

RFQ Submissions for Superintendent/President

1. Academic Search – Jessica Kozloff
2. Association of Community College Trustees (ACCT) – Narcisa Polonio
3. College CEOs – Sperry McNaughton
4. Community College Search Services (CCSS) – James Walker
5. The ELS Group – Edward Valeau
6. Greenwood/Asher & Associates – Jan Greenwood
7. The Hollins Group – Lawrence Hollins
8. Performance Executive Search, Inc. – Dabney Park
9. Professional Personnel Leasing (PPL) – Donald Averill
10. Ralph Andersen & Associates – Heather Renschler/Stan Arterberry
11. RPA – Kate Nolde

1. ACADEMIC SEARCH

Jessica Kozloff

ACADEMIC SEARCH

Identifying leaders for higher education since 1976



A PROPOSAL FOR



El Camino College

Superintendent/President

ACADEMIC SEARCH

December 18, 2012

Linda Beam, Vice President for Human Resources
El Camino College

Dear Ms. Beam,

On behalf of *Academic Search*, I write to express our interest in partnering with you on the recruitment of the next superintendent/president of El Camino College. *Academic Search's* breadth of knowledge, unique and methodical approach, and accomplished consultants will be an asset in finding and appointing your next superintendent/president.

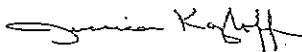
With more than 35 years of experience conducting higher education searches, *Academic Search* offers our clients extensive experience and a broad collection of resources like no other firm. You can expect: (1) access to a deep and diverse network of highly qualified candidates; (2) a proven process that values collaboration and is built on trust; (3) an intimate understanding of what makes a successful executive leader; and (4) a commitment to quality.

What further distinguishes us from other agencies is our commitment to leadership on behalf of our clients, which extends to our dedication to leadership development. We are very proud of our relationship with our parent organization, the American Academic Leadership Institute (AALI) and delighted that the support we provide to AALI affords leadership training for aspiring administrators and assistance to those who currently hold senior positions.

Yet another distinctive characteristic is the number of senior consultants in our firm who have had significant careers in higher education prior to joining us, and who provide access to a wide network of potential qualified candidates. Their scope of experience allows us to carefully match our consultants to prospective clients, ensuring that the consultants we propose for your search understand your institutional needs and are able to gather a rich pool of applicants.

In the case of El Camino College, we are delighted to offer as senior consultant Jacqueline E. Woods, a distinguished individual with years of experience. Ms. Woods' experience as Vice Chancellor for External Affairs at the City Colleges of Chicago, Vice President of Institutional Advancement at Community College of Philadelphia, as well as her experience as Liaison for Community Colleges and Policy Advisory to the US Secretary of Education from 1996-2000, gives her a unique understanding of and network within the community college environment. I am confident Ms. Woods' experience along with *Academic Search's* proven approach will yield a search that produces outstanding candidates from which to choose your next superintendent/president.

Sincerely,



Jessica S. Kozloff, Ph.D.
President

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Senior Consultant Jacqueline E. Woods



Jacqueline E. Woods comes to Academic Search as a veteran educator, senior executive, consultant, and project manager with more than three decades of experience in higher education. Most recently she served as the senior partnerships advisor for the governmental, regulatory, and external affairs division at DeVry, Inc.

She has previously been a project manager for the College Board, was executive director for the American Association of University Women, and served as a vice president for the Association of Governing Boards, and as director of the Washington Office of ACT. Woods also received a presidential appointee to the U.S.

Department of Education as the Director of the Community Colleges Liaison Office with a domestic and international portfolio.

Earlier in her career, she served in cabinet level positions at several community colleges and as an adjunct professor at Wayne State University and American University. She has held corporate and governing board positions to include serving on the board of trustees of the American University of Rome, the Institute for Higher Education Policy, and on the advisory boards of Arizona State University- West Campus Dean's Advisory Board for the New College of Interdisciplinary Arts and Sciences and DeVry University's National Advisory Board. She received her BA degree in speech pathology from Michigan State University, a M.Ed. in speech pathology from Wayne State University, and completed an executive management certificate program from Harvard Business School.

Ms. Woods' is currently assisting with the presidential search at Clark State Community College as well as the dean of pharmacy and health science search at Texas Southern University.

Before joining *Academic Search*, Ms. Woods chaired at least three presidential searches on campuses. You may contact Dr. Ronald Temple, retired chancellor of the Peralta Community College District, at 773-351-4929 to learn more. Additional professional references for Ms. Woods are listed below.

Dr. David Pierce
President Emeritus
American Association of Community
Colleges
dpierce280@aol.com

Dr. Sharon Robinson
President
American Association of Colleges of
Teacher Education
srobinson@aacte.org
202 478 4505

Dr. Maria Vallejo
Provost
Palm Beach College
vallejom@pbcc.cc.fl.us
561 868 3400

Dr. Wilfredo Nieves
President
Capital College (Connecticut)
Wnieves@ccc.com.mnet.edu
860 9065100

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Firm Knowledge and Experience

Academic Search has assisted the following community colleges with searches during the last three years. For additional information about *Academic Search* and its years of experience, please visit our website at www.academic-search.com.

Institution Name	Search Type	Year
Ivy Tech Community College-Columbus	Vice Chancellor for Academic Affairs	2012
Ivy Tech Community College-Fort Wayne	Vice Chancellor for Academic Affairs	2012
Lakeland Community College	Executive Vice President and Provost and Dean of Faculty	2012
CUNY Lehman College	Provost	2012
Cuyahoga Community College	Dean of Creative Arts	2012
Lakeland Community College	Associate Provost for Enrollment Management	2012
Lakeland Community College	Associate Provost for Teaching and Learning Effectiveness	2012
Genesee Community College	President	2011
Foothill-De Anza Community College District	Chancellor	2010
Corning Community College	President	2010
Pasadena City College	Superintendent/President	2010
Harper College	Provost	2010
Harper College	Executive Vice President for Financial and Administrative Services	2010
Monroe Community College	President	2009
William Rainey Harper College	President	2009
Suffolk County Community College Ammerman Campus	President	2009

Academic Search's success is measurable.

- Since its inception, *Academic Search* has completed more than 700 presidential searches.
- Over the last three years, *Academic Search* has completed more than 50 provost and 60 dean searches.
- In the past five years, at least 36% of all searches conducted by *Academic Search* have resulted in a female or minority appointee.

Our five-year retention rate, defined as the percentage of appointments that remain in office for at least five years, is evidence of our careful attention to finding an "institutional fit":

- 91% of all presidential searches
- 79% of all vice presidential searches
- 89% of all dean searches

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Process Outline

Searches conducted by *Academic Search* follow a time-tested yet flexible process. The timeline will assist El Camino College's needs and priorities. The following schedule assumes an appointment date of May 2013. The dates marked in red are suggestions and can certainly be modified.

■ **Organization of the Search Process.** *Academic Search* works side-by-side with the client to set specific goals and develop operating guidelines: **January 2013**

1. Assist in structuring the overall process
2. Counsel on the charge to the search committee
3. Negotiate timeline and establish policies
4. Develop web-based communication tools
5. Draft correspondence as needed for all phases of the search
6. Maintain and control search records, including candidate credentials

■ **Analysis of Institutional Needs.** *Academic Search* interviews institutional constituents and learns the culture and position requirements, then assists in forming the criteria for attributes of leadership that will ultimately define the candidate pool: **January- February 2013**

1. Complete intensive on-site interviews with important constituency groups and stakeholders
2. Review publications and reports provided by the College
3. Work with the search committee to develop a client-needs analysis, including:
 - List of strengths and challenges
 - Statement of priorities and needs
 - Specific leadership characteristics sought in a successful candidate
4. Assist in developing comprehensive website and/or institutional profile featuring information about the position, El Camino College, the governance system, and the community

■ **Recruitment of Strong and Inclusive Candidate Pool,** *Academic Search* activates its extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience: **January- March 2013.**

1. Develop national advertising strategy and place ads
2. Contact nominators and potential candidates through e-mails and phone calls
3. Follow-up with nominated candidates
4. Directly recruit highly qualified candidates

■ **Candidate Evaluation and Selection of Semi-Finalists.** The senior consultant and search committee evaluate the pool and begin to narrow the focus to the strongest candidates: **End of March 2013**

1. Identify the top candidates and invite them to neutral site interviews
2. Complete reference checks prior to neutral site interviews

■ **Interviews and Committee Recommendations.**

- **Neutral Site Interviews April 2013**
- 1. Conduct preliminary (confidential) neutral site interviews
- 2. Select finalists and complete due diligence through off-list referencing

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3. Conduct thorough background checks, including academic, litigation, criminal, driving, and financial information
 - **Finalist Interviews End of April 2013**
 1. Provide guidelines for candidate visits to the campus, including suggestions for spouse or companion as appropriate
 2. Recommend process for gathering feedback from all who meet the finalists
 3. Maintain contact with finalists to gauge and enhance their interest in the position
 4. Assist the committee in making recommendations to the appointing officer according to initial charge

- **Facilitation of the Appointment.** *Academic Search's* senior consultant assists with bringing the process to a successful conclusion: May 2013
1. Assist with a public announcement of appointment
 2. Facilitate, as requested, an initial planning and agenda-setting meeting between the committee and the new superintendent/president
 3. Provide the appropriate transition-related consultation

During the search, the assigned senior consultant will attend search committee meetings and ensure that all necessary agendas and supporting materials are prepared in advance of these meetings. We understand our typical search process may need to be adjusted to fit your needs; we are quite willing to amend our methods to meet the specific requests and culture of different clients.

Search Fees

Academic Search would typically charge a comprehensive fee of one-third of the anticipated first-year salary of the position, plus an additional \$10,000 for administrative fees. As an alternative we offer a flat fee of \$45,000 to El Camino College, which includes an administrative fee. There are no additional costs beyond reimbursement for consultant travel, advertising, and reimbursement for candidate travel. All candidate and consultant travel and related expenses and advertising costs will be billed separately on a monthly basis.

Academic Search's total fee is payable by three equal installments during the first three months of the search.

In addition, a verification of all degree work will be completed by *Academic Search* and shared with the institution. The fee for the background checks and degree verification will be billed to the institution as well. The cost of this service is approximately \$375 per person.

Our Guarantee

Academic Search guarantees its availability to conduct either an extended search or a second search in the event that the hiring authority is not satisfied with the candidates recommended, a contract is not concluded, a contract is terminated for cause, or the appointee leaves within the first year of appointment. The only additional charges will be related to candidate or consultant travel costs or to advertising costs.

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2. ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES (ACCT)

Narcisa Polonio



ASSOCIATION OF
COMMUNITY COLLEGE TRUSTEES

Proposal Submitted to the Board of Trustees of El Camino Community College District, CA

For Professional Services in Recruitment and Selection for a new CEO

A handwritten signature in black ink, reading 'Narcisa Polonio', is written over a horizontal line.

Narcisa A. Polonio, Ed.D., Executive Vice President for Education, Research, and Board Leadership Services
Association of Community College Trustees
1233 20th Street NW, Suite 301 | Washington D.C. 20036
202.276.1983 | npolonio@acct.org | www.acctsearches.org

Association of Community College Trustees

I. Qualifications

For over 35 years, ACCT has assisted community college boards in the recruitment, selection and retention of chief executive officers of the highest caliber, and has a great understanding of the various community college cultures and an appreciation for the governing boards' functionality. ACCT is uniquely positioned to provide comprehensive search assistance, recruitment of diverse and high quality candidates, advice and counsel on process procedures, and preparation of search materials and guidance to the Board. We also are proud of our track record in diversity. For the last 15 years, we participated in pro bono work with the National Community College Hispanic Council (NCCHC), with our Executive Vice President of Education, Research, and Board Leadership Services, Narcisa Polonio, Ed.D., presenting at the NCCHC Leadership Symposium. In addition, we have provided executive search guidance for numerous Hispanic Serving Institutions. ACCT has extensive experience; understanding; and a demonstrated track record of successful searches for community colleges and districts, like yours, that serve economically and culturally diverse populations throughout the country and the State of California.

ACCT is unique in that we are the only non-profit professional search consulting organization that:

- Focuses exclusively on the community college sector.
- Has a 30-plus year history of providing services to Boards of colleges, state systems and districts throughout the country.
- Has a dedicated team of expert consultants with an extensive national community college network and experience placing executives at two-year colleges across the nation.
- Has completed over 400 successful searches for chief executive officers including college presidents, chancellors of community college districts, superintendents/presidents, and campus presidents.
- Provides comprehensive in-depth background and reference reports on candidates.
- As a national association, has an unequaled community college national network.

The ACCT process is designed to respond to the selection and support services needed for the for the El Camino Community College District Superintendent/President search. The search process ensures a commitment to integrity and clear and consistent communication. The following is a list of ACCT's scope of services and search methodology; however, we are also flexible and configure our process to meet the needs of the Board.

- **Search Organization and Planning**
 - ACCT will work closely with the Board to outline an overall process, set a timeline, and keep all constituencies consistently informed.
- **Search Committee Development (Optional)**
 - ACCT will advise the Board on the selection and appointment of members of the Search

Committee and will facilitate an initial meeting, if requested, with the Search Committee to orient members to each other and to their roles and responsibilities.

- **Institutional Analysis and Profile Development**
 - ACCT will utilize information gathered from interviews and discussions with key internal and external constituencies regarding topics such as budget, student enrollment and demographics, to help develop a comprehensive position profile.
- **Recruitment of Diverse Candidate Pool**
 - ACCT will work to identify excellent candidates representing diverse professional, ethnic, and cultural backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment and national advertising.
- **Candidate Evaluation, Screening, and Interview**
 - ACCT provides effective initial screening; facilitation of discussion to review applications and select semi-finalist candidates; and assistance in semi-finalist and finalist interviewing.
- **Facilitation of Appointment**
 - ACCT provides advice and a plan for successful transition of the new District Superintendent/President and is available to provide up-to-date information on final negotiations, contracts and compensation packages.

