome the opportunity to work with Dr. Smith again? Why or Why not?

Subordinate responses:

“Yes. He struck me as someone who knew his job and unit well. He gave good feedback, and I liked working with him.”

“Yes. His management style and my work style are a good match. I do not need a lot of motivation, and he works well with a team.”

“Yes, but the goal would be to work in an environment where he could move past system constraints and institutional politics.”

Faculty responses:

“I would prefer not to, but I would if I had to. It was too much of a challenge at times to get to common ground.”

Colleague responses:

“Definitely. He is easy to work with and likeable. I know where he stands.”

“Absolutely. He is easy to work with and has a nice balance between getting things done and recognizing you cannot work alone. He respects processes and is goal driven.”

Dr. Marilynn “Marsi” Liddell

Search Consultant

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Marsi Liddell has recently completed her career in higher education leadership as President of Aims Community College in Greeley, CO. Prior to that, she served as President of Glen Oaks Community College (Centreville, MI), as Vice President of Academic Affairs at Morton College (Cicero, IL), and in various community college administrative and faculty positions in Texas.

She is past president of the American Association for Women in Community Colleges and served as chair of the advisory board for the National Institute for Leadership Development/LEADERS. She also served on the board of the American Council of Education's Commission for Women's Issues, the American Association of Community Colleges' Commissions for Global Education and their Diversity and Inclusion Task Force. Dr. Liddell is past president of COMBASE, an affiliate of community-based education leaders, and served as a content evaluator for the Higher Learning Commission. She also served as president of the Mountain States Association of Community College Presidents.

She is a member of the Colorado Department of Education's CEO organization and serves on both Regis University's CEO Advisory Board and Franklin University President's Advisory Board. Dr. Liddell is a former member of the Colorado Energy Coalition, Brighton Economic Development Committee, BizHub Advisory Board, and was also appointed to the Governor's Job Cabinet. She is an investor/member on Northern Colorado Economic Development and Upstate Economic Development, serving on the Leadership Council of Upstate.

As president of Aims Community College, Dr. Liddell received the Northern Colorado Business Report's "Regional Spirit Award" (2007). She was presented the "Women of Distinction Award" from both BizWest Media (2014) and A Woman's Place (2011), as well as the "Citizen of the Year Award" from Weld County Youth and Family Services (2011). Dr. Liddell has been recognized as one of the Top Ten Women in America by the American Business Women's Association. Most recently she received Phi Theta Kappa's Michael Bennett Lifetime Achievement Award for her engagement and support for students and the AAWCC Outstanding Leadership Service Award.

Dr. Liddell has a B.A. (English) from Drake University; M.A. (Sociology/Criminal Justice) from Drake University; Ed.D. (Educational Leadership/Cultural Studies) from University of Houston; and honorary Ph.D. (Humane Letters) from Tri-State University.