Some of ACCT's Recent Comprehensive Searches (indicates Hispanic Serving Institutions):**

Chabot College, Chabot-Las Positas CCD, CA - Dr. Susan Sperling, President, 2012**

Cochise College, AZ - Dr. J.D. Rottweiler, President, 2009**

Coast Community College District, CA - Dr. Andrew Jones, District Chancellor, 2011

Coastal Bend College, TX - Dr. Beatriz Espinoza, President, 2012**

Hartnell College, CA - Dr. Willard Lewallen, President, 2012**

Hostos Community College, CUNY, NY - Dr. Félix Matos Rodríguez, President, 2009**

Northern New Mexico College, NM - Dr. Nancy "Rusty" Barceló, President, 2010**

Orange Coast College, Coast CCD, CA - Dr. Dennis Harkins, Campus President, 2010

Rio Hondo College, CA – Currently Under Contract**

Solano Community College District, CA - Dr. Jewel Laguerre, Superintendent/President, 2009

State Center Community College District, CA

State Center CCD – Dr. Deborah Blue, 2010

Fresno City College - Dr. Tony Cantu, President, 2012

Willow International Community College Center - Deborah Ikeda, Campus President, 2012

Tohono O'odham Community College, AZ - Dr. James Vander Hooven, President, 2012

West Los Angeles College, Los Angeles CCD, CA - Mr. Nabil Abu-Ghazaleh, President, 2011**

Yavapai College, AZ - Dr. Penelope Wills, President, 2011

Yuba Community College District, CA

Yuba CCD, CA - Dr. Douglas Houston, District Chancellor, 2011

Yuba College - Dr. Patricia Kay Adkins, President, 2009

II. Services

In search services, ACCT emphasizes the importance of process because a well-developed and transparent process facilitates successful outcomes. Our experience demonstrates that a successful search encompasses working with district and community constituency groups using a process that is collaborative, open, and transparent, and encourages discussion of divergent points of view.

ACCT's fee and expense structure is cost effective and considers the ethical and judicious use of public funds. **The ACCT search fee is \$35,000, plus consultant(s) travel for a full-service search and provision of all services outlined in the El Camino Community College District RFQ and the ACCT proposal submission.**

Services included in the ACCT fee:

- Up to three visits by the ACCT Search Consultant to the District.
- Unlimited communication with Board of Trustees, Search Committee, Human Resources, District Liaison, and Candidates via phone, video conferencing, and email.
- Development of candidate recruitment, application processing, evaluation, screening, interviewing, and site visit materials.
- Development of search process materials for each step in the search, assist with search organization and timeline development, and work closely with the District's staff.
- National communications strategy and advertising campaign and working with the District's staff on search logistics.
- Summary reference reports (oral presentation) on up to three final candidates.
- Assistance in final selection and contract negotiations.

III. Searches Team

Narcisa Polonio, Ed.D., Executive VP for Board Leadership Services is responsible for coordinating all direct services to executive leaders and Boards of Trustees at ACCT. She has over 35 years of experience working with community colleges including serving as a community college president as well as a board member. Her previous positions include:

- Chief Operating Officer, Replication and Program Strategies, Inc., PA.
- President, Harcum College, PA
- President, Hudson County Community College, NJ
- Director, Office of Community Colleges, New Jersey Department of Higher Education
- Director, Bilingual and International Programs, NJ Department of Higher Education
- Faculty Member, Institute for Educational Management, Graduate School of Education, Harvard University, MA.

Dr. Polonio attended Foothill Community College, CA, holds a B.A. in History from San Jose State University, CA, an M.A. from Stanford University, CA, and an Ed.D. from the University of Massachusetts, Amherst. Additionally, she served for six years as a member of the College of St. Elizabeth Board of Regents.

The El Camino Community College District Board has the option of using an ACCT Search Consultant:

Jose Leyba, ACCT Search Consultant, is retired from the Maricopa Community Colleges in 2008 as the Vice President for Corporate Development and Relations for Maricopa Community Colleges Foundation in Tempe, Arizona. He also served higher education in variety of roles, both permanent and temporary including Interim College President at Los Angeles Mission College, Los Angeles Community College District, CA, Interim Vice President of Instruction at West Campus, Pima Community College District, AZ, Acting Provost/Executive Vice Chancellor at Pima Community College, AZ, Vice President for Development and Community Relations at Mesa Community College, AZ, and Associate Vice Chancellor for Human Resources for Maricopa Community College District, AZ. Dr. Leyba has recently worked with the National Council for Black American Affairs, Community College Mid-Level Administrators Training Program, the United States Department of Agriculture Leadership Development Institute and the upcoming TCLI Latino Non Profit Leadership Summit. Dr. Leyba received a Doctor of Education in educational administration and supervision, a Masters of Education in educational administration and supervision, and a Bachelor of Arts degree in history/secondary education from Arizona State University, Arizona.

ACCT Board Leadership Services (BLS) also maintains a full-time team to assist with all aspects of the search process. ACCT Staff available to assist with this search includes:

- **Laurie Savona, Ed.D., Search Services Operations Officer** is responsible for recruitment and operations management of Board Leadership Services. Previously Special Assistant to the Senior Vice President of American Council on Education (ACE), Laurie has 8 years of experience as the Executive Assistant to the President/Compliance Officer for Suffolk County Community College in Long Island, NY. She earned her doctorate degree in Higher Education Management at the University of Pennsylvania.
- **Julie Golder Alion, J.D., Search Services Coordinator** is a California native and has worked on dozens of CEO searches throughout the country. She is responsible for leading and recruiting for executive searches, coordinating reference reports and managing training webinars for aspiring community college presidents. Before joining ACCT, Julie served as a Law Clerk for the U.S. Senate Finance Committee. She received her J.D. at the University Of Montana School Of Law and a Bachelor of Arts in Communications from the University of Central Florida.
- **John Steinecke, Search Services Specialist** came to ACCT from The Search Group, LLC in Columbia, MD, where he served as a recruiting manager amassing over 15 years of experience providing consultative executive search services to businesses in the Washington/ Baltimore area. He was appointed by the Governor of Maryland to the Board of Trustees of Prince George's Community College, Largo, MD in July 2002 and served until August 2010, serving twice as Board Chair and also as Chair of the Presidential Search Committee. Mr. Steinecke received a Bachelor of Arts degree in English Literature from Middlebury College, VT.
- **Keyshia Crawford Jimerson, M.Ed., Board Program Specialist** is responsible for search services, candidate recruitment, managing interim services, and managing the dedicated search website. Previously, she worked as an implementation specialist and corporate trainer and has over ten years of experience in education. She received a Masters of Education in Higher Education Administration at North Carolina State University and Bachelor of Science in Business Administration- Marketing from the University of North Carolina at Charlotte.

IV. Suggested Sample Timeline

MONTH ONE

- Meet with Board to receive charge and guidance on process, timeline and additional information requested.
- Position Profile Preparation: ACCT visits the District to conduct open public forums and meet with search committee/board. Information gathered by ACCT will be used to prepare the position profile. Board will review and revise profile.
- ACCT prepares Progress Report(s) for distribution.
- ACCT will work with PR and IT offices to prepare and post profile and information on the College's web page and post on our dedicated search website www.acctsearches.org as well as ACCT's main website www.acct.org.
- Candidate Recruitment: ACCT will commence nationwide recruitment activities, including national electronic broadcasts, personal outreach, providing source letter to College Liaison for mass mailing, and use of social media.
- ACCT will use its systematic confidential computerized process to collect and manage candidates' applications, materials, and to track all applications, nominations, declines, withdrawals and overall communication.

MONTH TWO

- Recruitment continues.
- Target Date for Applications.
- ACCT provides Progress Report(s) for distribution.

MONTH TWO/THREE

- Search committee to review recommended applications and select 6-8 semi-finalists for preliminary interviews.
- ACCT begins preliminary checks for semi-finalists.
- ACCT provides Progress Report(s) for distribution.

MONTH THREE/FOUR

- Search committee to interview semi-final candidates, recommend finalists.
- ACCT provides oral in-depth reference reports on final candidates (up to 3) to Board.
- ACCT provides Progress Report(s) for distribution.
- Final candidates visit District and participate in open forums.
- Board interviews final candidates.
- Board visits to #1 candidate's institution (optional).
- ACCT facilitates final negotiations.

MONTH FOUR

- Board selects new Superintendent/President.

V. Availability

ACCT understands the requirements of an executive search and has the capacity to *immediately* begin assisting the El Camino Community College District Board of Trustees with the identification, recruitment and evaluation of candidates.

VI. APPENDIX

State Center Community College District, CA

Comprehensive Chancellor Search, State Center Community College District

Comprehensive President Search, Fresno City College

Comprehensive President Search, Willow International

Client Contact: Dr. Deborah Blue- District Chancellor

2930 East Annadale Avenue, Fresno, CA 93725

(559)244-5901

Yuba Community College District, CA

Comprehensive Chancellor Search, Yuba Community College District

Comprehensive President Search, Yuba Community College

Client Contact: Mr. Brent Hasteley, Vice Chair, Board of Trustees/Search Committee Chair

2088 North Beale Road, Marysville, CA 95901

(530) 741-1992 or (530) 400-1992

Coast Community College District, CA

Comprehensive Chancellor Search

Client Contact: Mr. Jim Moreno, President, Board of Trustees

1370 Adams Avenue, Costa Mesa, CA 92626

(714) 438-4848

Yavapai College, AZ

Comprehensive President Search

Contact: Dr. Dale Fitzner, District Governing Board Chair

1100 East Sheldon Street, Prescott, AZ 86301

(928) 772-8672 | dale.fitzner@yc.edu

Umpqua Community College, OR

Comprehensive President Search

Contact: Betty Tamm, Board of Trustees Chair

PO Box 967, Roseburg, OR 97470

(541) 673 4909 | btamm@umpquacdc.org

Thank you for inviting ACCT to submit a proposal.

Key Contact:

Dr. Narcisa Polonio

Executive Vice President of Research, Education and Board Leadership Services

Association of Community College Trustees (ACCT)

1233 20th Street, NW, Suite 301 | Washington, DC 20036

Cell: 202-276-1983 | npolonio@acct.org | www.acct.org and www.acctsearches.org

3. COLLEGE CEOs, INC.

Sperry McNaughton

INTRODUCTION LETTER

December 14, 2012

CONFIDENTIAL

Ms. Linda Beam
Vice President of Human Resources
El Camino College
16007 Crenshaw Boulevard
Torrance, CA 90506

RE: Proposal to provide Superintendent/President search services.

Dear Ms. Beam:

Please accept this proposal to provide executive search services to assist EL Camino College to recruit a new Superintendent/President. CollegeCEOs, Inc. is a national, retained executive search firm specializing in colleges and universities. We have built an excellent, nationwide record of success assisting higher education institutions with senior level administrative searches.

Originally founded in 1987 (formerly known as MacNaughton Associates), CollegeCEOs, Inc. is, by design, a highly focused and accomplished search firm that concentrates primarily on a higher education client base. The firm has handled searches for universities and colleges from Idaho to Texas, from Hawai'i to New Jersey and throughout the mid-west. We pride ourselves on establishing strong relationships with our clients that are based on timely and successful completions. This strategy is confirmed by the fact that over the years we have been invited to handle multiple searches by our client institutions. For instance, we have handled 8 searches for Oakland University, 5 searches for California State University Fresno, 6 searches for The University of Michigan, Dearborn, 4 searches for Illinois State University, 4 searches for Eastern Michigan University and four searches for the Riverside Community College District here in California.

Several years ago, my partner, Dr. Sean Fanelli, and I changed the name of the firm to CollegeCEOs, Inc. and focused our activities on recruiting college and university chief executive officers, with particular emphasis on community college CEOs. Because of our 27 years of professional search experience, we have been quite successful. For instance, we recently completed simultaneous president searches for two community colleges (Moreno Valley College and Norco College) in California and placed a new president for Sullivan County Community College, part of the State University of New York (SUNY) system. We are currently assisting the Los Angeles Community College District recruit a new president for their flagship campus, Los Angeles City College.

Last year, we recruited Dr. Cynthia Azari from Fresno City College to be President of Riverside City College. Previously, CollegeCEOs, Inc. revived a twice failed search process by recruiting Dr. Greg Gray as Chancellor of Riverside CCD. We convinced Dr. Gray to leave the flagship campus of Miami Dade College, the Kendall campus (60,000 students), in Florida. We have been able to succeed in this tough regional environment because of our 27 years of experience providing top professional search services nationally for both two-year and four-year colleges and universities. We are particularly adept at understanding our clients, because of the time we spend on their campus and in their community. This knowledge permits us to design an inclusive search process that will tap the organizational strengths of the college's various constituents and represents the organization in an attractive and comprehensive manner to prospective candidates. We are then able to develop a dynamic search that embraces the institution's operating schedule and will consistently recruit a pool of qualified applicants that will satisfy the college's administrative and institutional needs.

What follows is a firm description that contains an overview of our firm and its capabilities as well as a summary of methodology, costs, consultant experience and a suggested search schedule. Thank you for the opportunity to present EL Camino College with our

qualifications. I trust that this letter will give you a thorough understanding of how we would handle your Superintendent/President search.

I look forward to hearing from you soon and the possibility of assisting EL Camino College to find a new Superintendent/President.

Sincerely,

Sperry MacNaughton
President, CollegeCEOs, Inc.
1155 Via Vallarta
Riverside, CA 926506
(O) 951-788-4951
(F) 951-788-4953
(Email) sperrym@collegeceos.com
(Web site) www.collegeceos.com

Federal ID #27-3072691

STATEMENT OF FIRM

CollegeCEOs, Inc.

CollegeCEOs, Inc. is a national, full-service retained executive search firm located in Southern California and in New York. By design, the firm is a compact, boutique firm that concentrates on senior administrative officer searches for community colleges nationwide.

The principals of the firm are highly experienced professionals. As a result of the principals' more than twenty seven years of executive search and management expertise, CollegeCEOs is able to offer our clients the effectiveness of a nationwide network of contacts and its substantial experience matching the specific leadership needs of an organization with the talents and judgment of seasoned professionals from compatible institutions around the country.

We believe that our clients require visionary leaders who will understand and implement the mission of your college and its core values. They are capable of confronting the future through collaborative leadership that promotes academic excellence. To ensure these goals, they will effectively engage in fund raising, partnerships, investment, and growth, as they manage costs and provide a constructive environment for students, faculty, administrators and staff. Every institution has a distinctive culture that differentiates it from its peer establishments. Attracting individuals capable of harnessing institutional strengths to the external challenges of its local, regional and national communities is the answer to your institution's future.

EFFECTIVE SEARCH PROCESS

Our job is to ensure that the search is successful. We match candidates to your specifications to produce top, available candidates, as quickly as possible.

CollegeCEOs provides a meticulous and demanding search process. Consultants:

- Visit the organization to study its culture to best match gifted leaders to the job and the institution.
- Establish a schedule to provide an efficient implementation of the search process.
- Nationally market the position and recruit prospective candidates.
- Working within the institution's search procedures, present initial candidates within 30 days. Select finalists to be presented by the search committee within 60 days.
- Assist client with candidate due diligence and the selection process.
- Develop an offer and finalize a contract with the successful candidate.
- Notify remaining applicants of the client's decision.
- Offer an additional option to mentor the new leader for one year.

SUMMARY INFORMATION

- Firm: Specialty is Higher Education, Education, and Not-For-Profit.
- Principal Consultants: MacNaughton - 27 years professional experience. Fanelli - 27 years as president of a large community college.
- As an exclusive, retained search firm, we specialize in executive level searches (President, Chancellor, VP, CFO/Controller, CIO & CAO) for community colleges.
- The firm normally restricts its work load to 3 to 4 searches at any one time.
- Three employees (*see below under Representatives*).
- The firm has completed 99% of all contracted searches.

OFFICES:

CollegeCEOs, Inc. has two offices. The main corporate office is located in Riverside, California. The East coast office is located on Long Island, New York.

Sperry MacNaughton, President
1155 Via Vallarta
Riverside, CA 92506
(O) 951-788-4951
(C) 951-536-5906
(F) 951-788-4953
(Email) sperrym@collegeceos.com
(Web site) www.collegeceos.com

Dr. Sean A. Fanelli, Vice President
125 Butler Streets
Westbury, NY 11590
(O) 516-554-7529
(Email) fanellis@collegeceos.com

REPRESENTATIVES:



Sperry MacNaughton, President

Mr. MacNaughton is president of the firm. He has twenty seven years of executive search experience. The first four years were spent with Korn/Ferry International, the largest executive search firm in the nation. He founded MacNaughton Associates in 1987. Prior to joining Korn/Ferry International, Mr. MacNaughton was president of Cox Cable Tucson, a subsidiary of Cox Cable Communications, Inc. of Atlanta, Georgia. He also served as Mid-Atlantic regional marketing manager for the Coca-Cola Company, Atlanta, Georgia. Mr. MacNaughton had previous experience as an advertising account executive in the Proctor and Gamble group of Dancer, Fitzgerald, Sample Advertising in New York. He attended Whitman College in Walla Walla, Washington and obtained an MBA from the Columbia University Graduate School of Business in New York, New York.

Dr. Sean A. Fanelli, Vice President

Sean Fanelli received his Ph.D. in Biological Science from Fordham University. He has spent forty-nine years in education, thirty-nine of which have been at the post-secondary level. As president of New York State's largest community college, Nassau Community College, for 27 years, he has had significant academic management experience. He has been a

SUMMARY INFORMATION

- Firm: Specialty is Higher Education, Education, and Not-For-Profit.
- Principal Consultants: MacNaughton - 27 years professional experience. Fanelli – 27 years as president of a large community college.
- As an exclusive, retained search firm, we specialize in executive level searches (President, Chancellor, VP, CFO/Controller, CIO & CAO) for community colleges.
- The firm normally restricts its work load to 3 to 4 searches at any one time.
- Three employees (*see below under Representatives*).
- The firm has completed 99% of all contracted searches.

OFFICES:

CollegeCEOs, Inc. has two offices. The main corporate office is located in Riverside, California. The East coast office is located on Long Island, New York.

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member and/or chair of evaluation teams for the Middle States Association of Schools and Colleges and the American Council on Education (ACE) and as a consultant and chair for evaluation teams for the New Jersey Department of Higher Education. He has been a Board member of the American Association of Community Colleges (AACC) and the American Council on Education Commission on Life Long Learning. He has served on the SUNY (State University of New York) President's Council and is a member of the Martin Luther King, Jr. Task Force on Community Colleges.



Mia Moyer, Executive Assistant

Mia Moyer is the executive assistant and office manager. She has worked for Mr. MacNaughton for 12 years.

The principals, Mr. MacNaughton and Dr. Fanelli, will work with the College's Search Committee. We will not sub-contract this important task.

CLIENT REFERENCES:

- a) Ms. Virginia Blumenthal, Managing Partner, Blumenthal & Lomazow Law Offices, Riverside California. Chair, Board of Trustees, Riverside Community College District, Riverside, California. (Phone) 951-682-5110. (Email) vblumenthal@blumenthallawoffices.com
- b) Dr. Dale Paul Parnell, Jr., New President, Norco College (July 2012), Norco, California; former Vice President for Academic Affairs, Barstow College, 620 Maryland Avenue, Claremont, CA 91711, (cell phone) 909-732-1780, (fax) N.A. (Email) dpsparnell@gmail.com
- c) Dr. Greg Gray, Chancellor, Riverside Community College District, 1533 Spruce Street, Suite 210, Riverside, CA 92507 (phone) 951-222-8800; (fax) 951-682-5339, (email) greg.gray@rcc.edu
- d) Ms. Melissa Kane, Vice Chancellor, Diversity and Human Resources, Riverside Community College District, 3845 Market Street, Riverside, CA 92501, (phone) 951-222-8589, (fax) 951-222-8831, (email) melissa.kane@rcc.edu
- e) Dr. Cynthia Azari, President, Riverside City College, Magnolia Avenue, Riverside, CA 92506, (phone) 951-222-8155 (email) Cynthia.azari@rcc.edu.

RELEVANT EXPERIENCE - PARTIAL LIST OF CLIENT SEARCHES

- Los Angeles Community College District, Los Angeles, California
 - President, Los Angeles City College (Currently in progress)
- Riverside Community College District, Riverside, California
 - Chancellor
 - President, Riverside City College, Riverside, California
 - President, Norco College
 - President, Moreno Valley College
- Sullivan County Community College, State University of New York
 - President

Oregon State University (Performed candidate references for committee)

- President
- The University of California, Berkeley, California**
- Chancellor
 - Executive Director of Affirmative Action

The University of Michigan, Dearborn

- Chancellor
- Provost & Vice Chancellor for Academic Affairs
- Dean of Students
- Dean of Management (2 consecutive Deans)
- Dean, College of Arts, Sciences and Letters

The University of North Dakota

- President

Minot State University, North Dakota

- President

The University of Hawai'i System

- Vice President for Academic Planning and Policy
- Associate Vice President of Capital Improvements

Eastern Michigan University, Ypsilanti, Michigan

- Controller
- Dean, College of Business
- Dean of Technology (2 consecutive deans)
- Executive Director of Information Technology

Oakland University, Rochester, Michigan

- Vice Provost for Graduate Studies and Research
- Dean, College of Arts and Sciences
- Dean, College of Business Administration (2)
- Dean, School of Engineering and Computer Sciences
- Dean of the Library
- Vice Provost for Information Technology
- Dean School of Nursing
- Chair, Electrical & Systems Engineering

Boise State University, Boise, Idaho

- Dean, College of Business and Economics (2 consecutive deans)
- Dean, College of Social Sciences and Public Affairs

SPECIFIC SERVICES PROVIDED & RECRUITMENT PLAN

Our work begins with in depth interviews of appropriate college personnel to determine the unique environment, needs and parameters of the superintendent/ president of the EL Camino College assignment. We then meet with the search committee to assess the information previously gathered and to identify the desired qualities and qualifications for the position. One of the first tasks for the search committee and the consultant is to establish a methodology and schedule for the entire search process, so that prospective applicants and the college community can mark their schedules and set aside key dates. A schedule is essential because it provides an operative discipline to the search process. The next tasks are to develop background information and marketing pieces about the president position including information about the respective services and programs and the context (internal and external forces) in which the president-select will be operating. Additionally, we strongly suggest, for this search, that a web site linked to the college's home page be created that will include the marketing brochures, search schedule and the actual job description (position specification), along with key, campus-infrastructure information surrounded by representative and enticing pictures of the college. We also work with the college's administrative staff to create functional documents such as marketing brochures, media advertisements, applicant evaluation forms, interview questions and applicant response letters. We offer prototypes and examples of each document and present them to the appropriate college personnel for amendment and finalization.

For instance, we communicate (several times per week) consistently with the search committee chair and the clerical assistant assigned to support the chair and the committee. The majority of communication will be through email and telephone. We also maintain an open-door policy with all members of the committee and encourage their suggestions, questions and nominations through email and telephone. During search committee meetings, we respond directly when invited by the committee chair. We consider our position a support agent for, but not a member of the search committee.

Once the Board of Trustees has selected a finalist, we assist the Board of Trustees and the Director of Human Resources of EL Camino College to develop an offer and negotiate a contract. When the contracts have been signed, we help with the announcement of the new superintendent/president and notify all applicants that participated in the search process of the successful conclusion to the search.

Sources and Recruitment: We anticipate that the majority of qualified individuals are most likely established, senior community college administration professionals, preferably sitting, public community college presidents, and vice presidents. We will generate prospects by utilizing sources that include higher education directories, appropriate Internet web sites, nominations, and CollegeCEOs, Inc. professional contacts. Once the initial research has identified a sufficient volume of potential candidate prospects, we begin active recruitment of individuals. CollegeCEOs, Inc. reaches out through personalized letters of introduction, followed by direct telephone contact with those targeted individuals. We have developed and recommend employing a secure *database* that is "password protected" so that it is accessible only by the search committee. As applications are submitted, they will then be posted into the database so that they may be accessed at any time by committee members. The logistics of this database enable committee members to review applicants anytime from anywhere they can access their personal computer. Use of this database saves enormous committee time and expense because it is paperless.

Candidate Processing: As the applicant pool matures, we meet with the search committee to select a limited group to be preliminarily interviewed and then produce and execute the interviews. Depending on the preference of the search committee, interviews may be conducted in-person or using videoconference technology. We provide a written reference from a telephone contact for each of these selected applicants prior to the initial interviews. From this preliminary pool, semi-final candidates are identified. We then provide the search committee with several incremental references for each of these semi-finalists. The semi-final candidates are invited to campus interviews. CollegeCEOs, Inc. will schedule the campus interviews with the candidates. The Board of Trustees will interview the semi-final candidates during these campus interviews. The search committee then is tasked with recommending three finalists to the Board of Trustees for their consideration. Once a final candidate has been selected by the Board of Trustees, we work with EL Camino College to produce an in-depth background check, prior to an offer being extended and finalized. We then coordinate closely with the EL Camino College's Board of Trustees to assist the new hire with relocation issues, announcements of the hiring and "end of search" notification of all applicants that participated in the search. Throughout the search process, we provide the search committee and, eventually, the Board of Trustees with consultative services and market data upon which the District may base its decisions. Additionally, we provide EL Camino College with a one-year guarantee that *CollegeCEOs, Inc. will participate fully and without professional fees in the implementation of a search to replace a selected candidate who has been terminated due to performance and/or other professional factors. CollegeCEOs, Inc. shall not solicit the placed candidates for a period of 2 years for other positions.*

FEE STRUCTURE AND EXPENSES

1. Professional Fees

For the services outlined in this proposal our fee for the search is a flat \$30,000.00. The fee will be billed in three increments. A non-refundable retainer of one third of the estimated fee will confirm the assignment and initiate work. The balance of the fee will be billed in two equal installments on the 30th and on the 60th calendar day following retention.

2. Expenses

Total expenses for this assignment are estimated not to exceed \$2,500.00 as follows:

- *Travel and Per Diem Expenses* for this assignment are estimated not to exceed \$2,000.00 for travel and per diem expenses. Mileage is reimbursed at a rate of \$0.56/mile.
- *Administrative and support Expenses* for this assignment are estimated not to exceed \$500.00. They include telephone, copying, and other expenses specific to this search, such as express mail and related items. For additional services outside the scope of this proposal, we charge \$100.00/hour.
- *Candidate Expenses* related to interviews, videoconference costs, travel and advertising are sent to you and handled directly by your organization.

All expenses are reimbursements of actual expenses incurred. There is no markup for the search firm on expenses.

Guarantee: *Should the search not result in the hire of a President, CollegeCEOs, Inc. will continue to work with Barstow CCD without additional professional fees until a hire has been made. Reimbursable expenses will be forwarded to the District for payment.*

3. Cancellation

Either party may cancel this assignment in writing at any time. Your organization is responsible for all expenses incurred by CollegeCEOs, Inc. through the date of cancellation. From the 31st day forward, you are obligated for 1/60th of the remaining professional fee per day for each day worked on the assignment through the 90th calendar day from retention.

GENERAL CONDITIONS

- Our fees are not contingent upon our placing a candidate with your organization.
- Bills are due and payable upon receipt.
- CollegeCEOs, Inc. shall maintain public liability insurance and professional Errors and Omissions insurance in the amount of \$1 million per occurrence and \$1 million aggregate. The insurance policy is placed with National Casualty Company, a member company of the Scottsdale Insurance Group which is a subsidiary of Nationwide Insurance Company. The insurance policy has been placed through CTK North American Insurance Services, LLC/INSURICA of Anaheim Hills, California. EL Camino College agrees to defend, indemnify and hold harmless CollegeCEOs, Inc. its officers, employees and agents against any and all liability of whatever nature which may arise directly or indirectly by reason of the performance of this contract by EL Camino College, or any of its partners, subsidiaries, affiliates, successors, assigns, subcontractors, employees, agents or representatives under this proposal process and/or any subsequent contract or purchase order. To the fullest extent permitted by law, EL Camino College for itself and its partners, subsidiaries, related entities, affiliates, successors, assigns, subcontractors, employees, agents or representatives, expressly waives any and all immunity or damage limitation provisions available to any agent, employee or servant under any workers' or workmen's compensation acts, disability benefit acts or employee benefit acts, to the extent such statutory or case law would otherwise limit the amount recoverable by CollegeCEOs, Inc. pursuant to the indemnification provision contained in this proposal or contract while CollegeCEOs, Inc. is acting within the scope of its employment or agency with EL Camino College and under the terms of this agreement.

SUGGESTED TIMELINE

Search for a SUPERINTENDENT/PRESIDENT EL Camino College

<u>Time Frame</u>	<u>Activity</u>
Jan 23-25	Consultants' Due Diligence meetings with members of the Board of Trustees, College and Aptos community
Jan 25 (Fri)	Organizational meeting (Committee and Consultants) <ul style="list-style-type: none"> • Finalize Search Schedule • Finalize Position Specification • Finalize Media Advertisement
Jan 28 (Mon)	Submission of Media Advertisements (through HR Dept.) <ul style="list-style-type: none"> • Initiate set up of Search Website • Chronicle of Higher Education • Internet sites such as Higher Ed Jobs.com and Inside Higher Ed • Other Media Selected by College <p>** HR to place ads in Chronicle of Higher Education</p>
Feb 8 & 15	Advertisements run in Chronicle of Higher Education issues and other media <ul style="list-style-type: none"> • Active Recruitment of Candidates Begins
Feb 11 (Mon)	Screening of Applications Begins
Feb 15 (Fri)	Committee Meeting <ul style="list-style-type: none"> • Develop Preliminary Interview Questions • Housekeeping Items
Mar 22 (Fri) 2 ½-3 hrs	Committee Meeting (Committee/ Consultant) <ul style="list-style-type: none"> • Selection of Applicants for Preliminary Interviews
April 12 (Fri) 7:30 AM – 5:30 PM	Preliminary Interviews (Videoconference) (Committee/Consultant) <ul style="list-style-type: none"> • Select Candidates for Campus Interviews
April 22 –May 8	Campus Interviews Conducted <ul style="list-style-type: none"> • Selection of Candidate Finalists • Recommendation of Finalists to Board of Trustees
May 23, 24	Final Candidate (and Spouse) Second Visit

- Salary/Contract Negotiations

June 3, 2013

Announcement of the new EL Camino College Superintendent/President, Board of Trustees Meeting

July 2013

New Superintendent/President Targeted Start Date

4. COMMUNITY COLLEGE SEARCH SERVICES (CCSS)

James Walker



Community College Search Services

Al Fernández, Ph.D.
Jim Walker, Ed.D.
Edward Hernandez Jr., Ed.D.
Kevin M. Ramirez, Ed.D.

Associates

Eva Conrad, Ph.D.
Tom K. Harris, Ed.D.
Leslie Noble Purdy, Ed.D.
John Romo, M.A.
Michael J. Viera, Ph.D.
Frances L. White, Ph.D.

**EXECUTIVE SEARCH PROPOSAL FOR
SUPERINTENDENT/PRESIDENT OF
EL CAMINO COMMUNITY COLLEGE DISTRICT**

**For the
BOARD OF TRUSTEES**

**Dr. James Walker
Community College Search Services**

December 2012

Linda Beam
Vice President of Human Resources
El Camino College
16007 Crenshaw Blvd.
Torrance, CA 90506

Dear Ms. Beam:

In response to your request, Community College Search Services (CCSS) is pleased to provide information about the services we are prepared to offer to assist you in the search for the next Superintendent/President of the El Camino Community College District.

We have facilitated over one hundred fifty full and partial searches in California and Oregon. A complete list of these searches and the institutions served is in the Appendix.

A summary of the services we are prepared to provide to El Camino College is as follows: Assistance in developing the Superintendent/President Brochure that contains information about the district, the college, the position and the application process; Recruitment of qualified candidates; Candidate evaluation and assistance with interviews; Comprehensive reference checks on the finalists; Assistance to the Board of Trustees.

Community College Search Services is unique and excels in the methods we use to recruit candidates and the detailed reference information we provide to the Board of Trustees that enables them to make an informed decision.

A brief narrative that describes how these services will be performed follows:

Meet with Board of Trustees

We will meet with the Board of Trustees and/or designated college officials to explain and describe plans for the search process, develop guidelines for the search and develop expectations for the next Superintendent/President. At this initial meeting, the application process, minimum qualifications and tentative calendar would be discussed and finalized as well.

The Search Brochure, Job Description and Criteria

Subsequent to our initial meeting with the designated college officials, we would meet with the search committee and/or designated staff and college wide staff to help clarify institutional priorities and leadership needs for the new Superintendent/President. In addition, we would outline together with the search committee, the personal and professional characteristics sought in the ideal candidate for the position.

CCSS recommends that all the foregoing information derived at these meetings be included in the search brochure and serve as a basis for the evaluation of the candidates. El Camino College officials may want to consider an electronic version of the brochure only. This has worked well in other district searches and it saves printing costs.

Candidate Recruitment

Our approach to the Superintendent/President recruitment process includes the following:

First, we provide advice and suggestions on national and regional advertising. Also, the electronic version of the brochure should be posted on the El Camino College and CCSS websites.

Second, we aggressively seek nominations. We provide the college with our up-to-date software for mailing brochure information seeking nominations for your position of Superintendent/President of El Camino College.

Third, utilizing our target databases, our firm will send a special mailing to selected individuals who possess the qualifications for and may have an interest in the position of Superintendent/President of El Camino College.

In addition to the foregoing, we would conduct a national telephone recruitment phase utilizing our telephone network. We are assisted in our national recruitment by Dr. David Ponitz, an associate in Ohio. We follow up on all nominations, inquiries and attend community college conferences and serve as presenters at leadership institutes for recruiting purposes.

Candidate Evaluation

We can assist in assessing the completeness of application materials and the meeting of minimum qualifications. We assist the search committee and facilitate the paper screening process. We provide materials and strategies for evaluation of the applications and selection of candidates for interviews.

Candidate Interviews (for Semi-Finalists)

We assist the committee in the development of the questions for the interview and their congruence with the recruitment brochure. We also provide and/or assist in the development of materials for the interviews. In addition, we provide advice on facilities, scheduling and protocol for the interviews.

All the candidates selected for interviews are typically contacted by the search consultant and provided with timely and pertinent information. The search consultant greets the candidates, introduces them to the search committee, observes and takes notes during the interviews and later, if desired by the candidates, provides telephone feedback.

During the deliberation of the search committee to determine the finalists, the search consultant provides strategies and techniques to assist the committee in its selection.

At the conclusion of the interviews the search consultant informs all the candidates of their status and briefs the finalists on the next steps of the process.

Comprehensive Reference Checks for Finalists

CCSS would assist Human Resources and the Search Committee with comprehensive in-depth background and reference checks on the finalists that will enable the Board of Trustees to select the new Superintendent/President.

In addition to the comprehensive reference checks, we undertake an Internet search on the finalists. Also, we will make follow-up telephone calls to current and former supervisors to make certain that we have all of the crucial background information on the candidates.

Finally, CCSS will include criminal and civil background checks on the finalists.

Board of Trustees Interviews

Prior to the first interview, the search consultant will brief the Board of Trustees on the salient reference information on each candidate and answer all questions relating thereto.

We facilitate the final interviews. The search consultant can handle the logistics and assist with interview questions, appropriate documents and materials required by the Board of Trustees and key staff.

As consultants, we can contact and inform the candidates not selected by the Board of Trustees on the outcome of the interviews. We strongly recommend a site visit to the institution of the recommended candidate and we can assist in the planning of the visit. As requested, we will assist the district in the contract negotiations as needed with the successful candidate.

Our service fee for conducting a comprehensive search for the position of Superintendent/President for the El Camino College is \$25,000 including all CCSS' expenses in conducting the search. The fee includes all of CCSS' expenses for the following:

- All visits to the district including all travel expenses up to twelve days excluding initial consultation.
- Software and assistance for the national mailing.
- CCSS target mailing of the brochure to key candidates in our database;
- Telephone and mailing expenses for recruiting candidates;
- Communicating with the Board of Trustees, or designees, search committee, candidates, and other staff as required;
- Development of search process materials for the search;
- Comprehensive reference checks on the finalists.

If the process established by the Board requires additional workdays by the CCSS consultant, the charge would be \$1000/day plus travel expenses (more than twelve days). The charge for additional reference reports (more than four) would be \$1000 each.

The Board may re-start the search process at any time for any reason at no additional cost to the District. If for any reason the Board of Trustees is not satisfied with the outcome of the completed search, CCSS will undertake the search again for direct expenses only.

The Expenses not included in the CCSS fee are as follows:

- Profile brochure printing if it is decided not to use an electronic brochure;
- Candidate travel;
- All position advertisements;
- Search committee incidentals;
- Search Team visits to candidate institutions.

The only task expected to be completed by ECC personnel is the mailing of a letter I (that we provide) to a national data base.

The consultant assigned to this search would be Dr. James Walker. Dr. Walker has been the primary consultant on over 35 searches, most recently, West Valley/Mission CCD Chancellor, Ventura County CCD Chancellor and Southwestern CCD Superintendent/President. Dr. Walker would bring a personal and historical perspective to the search having been a faculty member and dean at El Camino College from 1966-1986. Dr. Walker's Vita Brief is in the Appendix.

The suggested timeline for this project is as follows:

January 2013

Brochure Development

- Meet with the board and search committee to determine challenges facing the District.
- Review draft brochure and distribute to the board and search committee.
- Finalize brochure for posting.

February 2013-April 2013

Candidate Recruitment

- Solicit candidate nominations from the board, search committee and community.
- Coordinate national mailing utilizing CCSS database.
- Advise on advertisement campaign.
- Undertake telephone recruitment effort utilizing CCSS network.

Late April 2013

Candidate Evaluation

- Facilitate paper-screening process.
- Facilitate selection of preliminary candidates for interviews.

May 2013

Preliminary Candidate Interviews (for Semi-Finalists)

- Prepare or assist in the preparation of questions for interviews.
- Provide all materials for interviews.
- Call and brief candidates selected for interviews.
- Facilitate and observe candidate interviews.

- Provide and facilitate process for selection of finalists.
- Inform all candidates of status after interviews
- Brief finalists.

May 2013

Comprehensive Reference Reports (for Finalists)

- Provide questionnaire for final candidates.
- Prepare comprehensive reference reports on finalists.
- Provide the board with comprehensive reference reports.

June 2013

Board Interviews for Finalists

- Assist the board in the preparation of interview questionnaire and materials.
- Facilitate board interviews.
- Provide information and advice to board as requested.
- Contact finalists on outcome of Board interviews.
- Provide assistance and information on contract issues.
- Provide assistance on finalizing selection process.

Community College Search Services and I am available immediately to begin the process. I live in Los Angeles County and can be at the college in less than an hour.

I would be pleased to discuss this proposal and answer any questions about it. I look forward to the opportunity to assist the El Camino Community College District with this important activity.

Sincerely,



Dr. James Walker

APPENDIX

REFERENCES

For reference purposes, feel free to contact your counterparts and/or the chief executive officers or chief human resource officers in the aforementioned districts about our services. Specific references follow:

Dr. Helen Benjamin
Chancellor
Contra Costa Community College District
Telephone: 925.229.1000 x 1210
hbenjamin@4cd.edu

Mr. John Didion
Executive Vice Chancellor, Human Resources and Ed Services
Rancho Santiago Community College District
Telephone: (714) 480-7489
didion_john@rsccd.edu

Mr. Jeff Horsley
Vice Chancellor, Human Resources
North Orange County Community College District
Telephone: (714) 578-8402
jhorsley@nocccd.edu

Dr. Edward Ortell, former Board President
Citrus Community College District
B 626.914.8821; R 626.303.5051
Edortell@citruscollege.edu

Dr. Daniel La Vista, Chancellor
Los Angeles Community College District
Telephone: 213.891.2201
lavistadj@email.laccd.edu

Dick Running, Former Board Chair

Linn-Benton Community College District (Oregon)
Telephone: 541.917.4204

Norma Hernandez, Board member and chair of the search committee
Southwestern Community College District
Telephone: 619.482.6301
nhernandez@swccd.edu

John Zumwalt, Trustee and former Board President
Sequoias Community College District
Telephone: 559.582.1056
jzumwalt@sti.net

Mark W. Rocha, Superintendent/President
Pasadena Area Community College District
Telephone: 626.585.7201
mwrocha@pasadena.edu

SEARCHES CONDUCTED

Community College Search Services

Current Active Searches

Chancellor

Portland Community College (District President) (Viera)

Superintendent/President

Mt. Hood Community College (Viera)

Barstow College (Walker)

Glendale Community College (Conrad)

President

East Los Angeles College (Hernandez)

Vice President of Administrative Services

Antelope Valley College (Romo)

Completed Full Searches Conducted

State Chancellor

California

Chancellor

Los Rios Community College District

West Valley-Mission Community College District

Peralta Community College District

Ventura County Community College District

South Orange County Community College District

Los Angeles Community College District

Rancho Santiago Community College District

San Jose-Evergreen Community College District

Grossmont-Cuyamaca Community College District

San Bernardino Community College District

West Valley-Mission Community College District

North Orange County Community College District 2

Los Angeles Community College District 2

Chabot-Las Positas Community College District

Los Angeles Community College District 1

Yosemite Community College District
 San Diego Community College District
 North Orange County Community College District 1

Superintendent/President

College of the Sequoias
 Southwestern College
 Victor Valley College
 Napa Valley College
 Linn-Benton Community College
 MiraCosta College
 Citrus College
 Santa Barbara City College
 Cuesta College
 Imperial Valley College
 Pasadena City College
 College of the Desert
 Victor Valley College
 Rio Hondo College
 Long Beach City College
 College of the Sequoias
 Glendale Community College
 Allan Hancock College
 Southwestern College
 Cerritos College
 Mira Costa College
 Citrus College
 Imperial Valley College
 Mount San Antonio College
 Lassen College
 Rio Hondo Community College District
 Antelope Valley Community College District
 Palomar Community College District
 Palo Verde Community College District
 Sequoias Community College District

President

Portland CC, Southeast Campus
 Contra Costa College
 Los Medanos College
 Evergreen Valley College
 Cuyamaca College
 Los Angeles Mission College
 San Jose City College
 Mission College

Cerro Coso Community College
Coastline Community College
Cuyamaca College
Compton College (Provost)
Los Angeles City College
Bakersfield College
Los Angeles Southwest College
Los Angeles Mission College
San Bernardino Valley College
Grossmont College
Cerro Coso Community College
West Los Angeles College
Los Angeles Trade Technical College
Los Angeles Pierce College
Porterville College
Los Angeles City College
Bakersfield College
Santa Ana College 3
Reedley College
West Valley College
Los Angeles Trade Technical College 2
San Bernardino Valley College
Santiago Canyon College 2
West Los Angeles College
Moorpark College
Oxnard College
West Hills College, Coalinga
Los Angeles Southwest College
Los Angeles Trade Technical College 1
Los Angeles Harbor College
Los Angeles Mission College
Santiago Canyon College 1
Santa Ana College

Vice Chancellor or Educational Services & Planning

State Center Community College District

Vice Chancellor of Human Resources

Coast Community College District
Ventura County Community College District 2
Contra Costa Community College District
Ventura County Community College District 1

Vice Chancellor, Planning and Resource Development

Contra Costa Community College District

Vice Chancellor North Centers

State Center Community College District

Vice President, Administrative Services
Pasadena Area Community College District
Mira Costa College

Vice President of Instruction and Student Services
Los Medanos College- Contra Costa Community College District

Vice President of Academic Affairs
Cerritos College

Vice President, Educational Services
Pasadena Area Community College District

Vice President, Student Services
Pasadena Area Community College District

Vice President, Human Resources
Cerritos College
Pasadena Area Community College District

Vice President, Information Technology
Pasadena Area Community College District

General Counsel
Pasadena Area Community College District

Partial Assistance Searches**Chancellor**

San Jose-Evergreen CCD Interim
State Center Community College District
South Orange County CCD

Superintendent/President
Southwestern, Interim
San Joaquin Delta, Interim

President
Cypress College
Fullerton College

Diablo Valley College
Evergreen Valley College
American River College
Los Angeles City College
Cuyamaca College
West Los Angeles College
Cypress College
Fullerton College
Grossmont College
Santa Ana College
Brookhaven College (Dallas)

Provost, School of Continuing Education
North Orange County Community College District 2012
North Orange County Community College District

Executive Vice Chancellor of Administrative Services
Ventura County Community College District

Vice Chancellor, District wide Administrative Services
Contra Costa Community College District

Vice Chancellor, Finance and Administration
Contra Costa Community College District

Vice Chancellor, Human Resources and Organizational Development
Contra Costa Community College District

Vice Chancellor, District wide Planning and Educational Services
Contra Costa Community College District

Vice Chancellor, Educational Services
Kern Community College District

Associate Vice Chancellor of Human Resources
Los Rios Community College District
Ventura County Community College District

Executive Vice President
Mt. Hood Community College
Portland Community College

Vice President of Instruction, Academic Affairs and Student Learning
Cerro Coso community College
Central Oregon Community College

Porterville College
Cuesta College
Mission College
Mt. San Antonio College
Grossmont College

Vice President Student Services

Diablo Valley College- Contra Costa Community College District
Cuesta College

Vice President Administrative Services

Southwestern
Cuesta College
Mt. San Antonio College

Dean, Administrative Services

Cuyamaca College
Grossmont College

Dean, Communications and Fine Arts

Grossmont College

Dean, Humanities, Social and Behavioral Sciences

Grossmont College

Director, Human Resources

Contra Costa Community College District Office
Ohlone College

Director, Nursing

Cuesta College

Director, Allied Health

Cuesta College

JAMES W. WALKER**Vita Brief**

Higher Education and Search Consultant
32483 Saddle Mtn. Dr.
Westlake Village, CA 91361

Tel: 805-279-0009
Fax: 818-879-2122
Email: walkerjw@sbcglobal.net

EDUCATION

Ed.D. University of Southern California
Higher Education and Community
College Administration

M.S. University of Notre Dame
Mathematics

B.A. Loyola University, Los Angeles

Attended: Oceanside-Carlsbad Junior College (MiraCosta College), Oceanside, CA

ADMINISTRATION EXPERIENCE

Interim Chancellor, Ventura County Community College District (2002-2003, 1994-1995)

President, Moorpark College (1992-2002)

Assistant Superintendent/Vice President, Instruction and Student Services,
College of the Canyons (1986-1992)

Dean, Division of Science and Mathematics, El Camino College (1977-1986)

TEACHING EXPERIENCE

Adjunct Professor, California Lutheran University, Graduate School of Education (Fall 2003-2012)

Professor, El Camino College (1966-1986)

Adjunct Professor, University of California, Los Angeles (1964-1966)

PRIMARY SEARCH CONSULTANT

Barstow CCD, President/Superintendent: 2012-'13

Ventura County CCD, Chancellor: 2012

West Valley-Mission CCD, Chancellor (re-opened search)

Southwestern College, Superintendent/President: 2011

Los Angeles Mission College, President: 2010-'11

South Orange County CCD, Chancellor: 2010
 Rancho Santiago CCD, Chancellor: 2009-'10
 Los Angeles Community College District, Chancellor: 2009-'10
 Cerro Coso College, President: 2009-'10
 MiraCosta College, Superintendent/President: 2008
 San Bernardino CCD, Chancellor: 2008
 Bakersfield College, President: 2008
 North Orange County CCD, Chancellor: 2007-'08
 Santa Barbara City College, Superintendent/President: 2007-'08
 Los Angeles Mission College, President: 2007-'08
 San Bernardino Valley College, President: 2007
 Cuesta College, Superintendent/President: 2007
 Grossmont College, President: 2007
 Cerro Coso College, President: 2007
 Los Angeles Community College District, Chancellor: 2007
 Victor Valley College, Superintendent/President: 2006-'07
 Long Beach City College, Superintendent/President: 2006
 Los Angeles Trade Technical College, President: 2006
 Glendale College, Superintendent/President: 2005-'06
 West Los Angeles College, President: 2005-'06
 Los Angeles Pierce College, President: 2005
 Porterville College, President: 2005
 Los Angeles Community College District, Chancellor: 2004-'05
 Allan Hancock College, Superintendent/President: 2004-'05
 Bakersfield College, President: 2004-'05
 Santa Ana College, President: 2004-'05
 Cerritos College, Superintendent/President: 2004
 MiraCosta College, Superintendent/President: 2003-'04
 West Valley College, President: 2003-'04
 Los Angeles City College, President: 2005
 San Bernardino Valley College, President: 2003
 Ventura County Community College District, Chancellor: 2003
 Los Angeles Trade Technical College, President: 2002-'03
 Mt. San Antonio College, Superintendent/President: 2002
 West Los Angeles College, President, 2002

CURRENT & RECENT SERVICE ON BOARDS AND ORGANIZATIONS

Board of Advisors, Loyola Marymount University, Center for Catholic Education (Current)
 President's Planning And Policy Council, California State University, Channel Islands (Current)
 Board of Trustees, Villanova Preparatory School (Current)
 Board of Directors, California Community Colleges Chief Executive Officers Association
 School of Education Advisory Committee, California Lutheran University
 Camarillo Health Care District Advisory Board

Board of Visitors, Pepperdine University
Board of Directors, Moorpark Boys & Girls Club
Board of Directors, Eastern Ventura County Corporate YMCA
Board of Directors, Chair, Intelcom

RECENT PROFESSIONAL ACTIVITIES

Accreditation Teams:

D-Q University, Chair 2004
Cosumnes River College, Chair 2003
Western Career College, Chair 2001
Mt. San Jacinto College, Chair 1999
Las Positas College, Chair, 1999
West Valley College, Chair, 1995
Irvine Valley College, Chair, 1992
East Los Angeles College, 1991
Taft College, 1991
West Hills College, Chair of Interim Visit, 1990
West Hills College, 1988
College of San Mateo, 1985
ACCCA Mentor Program Retreat Presenter, 1995-present
ACCCA Participant in Mock Interview Program

HONORS

The Honorable Robert Lagomarsino Distinguished Service Award, California State University,
Channel Islands, 2002
Harry Buttimer Distinguished Administrator Award, Association of California Community
College Administrators, 2000
MiraCosta College Distinguished Alumni Award, 1995

5. THE ELS GROUP, LLC

Edward Valeau

the **els** group Educational Leadership Search

NATIONAL SEARCH PROPOSAL FOR
THE SUPERINTENDENT/PRESIDENT
OF
EL CAMINO CCD

for the
Board of Trustees
December 20, 2012



EL CAMINO COLLEGE



The **els** Group, LLC
1071 Roosevelt St.
Monterey CA 93940

Phone: 831.643.0993
Fax: 831.333.0384
ssavage@elsgroup.org



Education Leadership Search

A Proposal to Assist the Board of Trustees Of El Camino Community College District in a National Search for the Superintendent/President

December 20, 2012

1. Introduction

The ELS Group, LLC is a minority, woman owned executive search firm started by diverse and highly experienced administrators, who fully understand how higher educational systems work. The ELS Group and its associates have chaired and served on numerous hiring committees for chancellors, superintendents, presidents, administrators, faculty, and staff. Based on these experiences, ELS began in 2004 to help better serve the needs of California educational institutions. ELS has conducted 16 permanent CEO and high-level administration searches and has produced exceptional results for our clients. The firm's principal partners personally conduct each search.

ELS Group focuses on the institution's unique needs and culture through intense and detailed inquiry. We partner with the Board, Search Committee, and Human Resources to establish a firm calendar of events and a viable process. We communicate with the Board throughout the process. Most importantly, we are present and committed to helping the Board achieve its institutional goals through recruiting a top leader and effective administrator.

2. Scope of Service-Search Process Methodology

The ELS Group's approach to all executive searches is confidential, disciplined, and comprehensive. We spend quality time with you to get to know your organization and to create, through a collaborative process, a profile of the ideal candidate for the organization. Our ten-step process emphasizes in-depth reference checking of candidates along with a thoughtful analysis of the best fit of client and candidate. We take pride in our customer service orientation. Many of our clients and past candidates are part of our extended network. Thus, they share our goal of working to strengthen the talent pool of higher education administration and help us to identify those individuals, who are ready to assume the role of upper-level leadership. They know our capacity to match the individual

to the job is exceptional and that our searches attract the best possible candidates.

Step 1 Search Approach

- We meet with the Board of Trustees and college constituent groups to understand the culture of the organization and to understand the attributes needed for the next Superintendent/President.
- ELS consultants spend considerable time at the outset of the search learning about the college and helping the Board and Search Committee to shape and define concrete objectives for the new executive.

Step 2 Announcement Brochure

- We work collaboratively with the client to shape the job description that outlines not only the duties, required professional experience, reporting relationships, but also the challenges the candidate will face once selected.
- This announcement guides the application assessment, the Search Committee's selection criteria, and is the ethical and legal blueprint for the selection process.
- We assist with the organization, wording, design, and distribution of the announcement brochure.

Step 3 Talent Search

- We cast a wide net to assemble a diverse pool of candidates, who possess the talent and experience to succeed in this position through, advertising media, national databases, our proprietary database, and associations.
- Through the use of our national network and sophisticated software capabilities, we mail personalized letters signed by the Board President or designee to hundreds of prospective candidates throughout the United States.

Step 4 Screening

- ELS consultants manage the pool of applicants in accordance with the client's policies and procedures.
- We recommend that the committee allows us to preview the applications and categorize them into three tiers:
 - Most likely to be successful (whom we do preliminary reference checks)
 - Meet the qualifications
 - Do not meet minimum qualifications

Step 5 Interview Process

- ELS consultants participate in the interviewing process at every level lending advice as needed, communicate the progress to the Board of Trustees, and provide any necessary guidance.

- We provide customer service to candidates who are selected to be interviewed.
- We work closely with the candidates in each round up to and including the final selection by providing them with information regarding the organization, answering personal questions, and affirming the candidates' intentions regarding the position.

Step 6 Background/Reference Checks

- ELS consultants contact as many as 10 individuals, who are or have been supervisors, direct reports, and peers in the candidate's last two positions.
- Background inquiries are made with the Department of Justice, the Department of Motor Vehicles, and credit agencies.
- A comprehensive written report of the findings is presented to the Board or its representative.

Step 7 Candidate's Self Assessment (Value Added)

We recommend that each finalist take a 45 minute on-line self assessment questionnaire, The Occupational Personality Questionnaire (OPQ). This assessment is used to identify the candidate's preferred leadership and communication styles. It is a proven technique designed and reviewed by the Assessment Technology Group (ATG), a consultant firm affiliated with the ELS Group. ATG specializes in a scientific approach to identifying candidates for positions that are most compatible with their skills and personality. A very thorough written report on the management styles of each finalist is presented to the Board or its representative before the final interview.

Step 8 Final Interview

- ELS Consultants remain active through the final phase of the search, and assist the Board of Trustees in making well-informed decisions.
- We stay in close contact with the finalists to address their questions and concerns.
- We provide support for Board members' and/or representatives' visits to the finalists' work sites if desired.
- We assist with scheduling public forums, interview schedules, and candidate visits.

Step 9 Negotiations

The ELS principal consultant will facilitate negotiations between the Board of Trustees and the selectee.

Step 10 Close Out

- All applicants are informed of the status of their applications.

3. District Support

The ELS Group requires the following support from the District:

- Direct communication with the Board of Trustees, the Chair of the Screening Committee, and the assigned Human Resources' Officer.
- Timely response to the ELS Group's requests for information and arrangements.
- Designation of one person as the key contact person for the District.
- Clerical help to record and transcribe minutes of the Screening Committee and to assist them with their responsibilities.
- Periodic use of a secure conference room for meetings of the Screening Committee and ELS.

4. Fees/Payment Schedule

The ELS Group, LLC fee is \$21,000 for the Presidential search, which includes:

- The cost of all communications, postage, software assistance
- Four (4) finalist reference checks/background checks
- The OPQ, and associated reports for four (4) finalist
- Unlimited consultant campus visits

One third of the cost will be invoiced within 30 days after the contract for services is signed. The second invoice will be presented approximately 50 days from the date the contract for services is signed. The final payment will be due when the project is completed. The ELS Group will invoice the District according to the above schedule and payment will be due within 30 days of the receipt of a valid invoice.

5. The ELS Group Guarantee

The search will yield a significant number of highly qualified candidates from across the nation who will represent a richness of diversity and talent.

ELS will guarantee any individual hired through our assistance, up to a period of one full year, provided the position requirements do not change substantially and the Board provides comprehensive performance evaluations. If that person leaves the college within that period of time, voluntarily or involuntarily, we will conduct the replacement search at no cost to the District, other than out of pocket expenses.

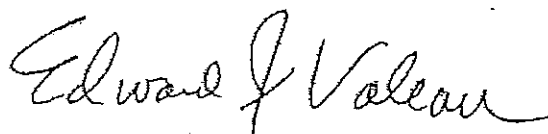
6. Dedicated Search Consultants for El Camino CCD

Edward J. Valeau, Ed.D, is a Senior Partner in the ELS Group, LLC, President Emeritus, Hartnell Community College and the CEO of Valeau International and Associates, which provides consultancy to the international higher education community. He has conducted eight (8) senior level searches within the last 28 months.

He has over 36 years of experience in higher education administration with experience in institutional development, technology planning, fundraising, and assessment. He is recognized nationally and has served on the Board of Directors of the American Association of Community Colleges, where he chaired several commissions. He is an American Council on Education Fellow, a Fulbright Scholar, and a past member of the Board of the Chief Executive Officers of the California Community Colleges. He is the co-author of Community College Models: Globalization and Higher Education Reform, (New Directions Publications Spring 2009), and International Reform Efforts and Challenges in Community Colleges, among other books and publications. **Advising consultant for this search.**

Jesus "Jess" Carreon, Ed.D, is a Senior Partner in the ELS Group, LLC. His experience spans over thirty-eight years of management and leadership experience, which includes 14 years as a Chief Executive Officer in community colleges. Specifically, he has served as the Chancellor of the Dallas County Community College District; District President of Portland Community College; Superintendent/President of Rio Hondo Community College District; and, President of Ventura College. Dr Carreon has provided direction and direct oversight for the recruiting and hiring of deans, vice presidents, vice chancellors and presidents in all the districts/colleges when he served as the President or Chancellor.

He has national and international recognition having served as the Board Chair of American Association of Community Colleges in 2004-05. In 2002, he represented AACC at an International Conference on Higher Education in Tokyo, Japan where his presentation focused on the "Impact of Community Colleges on Higher Education in America". Also, he served as a member of the President's Advisory Council (ACCT), The Future Leaders Institute (AACC), Board of Directors of the National Job Corps Association, and as President of the Board of Directors of the National Community College Hispanic Council. **Principal consultant for this search.**



Submitted by Edward J. Valeau

Appendix A Proposed Schedule

The ELS Group believes the optimum time period for the entire search process is approximately 125 days from start to final selection. This timeline can be altered as the need exists. The following estimation of time and task is fluid and is dependent upon the activities requested by the District Officials, the needs of the committee and District stakeholders. The ELS Group consultants are always available to assist in person, within a twenty-four (24) hour period.

	Task	Duration	Start-End
1.	Awarding of the search contract to The ELS Group, LLC		
2.	ELS Group consultants meet with District officials to discuss the overall search process.	3 hours	
3.	ELS Group consultants meet with constituent Groups for input	8 hours	
4.	ELS Group consultants meet with the Screening Committee.	3-4 hours	
5.	ELS Group consultants and the District advertise and market the open Position.	60 days	
6.	ELS Group consultants complete correspondence with applicants. District receives applications and ELS reviews and assembles them.	15 days	
7.	ELS Group consultants meet with the Screening Committee to review application packages and to select candidates to be interviewed.	2 days	
8.	ELS Group consultants determine if selected candidates remain interested in being considered. ELS will coordinate schedules for candidate interviews.	5 days	
9.	The Screening Committee, assisted by ELS, conducts interviews of candidates and selects the semi-finalists.	5 days	
10.	The Screening Committee recommends up to six candidates to the Board.	1 day	
11.	The Board selects the finalists for second interviews by District representatives. ELS Group consultants determine the continued interest of each finalist and schedule finalists for the agreed upon time set aside for District wide forums.	5 days	
12.	ELS Group consultants arrange for and assist the	3-5 days	

	Board/Screening Committee members for on-campus visits to candidates' work place, if desired.		
13.	ELS Group consultants conduct reference checks, write and present reports to the Board.	7 days	
14.	Campus tours and meeting with District Stakeholders are arranged.	4-5 days	
15.	The Board selects the next Superintendent/President of El Camino CCD.	3 days	
16.	ELS Group consultants assist the Board of Trustees with negotiations for the contract with the selectee.	3 days	

Appendix B

References for Recent Searches

Michael O'Neill, Trustee, Desert CCD (760) 320-7985
Bonnie Stefan, President Board of Trustees, Desert CCD (760) 773-2500
Stan Dupree, Acting Human Resources Director, Desert CCD (760) 773-2529

- *Search for Superintendent President*

Joan Smith, Chancellor, Yosemite CCD (209) 575-6508
Teresa Scott, Executive Vice Chancellor (209) 575-6530

- *Search for Vice President College and Administrative Services*

Mandy Davies, Vice President Student Services, Sierra CCD (916) 660-7504

- *Search for Vice President Finance and Administration*

Debora Blue, Chancellor, and State Center CCD (559) 244-5901
Randy Rowe, Assoc. Vice Chancellor Human Res. (559) 244-5905

- *Search for Vice Chancellor Administration and Finance*

Helen Benjamin, Chancellor, Contra Costa CCD (925) 229-1000 Ext. 1210

- *Search for the Associate Vice Chancellor, Business and Finance*

Marshall E. Drummond, Chancellor, Los Angeles CCD (Retired)
Tyree Wieder, Chancellor (I), Los Angeles CCD (213) 891-2201
Adriana D. Barrera, Deputy Chancellor, Los Angeles CCD (213) 891-2081

- *Search for the President, Los Angeles Valley College,*
- *Search for the President, Los Angeles Pierce College*

John Hendrickson, Chancellor, West Valley-Mission CCD (408) 741-2011

- *Search for the Vice Chancellor, Business Services*
- *Search for the President, West Valley College*
- *Search for the Vice President, Student Services, West Valley College*
- *Search for the Associate Vice Chancellor, Human Resources*

6. GREENWOOD/ASHER &
ASSOCIATES, INC.

Jan Greenwood

Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

**EXECUTIVE SEARCH AND RECRUITING
SERVICES PROPOSAL**

for

SUPERINTENDENT/PRESIDENT

12 DEC 20 AM 1:47

EL CAMINO COLLEGE
HUMAN RESOURCES



DECEMBER 2012

Greenwood/Asher & Associates, Inc.
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550
850 650-2277

jangreenwood@greenwoodsearch.com
bettyasher@greenwoodsearch.com

December 18, 2012

Ms. Linda Beam
Vice President of Human Resources
El Camino College
16007 Crenshaw Blvd.
Torrance, CA 90506

Dear Ms. Beam:

Thank you for allowing Greenwood/Asher & Associates, Inc. the opportunity to present our proposal to provide executive search services for the next Superintendent/President at El Camino College. We are a women-owned firm with a diverse consulting team and we have extensive experience in executive search, consulting, and training for university systems and campuses. In addition, we have a minority owned consulting firm as a partner. I have been in the executive search business since 1992. My co-owner, Dr. Betty Turner Asher, and I have both served as professors and presidents of universities.

In addition to our corporate headquarters in Florida, our consultants are located strategically around the United States. Dr. Betty Asher and I, along with our consultants and affiliates, bring both an understanding and awareness of the needs of higher education and an ability to reach out nationally and internationally to identify appropriate candidates.

We are proud of our repeat client rate of approximately 97% since 1992. Even in the difficult national recruitment climate, which higher education is experiencing due to the housing markets and other matters relating to the economy, the majority of our searches are continuing to close on schedule with our clients getting the candidate of their choice.

- 1. Qualifications for performing executive searches, including experience in CEO searches in community colleges, dates, and institutions served. (Please include a summary of the services which your firm will provide to ECC, with an emphasis on those services or skills which offer the greatest value and/or which differentiates your services from those of other firms.)**

G/A&A is a global executive search and consulting firm dedicated to providing superior service to our clients. Our team members have extensive experience in executive search in higher education. We are certified as a women-owned corporation in Florida. The founders, Dr. Jan Greenwood and Dr. Betty Turner Asher, and their affiliates have been providing executive search and consulting services for over 53 years. Dr. Greenwood has conducted over 500 searches. G/A&A consultants have facilitated over 1,000 successful searches. Dr. Greenwood and Dr. Asher have both served as university presidents and been full professors.

The placement list below details our experience in conducting executive CEO search for community colleges.

Institution	Date of Search Closure	Position Filled
Bucks County Community College	07/2012	President
Anne Arundel Community College	03/2012	President
Montgomery College	05/2010	President
Columbus State Community College	03/2010	President
Lansing Community College	03/2008	President

Our search assignments are full-service searches including relationship building, recruiting and outreach, interviewing and evaluating, coordinating of logistics, vetting and the provision of transition services, when needed.

What you can expect when you choose G/A&A

- Responsiveness from a G/A&A principal and personal attention
- Successful completion of your assignment
- Commitment to excellence
- Cost effective fees
- Focus on getting the job done
- Timely response to your sense of urgency
- Active pursuit of diversity
- Consulting experience you can trust
- Innovation and flexibility
- Use of technology to reduce expenses and improve processes

2. A brief narrative describing how the services named above will be performed, costs anticipated, and a listing of tasks expected to be completed by ECC personnel.

Our process is designed to be efficient and effective helping you arrive at your candidate of choice. We can perform your requirements in four or five meetings. Generally, we divide our approach into the following five phases:

Phase I - Search initiation and establishment of expectations

Phase II - Research and candidate development

Phase III - Candidate evaluation

Phase IV - Candidate selection

Phase V - Negotiation and search completion

Costs Anticipated

Fees: Generally, we bill all fees (retainer) over the first three months of the contract period. Service is based on one-third of the total first year's estimated cash compensation for the individual employed, or our minimum fee (\$60,000), whichever is higher. However, negotiable fee adjustments may occur as a result of further discussion. A flat fee structure is an alternative that may also be considered. Should other placements result from our search(es), a fee will be assessed based on those hired position(s).

Billing: We will bill the professional fees over the first three months of service. Expenses are billed as incurred. Invoices are due and payable upon presentation and will be presented monthly. The first third of the fee will be due upon signing the contract. We offer an "electronic payment" option in lieu of paper checks if this meets the needs of the client.

Indirect Expenses: We charge 12% of the fee for indirect expenses on the search for engagement and administrative assistance.

Overview: All the searches are tailor-made to the needs of the client. We can assist the client in designing a budget for the entire search. Expenditures are based on client requests. The cost of the search will be the fee and indirect expenses plus expenses with receipts based on work requirements as directed by the client.

Greenwood/Asher Expenses: We bill all direct expenses with receipts separately for items such as travel, report reproduction, copying and supplies, research, express mail, and phone/video/telecommunications.

Client Expenses: Additional expenses are not included in G/A&A fees and indirect expenses. These can be invoiced through G/A&A, but are client expenses that are directed by client requests and include the following:

- **Candidates:** Most clients budget \$500-\$1,000 per person per trip. The client will have to decide how many candidates it wishes to see (e.g. five vs. ten) and should budget accordingly. The travel expenses are actual (with evidence of receipt). Some of our clients have a policy that caps daily hotel and food expenses and requires coach airfare. We are able to provide this type of detailed response and accounting if you prefer.
- **Advertisements:** These are not a requirement of the firm, but are placed based on the client's request.

Background checks: Some clients prefer to do part of the background checks themselves, so this cost will vary based on the requirements of the client. We typically coordinate these services for our clients. The services may include degree verification, litigation search, driving record search, and credit reports. In general, the cost for the background work (beyond the reference report that is included in the fee) is typically about \$500 per candidate for which the client wants to have reports. The number of candidates for which this verification is done will vary based on needs of clients. Some clients ask that credentials be verified on a single finalist, while others prefer having it done on all those invited for final interviews. We encourage our clients to hire a private investigator and/or conduct additional background work that may be unique to their situation. We recommend and coordinate the services of Kroll for criminal reviews. Our background work meets or exceeds the higher education search industry standard; however, we are not a private investigation firm. We can make recommendations for additional services if our clients believe they are needed.

- **Research:** As a part of due diligence, we conduct a review of newspapers for which there is a subscription fee.

Tasks Expected to be Completed by ECC Personnel

At G/A&A, we understand that each client is unique and different in its expectations and our desire is to meet the needs of each client and work with the client in the most effective and efficient manner to get the best outcome. We will work with the search committee to secure qualified applicants for this position. We are organized to do as much or as little of the search activity as desired by the client. I will describe below what is most typical. Our approach is collaborative and we discuss expectations at the outset of the search.

- ✓ El Camino College is responsible for selecting a search committee that will screen candidates and make internal arrangements for all meetings.
- ✓ It is expected that each El Camino College search committee member will review candidate files and where possible attend all meetings. The number of files will be defined when we decide upon whether or not the committee wishes G/A&A to do pre-screening of any applications.
- ✓ Together with El Camino College, G/A&A will develop a calendar that includes the following meetings: 1) an orientation/startup meeting, 2) a prospect review meeting, 3) round one and round two of interviews, and 4) a finalist selection meeting. G/A&A will prepare drafts for consideration.
- ✓ G/A&A will develop an advertisement of the position and a position description. The hiring authority and search committee will approve both of these documents.
- ✓ El Camino College will determine what level of advertising is needed and if needed, select appropriate advertising vehicles. These may include local vehicles (i.e., newspapers) and national vehicles such as the *Chronicle for Higher Education*, *Hispanic Outlook*, and *DIVERSE* (formerly, *Black Issues in Higher Education*). G/A&A will generally place this advertisement (unless there are University policies or interests in doing this internally).
- ✓ G/A&A will do all the research, seeking and contacting nominees and appropriate candidates from the market and from advertisement responses.
- ✓ The search committee is expected to interview two rounds of candidates and together with the hiring authority select the finalist(s). G/A&A performs all administrative functions such as coordinating schedules and travel, and preparation of interview books. Dr.

Greenwood or Dr. Asher will be present and facilitate the off-site (round one) interviews.

- ✓ G/A&A will develop a draft list of interview questions to be reviewed and approved by the search committee. These questions are used in the first round of interviews.
- ✓ G/A&A will provide on-going lists of active candidates and nominees and their status.
- ✓ El Camino College will provide information packets for prospects and those on the list to be interviewed at Round One. Generally, the public relations department will forward those to G/A&A and we forward to prospects as we need to.
- ✓ G/A&A will conduct background work. Typically, committee members want to participate in reference checking.
- ✓ G/A&A will be available at each meeting, either in person or by phone, as requested by the search committee.

3. Name(s) and resume(s) including pertinent qualifications of person(s) who would be assigned to the ECC project.

The partners of G/A&A, Dr. Jan Greenwood and Dr. Betty Turner Asher, will be assigned to this search. They are assisted by dedicated consultants and/or affiliates located in our corporate office and in offices around the country.

Jan Greenwood (202-746-6987), Partner

Education

- Florida State University, Ph.D.
- East Carolina University, M.Ed. and B.S.
- Peace College, AA

Executive search experience

- Led strategy and implemented searches for approximately 20 years as partner, director, and vice president in the Washington, D.C. and Alexandria offices of two different international search firms
- Conducted hundreds of searches for executives in education, health care, nonprofit, information technology, and for corporate boards

Educational experience

- University president in both private and public higher education institutions, including one in the state of Virginia
- Library named in honor of presidency at Virginia institution
- Earned tenure and full professor
- K-12 experience as a high school teacher and counselor

Betty Turner Asher (850-650-2277), Partner

Education

- University of Cincinnati, Ed.D.
- Western Kentucky University, M.A.
- Eastern Kentucky University, B.A.

Educational experience

- President, Vice President for Student Affairs, Associate Vice President for Academic Affairs, and other university leadership positions
- Professor of Educational Psychology and Counseling, Associate Professor Counselor Education, and other university teaching positions
- High school English teacher

4. Suggested timeline for a project of this size and scope, with an anticipated starting date of the new Superintendent/President of approximately July 1, 2013.

In conjunction with El Camino College, G/A&A will develop an action plan for the successful completion of the search. The following is a sample search schedule outlining major events of the search with a hypothetical timeline.

Date: January 2013 • Time	Orientation & Start-up Meeting: G/A&A meets with Search Committee; Ads and position descriptions agreed upon and search process outlined; forums conducted
Date: January 2013	Place Advertisements
Date: Early March 2013 • Time	Prospect Review Meeting: Search Committee to review leading prospects for consideration; Select candidates for preliminary review and discuss interview strategies
Date: March 2013 • Time	Round-One of Interviews Search Committees & G/A&A will conduct interviews of leading candidates and select 5-7 candidates for referencing; Discuss referencing strategies
Date: Late March 2013 • Time	Reference Feedback Meetings;
Date: Early April 2013 • Time	Round-Two of Interviews: Candidates are invited to campus interviews
Date: April 2012	Board Interviews
Date: Late April 2013	G/A&A and Board Discussions and Recommendations
Date: Late April 2013	Candidate Selection
Date: July 1, 2013	Start Date

5. Availability for this project.

We are available to start this search immediately. We are committed to abiding by all of your policies, including all security and confidentiality agreements. We would be pleased to present our services to you. Please do not hesitate to contact me at 202-746-6987 if you need further clarification on our submission.

Thank you for your consideration of our proposal. We would truly enjoy working with you to find the right person to be your next Superintendent/President. A fact sheet on our company is enclosed for your review.

Sincerely,

Jan Greenwood

Jan Greenwood, Ph.D.
President & Partner
Greenwood/Asher & Associates, Inc.

APPENDIX - REFERENCES

6. Appendix of professional references familiar with abilities to perform this type of assignment.

Ms. Suzanne L. Boyer

Executive Director of Human Resources
Anne Arundel Community College
101 College Parkway
Arnold, Maryland 21012
Phone: 410-777-2045
Email: slboyer1@aacc.edu
Note: Presidential Search Liaison

Mr. Blake Eisenhart

Trustee, Bucks County Community College
Unisys
801 Lakeview Drive, Suite 100 2NE
Blue Bell, PA 19422
Phone: 215-986-4011
Fax: 215-986-9348
Email: blake.eisenhart@unisys.com
Note: Client for Current Presidential Search at Bucks County Community College

Mr. Stephen Kaufman

First Vice Chair, Board of Trustees, Montgomery College
Linowes and Blocher LLP
7200 Wisconsin Avenue
Suite 800
Bethesda, MD 20814-4842
Phone: 301-961-5234
Email: skaufman@linowes-law.com
Note: Chair of Presidential Search Committee

Dr. David Harrison

President
Columbus State Community College
355 East Campus View
Columbus, OH 43215
Phone: 614-287-2402
E-mail: dharriso@csc.edu
Note: Placement

Mr. Robert Proctor

Trustee, Lansing Community College
PO Box 40010
Lansing, MI 48901-7210
Phone: 517-331-7894
Email: reproctorlaw@aol.com
Note: Chair of Presidential Search Committee

Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

PARTNERS: Dr. Jan Greenwood, Partner, President & CEO
Metropolitan D.C.: jangreenwood@greenwoodsearch.com or (202) 746-6987
Dr. Betty Turner Asher, Partner, Vice President & COO
Florida: bettyasher@greenwoodsearch.com or (850) 650-2277

Our organization's partners, principals, consultants, and affiliates collectively represent over 65 years of experience in global and national executive search. More than 40 Greenwood/Asher consultants and affiliates who bring you a cumulative of:

- Over 1000 searches successfully completed
- Over 300 years of combined experience in education and nonprofit organizations
- Over 100 years in organizational consulting and training
- Over 60 years in health care, including in academic health centers and public health agencies
- 26 positions held by consultants and affiliates as CEOs, Presidents, or Senior Executives

GEOGRAPHIC REACH: Jan Greenwood is based in the Washington, DC metropolitan area. Consultants and affiliated consultants have been located throughout the United States: Washington, D.C., Virginia, Maryland, Florida, Alabama, Georgia, Tennessee, Colorado, Illinois, California, Indiana, Massachusetts, Mississippi, North Carolina, Washington, Texas, Montana, Ohio, Minnesota, Nebraska, and Oregon.

EXECUTIVE SEARCH SERVICES:

For education clients, our consultants and affiliates have completed searches for Commissioners, Chancellors, Presidents, Provosts, Vice Presidents, Vice Chancellors, Deans, School Superintendents, Endowed Chairs, cluster hires, and completed consulting assignments for the following types of institutions:

AASCU Colleges and Universities	K-12 Schools
AAU Universities	APLU Universities
Academic Health Centers	Public and Private Research Universities
Community and/or Technical Colleges	State College and University Systems and State Coordinating Boards
Independent Colleges and Universities	Hispanic Serving Institutions
Historically Black Colleges and Universities	

We have specialists who have completed for example searches for Commissioners, Chancellors, Presidents; Provosts; CIOs; Vice Presidents for Health Affairs, Student Affairs, Enrollment Management, Advancement, Business/Finance/Administration; Athletics; Deans for Arts and Sciences, Engineering, Architecture, Medicine, Pharmacy, Dentistry, Nursing, Health Sciences, Social Work, Law, Education, Sciences, Business, HPER, Informatics, Libraries, Visual and Performing Arts; Center Directors; Endowed Chairs; and Cluster Hires

For academic health center clients, our consultants and affiliates have conducted executive searches including cluster hires and consulting for the following types of positions:

Executive Vice President for Health Affairs	Center Director
Dean of the College of Medicine	Endowed Chair

42 Business Center Dr.
Suite 206
Miramar Beach, FL 32550
WEB SITE <http://www.greenwoodsearch.com>

PHONE (850) 650-2277
FAX (850) 650-2272
E-MAIL jangreenwood@greenwoodsearch.com
bettyasher@greenwoodsearch.com

Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

For intercollegiate athletic searches, Alden & Associates, Inc. is our strategic partner and we have conducted searches for the following types of positions:

Athletics Director
Senior Associate

Head Coach
Associate

For nonprofit and for profit organizations, our consultants and affiliates have conducted searches for example for the following organizations:

The Conference Board
Boys and Girls Clubs of America
Independent Sector
Foundation for Healthier Kentucky
American Psychological Association
National Industries for the Blind

Aspira
Jesse Ball duPont Foundation
Reader's Digest Association
Colleges
Center for Creative Leadership

For consulting and training, our consultants and affiliates have worked with over 2,000 institutions and conducted more than 1,000 studies, workshops, seminars, and/or training sessions. Examples of areas of expertise include:

Governance Studies
Institutional Planning
Board/Directors Workshops
Executive Evaluations
Branding
Transition Planning and Onboarding
Compensation Studies

Policy Analysis and Development
Organizational Structure Studies
Strategic and Tactical Leadership Initiatives
Benchmark Studies
Curriculum Studies
Strategies for Increasing Government and Political Support and Funding

WHAT YOU CAN EXPECT WHEN YOU CHOOSE G/A&A:

- Responsiveness from a G/A&A partner and personal attention
- Successful completion of your assignment
- Timely response to your sense of urgency 24/7
- A team and partnership relationship
- Ongoing communications throughout the search and after completion
- Use of technology to reduce expenses, allow immediate access to information, and provide a smooth process
- Expertise in working in freedom of information states
- Active pursuit of diversity
- Consulting experience you can trust
- Innovation and flexibility
- Focus on getting the job done
- Cost effective fees
- The core values of G/A&A are built into all of our work
- Our process and products are predictable as a result of our branding...our clients know what to expect

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Suite 206
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PHONE (850) 650-2277
FAX (850) 650-2272
E-MAIL jangreenwood@greenwoodsearch.com
bettyasher@greenwoodsearch.com

7. THE HOLLINS GROUP

Lawrence Hollins

December 17, 2012

Ms. Linda Beam
Vice President of Human Resources
El Camino College
16007 Crenshaw Blvd.
Torrance, CA 90506

Dear Ms. Beam:

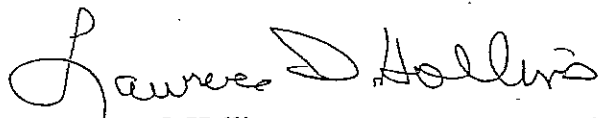
The Hollins Group Inc. is appreciative of the opportunity to provide a response to El Camino College relative to its Request for Proposal for its upcoming Superintendent/President search.

As President, I warrant that I have the authority to bind The Hollins Group Inc. to this proposal.

Thank you again for your interest in our firm. We believe that our near quarter century of executive recruitment experience will be valuable to El Camino College's executive recruitment efforts. We look forward to your favorable reply.

Happy Holidays!

Sincerely,



Lawrence I. Hollins
President

LJH:ddb

Enclosurè

Request for Qualifications

**Prepared for:
El Camino College
Torrance, CA**

Submitted by:

The Hollins Group Inc.

December 17, 2012

The Hollins Group Inc. – About Our Firm & Services

The Hollins Group Inc. (THG), a leading African-American-owned retained executive search firm founded nearly a quarter century ago, is pleased to present our proposal to El Camino College (ECC) relative to its search for a Superintendent/President (President). As an established and well-respected retained executive search firm with a national focus, we possess extensive recruitment experience and knowledge, dedicated resources and extensive networks that we have built over the past near quarter century – particularly in the broader higher education community.

Our collaborative approach to the recruiting process will ensure a highly productive relationship between our firm, ECC and prospective candidates. We will partner with ECC to design a customized search that will identify, recruit and retain exceptional, available candidates for the President's opening. Our experienced consultants will work to ensure that both the specific task and spirit of the search assignment are achieved; we will make every effort to move this assignment along as quickly as possible without jeopardizing the quality of the work.

We will coordinate all search activities from the beginning phases of the search through the placement of the successful candidate and beyond. Briefly, the stages we typically follow for a Presidential search include:

- **Needs Analysis:** We meet with your appropriate representatives to gather comprehensive information about the present state of the institution and perceived future leadership needs. From this discussion, we will develop a Position Specification outlining selection criteria, in addition to appropriate recruitment materials and a project calendar.
- **Research:** At the beginning of the engagement, we define the best possible research strategy and means of action. Then, we will build our strategy to draw on a complement of resources to identify prospective candidates.
- **Candidate Development:** Based on our assessment of candidates against the agreed upon criteria, we recommend for interview those individuals who represent the best "fit" with the challenges and opportunities integral to the position.
- **Progress Review (ongoing):** We will provide ECC with appropriate progress reports and communicate based on your preference of method and schedule.
- **The "Narrowing" Process:** We will present to ECC the individuals who our assessment indicates are available and best-qualified for the open position in terms of both competencies and behaviors. ECC will review the credentials and other available information of the initial group to determine which candidates will be included in the next phases (semi-finalist and finalist) of the process. THG will assist with campus visits, as requested.
- **Referencing and Negotiation:** Once finalists are selected, we conduct thorough reference and background checks. We also will consult with ECC on the final selection and contract negotiations, as directed by ECC.
- **On-boarding:** After the successful candidate is in place, we stay in touch to ensure a successful leadership transition and to assist with any unexpected issues of transition that may arise.

Since our founding, we have successfully completed close to 800 executive-level searches across multiple functional areas for a varied client base that includes major nonprofits, leading

foundations, academic institutions, Fortune 500 corporations and privately held companies. We are highly selective in terms of our client base, resulting in few "off limits" restrictions.

Relevant Experience

Our experience in identifying and recruiting educational leaders is a cornerstone of our business. We have built a thriving, seamless search practice across multiple offices to service this vibrant and unique market sector on behalf of various clients. We have conducted searches for higher education leaders nearly every year since 1988; almost one-half of our placements over each of the last three years have been for leadership positions with major nonprofit and higher education institutions. This body of work translates to a consistent presence in this specialized market on behalf of our clients and, thus, we are constantly engaging and building relationships with the country's top education leaders. If we are selected to assist ECC, we will use all of our appropriate connections to ensure the richest possible sourcing pool.

- **Recent Community College Presidential Searches:** City Colleges of Chicago (Malcom X College, 2011; Olive Harvey College; 2011; Harold Washington College, 2010); Ivy Tech Community College of Indiana (System President, 2007).
- **Additional Senior-Level Community College Searches:** Cuyahoga Community College in Cleveland (Vice President, Corporate College; Vice-President of Sales, Corporate College; Executive Director, Continuing Education; Dean of Academic Affairs – West Campus); Milwaukee Area Technical College (Associate Vice President, Information Technology; Dean of the Business Division).
- **Representative Four-Year Institution Clients:** Spelman College; Morehouse College; University of Illinois at Springfield; University of Illinois at Urbana-Champaign; University of Chicago; Northwestern University; University of Virginia; Purdue University.

Consultant Team for ECC

Charles E. Taylor, Ph.D., Vice President and Managing Director of our Education, Government and Nonprofit Practice, will serve as the primary liaison to ECC. Mr. Lawrence I. Hollins, President, will be available to closely assist Dr. Taylor and the Committee as necessary. **Dr. Taylor** has successfully completed more than 125 executive search assignments in the corporate, academic and nonprofit arenas. He has served as President of Morris Brown College and Wilberforce University; President of BP (British Petroleum) Shipping; Director of Corporate Contributions for the Standard Oil Company; Managing Partner of the LAI Worldwide Executive Search office in Cleveland, Ohio; and Senior Partner in the TMP Atlanta Office. Dr. Taylor earned his Bachelor of Arts, Master of Arts and Doctor of Philosophy degrees from The Ohio State University.

The firm's Founder and President, **Mr. Lawrence I. Hollins**, provides consulting and advisory services to clients seeking Presidents, CEO's and other leaders within the higher education, nonprofit, government and private sectors. Spending his early career at The Quaker Oats Company, he rapidly rose through the human resources ranks to become the Chief of Human Resources for the company's chemical business. Following Quaker, he was Executive Vice President for James H. Lowry & Associates, which at the time was the largest African-American-owned general

management consulting firm. Mr. Hollins chairs several civic committees of the Museum of Science and Industry; he is a former Trustee of the Museum and a former President of its President's Council. He serves on the boards of the Sickle Cell Disease Association of America and The Daniel Murphy Scholarship Fund, which provides scholarship assistance to students from economically disadvantaged backgrounds.

Other recruitment professionals who will assist with this project will include (but may not be limited to) **Derrick E. Buckingham**, a Vice President who leads client engagements in the higher education, nonprofit and private sectors for our firm. Prior to joining THG in 1995, he worked in the pharmaceutical and automotive industries as a District Sales Manager for Chrysler Corporation and as a Professional Sales Representative for SmithKline Beecham. Mr. Buckingham holds a Bachelor's of Science degree in Manufacturing Management from Purdue University. Additionally, **Tiffany D. Olson** is our Director of Research and Client Services. Since joining the firm in 1998, Ms. Olson has participated in numerous executive searches for higher education and nonprofit organizations. Previously, Ms. Olson worked in the Corporate Communications Group at a leading credit rating agency focusing on the financial services, utility, industrial and structured finance sectors. She holds a Master's of Arts degree in Corporate Communications from DePaul University and a Bachelor's of Arts degree in Journalism from South Dakota State University.

Partnering with ECC

We will likely require the assistance of staff/administrative support from ECC to help us coordinate and conduct due diligence meetings (some via telephone) with the Search Committee and other key stakeholders. Additionally, the Search Committee must review and approve the Position Specification and other recruitment-related documents. Later on in the search, the Search Committee will interview candidates and either select the finalist(s) candidate or make a recommendation regarding who the finalist(s) should be.

Our consultants are prepared to work in close partnership with the staff and offices of ECC to ensure your policies and procedures are followed. Our philosophy is that each search "belongs" to our client and the ultimate hiring decision rests with the representatives of each institution; our role is to provide the best available candidates, along with accurate counsel and timely assistance to the committee throughout their decision-making process. We also have many examples of best practices for recruiting and evaluating to share with clients to aid them in their decision-making processes. We believe we add value to all of the Search Committees we partner with by expediting the search process, including candidate identification, candidate assessment, candidate interviews, and candidate evaluation. Our entire professional staff is experienced at conducting searches that involve Search Committees.

Many of the Search Committees, Boards and other leadership transition groups we have partnered with have had little to no prior experience working with executive search firms. When this situation occurs, we take a highly personal approach to the search process and become as involved as each search committee wishes us to be -- all the while respecting that this is our client's search, following their process, and providing them the necessary support until we reach the ultimate objective of selecting the best available person for the position.

A key factor in our ability to expeditiously complete a successful search with a Search Committee leading the project relies on the guiding principle that success is based on mutual understanding and open communication. We find the best outcomes occur when information flows promptly, honestly and regularly. Our most valued relationships are with committees who help facilitate the search process and assist in resolving issues that may arise. These committees invite us to counsel them and seek out our knowledge of situations related to executive hiring and recruitment. Also, they interact with us in a way that demonstrates trust in our ability to represent them in the marketplace. Finally, they share in the process of "selling" a candidate on their institution and the position.

Diversity Recruitment

We execute recruiting for diverse leaders at the highest possible level. We have presented diverse slates of candidates for almost every search over the past near quarter century. On a historical basis, 80 percent (80%) of our total placements are minority and 40 percent (40%) are women.

Secure Website for ECC's Superintendent/President Search

For this important project, we will develop a secure website on which we will post application materials for viewing only by the Search Committee and other key decisionmakers involved in the search. For a search of this level, this particular service is just another way we can provide ECC with timely access to extremely pertinent applicant information very early in the search process, as well as all the way through to the conclusion of the search. This website communication vehicle is in addition to the regular verbal and written updates we provide the Committee, along with our Principals' availability to consult with the ECC as needed.

Professional Fees & Expenses:

Should THG be selected to conduct this important search for ECC, we will offer a fixed professional fee of \$75,000.00. Our professional fee will be billed in three equal monthly installments. All normal expenses associated with the search (candidate/consultant travel, background verification services, advertising, search website set-up/maintenance, video conferencing, materials/printing, etc.) will be included on monthly billings, as incurred.

Tentative Search Process and Timeline

The tentative search timeline on the following page outlines the process we generally follow for an engagement at the level of one like EEC's Superintendent/President position. We will work with ECC to meet (and hopefully exceed!) your expectations in terms of process and timing.

DRAFT SEARCH TIMELINE

PROPOSED PROCESS	DELIVERABLE	PROPOSED TIMELINE
I. Define Objectives & Specifications		
<ul style="list-style-type: none"> Establish optimum schedule for the search and updates. 	Search Timeline	January-February
<ul style="list-style-type: none"> Meet with ECC stakeholders to expand understanding of mission, vision, culture and future of organization and relevant experience/qualifications for qualified candidates. 	Position Specification	January-February
<ul style="list-style-type: none"> Develop advertisements, receive approval on them, and post in appropriate national venues. 	Advertisement Copy	January-February
<ul style="list-style-type: none"> Develop secure search website for viewing of application materials by key ECC constituents. 	Private Search Website	January-February
II. Identify, Screen & Investigate Candidates		
<ul style="list-style-type: none"> Solicit and identify diverse group of potential candidates who possess the characteristics and experience sought by ECC. 		Ongoing
<ul style="list-style-type: none"> Design plan and then provide timely acknowledgements of nominations, applications and other correspondence. 	Acknowledgment Letters	Ongoing
<ul style="list-style-type: none"> Evaluate and screen all candidates and submit a list to ECC, along with supporting materials (cover letters, resumes, etc.), of recommended candidates. 	Candidate Report	March-April
<ul style="list-style-type: none"> Assist ECC in evaluating recommended candidates and in identifying a pool of semi-finalists for initial interviews. 		March-April
III. Interview & Reference Candidates		
<ul style="list-style-type: none"> Assist with scheduling and coordinating entire interview process with ECC. 	Interview Schedules/ Interview Guide	Ongoing
<ul style="list-style-type: none"> ECC interviews semi-finalists. 		April-May
<ul style="list-style-type: none"> After semi-finalist interviews, ECC selects finalist(s). 		April-May
<ul style="list-style-type: none"> Retain outside agency to conduct thorough background investigation and personal referencing on finalists. 	Reference Report	April-May
<ul style="list-style-type: none"> ECC interviews finalists. 		April-May
IV. Selection of New Superintendent/President		
<ul style="list-style-type: none"> Assist with developing offer package and other subsequent negotiations, including transition time. 		May-June
V. Follow-Up Services		
<ul style="list-style-type: none"> THG communicates search outcome to all applicants and thanks them for their interest in ECC/position. 	Close Out Letters	Following offer acceptance
<ul style="list-style-type: none"> New Superintendent/President assumes post at ECC. 		July
<ul style="list-style-type: none"> Stay in touch with ECC and Superintendent/President through transition. 		Periodically

*Please note: THG will do our very best to work with the schedule the ECC proposes for this important project; we simply outlined this "anticipated" timeline as a starting point.

APPENDIX – BUSINESS REFERENCES

<i>Client Name</i>	<i>Client Contact Details</i>	<i>Search Assignment</i>
City Colleges of Chicago Chicago, IL	Mr. Ronny Anderson Former Chief of Staff Cell Phone: (708) 703-0901	-Presidents at three of the City Colleges of Chicago
Cuyahoga Community College Cleveland, OH	Dr. Jerry Sue Thornton President Phone: (216) 987-4851	-Vice President, Corporate College -Vice President of Sales for Corporate College -Executive Director, Continuing Education -Dean of Academic Affairs, Western Campus
Cuyahoga Community College Cleveland, OH	Dr. Craig Follins -Former Executive Vice President at Cuyahoga Community College -Current President of Olive Harvey College, part of City Colleges of Chicago Phone: (773) 291-6100	-Vice President, Corporate College -Vice President of Sales for Corporate College
University of the District of Columbia Washington, D.C.	Dr. Allen Sessoms President Phone: (202) 997-2632	-Vice President, Student Affairs <i>(Earlier in his career, we placed Dr. Sessoms as President at Delaware State University in 2003.)</i>

8. PERFORMANCE EXECUTIVE
SEARCH, INC.

Dabney Park



Executive Search

**Proposal for
Executive Search Services for**

El Camino Community College District

for Chief Executive Officer

December 20, 2012

1. Contact Person: Dr. Dabney Park
Performance Executive Search, Inc.
3920 Durango Street
Coral Gables, FL 33134
305-445-2842 and 305-984-8767

2. Consultants to be assigned to El Camino Community College District

Performance was established in 1986 as a strategic planning firm by Dr. Dabney Park, president of the firm. In the late 1990s, we began to conduct executive searches, and in 2001 Performance was incorporated as a Sub-S corporation. From April of 2004 through April of 2008, Performance Executive Search served as the designated Executive Search Service for the American Association of Community Colleges. The Performance Executive Search team has over 20 years of experience in serving community colleges, other academic institutions, corporations, and nonprofit organizations. Ms. Madelyn Sierra will assist Dr. Park.

Primary Responsibility for the El Camino Community College District Engagement:

Dr. Park will serve as Engagement Manager and will oversee all aspects of the search process. He will be directly involved in every aspect of the search and will undertake approximately 50% of the work.

Secondary Responsibility for the El Camino Community College District Project:

Madelyn Sierra, Partner, will carry out a significant amount of the proactive research necessary to find excellent candidates. She will undertake approximately 50% of the work.

Resumes

Dabney Park, Ph.D., Founding President

As the Founding Partner of Performance, Dr. Dabney (Bud) Park is an executive recruiter with deep experience in community colleges, strategic planning, executive team building, organization development, and leadership training. He has served as founder of Performance, Senior Partner in Mark Stanley & Company / EMA Partners International, Executive Vice President of Thoughtware, Inc., Vice President of the Higher Education Management Institute, and Executive Officer of the Episcopal Diocese of Southeast Florida. He was a professor at the University of Cincinnati, Staten Island Community College, and Florida International University. Dabney Park, who is fluent in Spanish, has worked extensively in business and industry in the U.S. and Latin America, including work with Fortune 500 companies, medium-sized companies, and small companies in a wide variety of industries. He also has considerable experience in higher education and the nonprofit world.

A Fulbright Fellow and medieval historian, Dr. Park is a principal author of *Strategic Decisions: Key Questions and Indicators for Trustees* and co-author of *Strategic Analysis* (Washington, DC: Association of Governing Boards, 1987 and 1989). He also wrote *The Care of Learning: Resources for Theological Education in the Episcopal Church* (New York: Board for Theological Education, Episcopal Church Center, 1991), the AGB Pocket Publication on *The Board's Role in Planning*, and the National Center for Nonprofit Board's pamphlet on *Strategic Planning and the Nonprofit Board Member*. Dr. Park received a Bachelor of Arts degree from the University of Texas and M.A. and Ph.D. degrees from Tulane University.

Madelyn Sierra, MBA, Partner

Ms. Sierra brings a tremendous amount of experience into the executive search arena. Prior to joining Performance Executive Search, she worked at Harvard Business School Publishing where she launched its virtual leadership development program. Her areas of expertise include organizational strategy and executive development. She has consulted on leadership development and coached executives for global companies including Anheuser-Busch, Bank of the Philippines, The Ayala Corporation, HCL Technologies, Deloitte, National Geospatial Intelligence Agency, Novell, Hormel, and Washington University School of Medicine. She is also a lecturer at the University of Miami School of Business Administration.

Madelyn earned an MBA from the Harvard Business School and a BA in Economics from the University of Notre Dame. She also holds a Certificate in Organizational Development from Columbia University's Teachers College.

Professional References

Dr. Roy A. Church, President
Lorain County Community College, Ohio
800-995-5222 x4050

Dr. Ronald Abrams, President
Ohio Association of Community Colleges
614-221-6222

Dr. Albert L. Lorenzo, former President
Macomb Community College, Michigan
586-445-7241

Mr. Timothy Nelson, President
Northwestern Michigan College
231-995-1010

3. Community College Executive Searches

Lists of Executive Search Assignments

Performance Executive Search offers a unique advantage to community college boards: we have extensive track records both in community college searches and in searches for businesses and nonprofit organizations. This experience contributes significantly to our ability to cross over the line between community college leaders and business leaders, both in searching for candidates and in working with Board members. Please see the our list of executive search assignments on the following pages. The list of community college executive searches is attached

4. Statement of Executive Search Services Provided

Performance will provide our comprehensive 15-step executive search service to the El Camino Community College District for the search for a new President. Our service described below has been designed using the Total Quality Management methodology and tailored to the needs of each individual client organization.

Interview Key Stakeholders

The first step is to interview members of the El Camino Community College District Board, the top staff members, and other community leaders identified by the Board. The purpose of these interviews is to conduct a job analysis and to assess the expectations for the person who will hold the Presidency. This enables us to determine the qualities that will make the winning candidate successful. These qualities are incorporated into the expanded Position Announcement or brochure prepared by Performance and used as a guide throughout the search and a way to stimulate interest in the position among potential candidates.

Prepare the Position Announcement (brochure)

We incorporate all the information from the stakeholder input process into an expanded Position Announcement. This document includes vital information about the history, organizational culture, challenges, and aspirations of El Camino Community College District. It also describes the community and the region, presenting the special reasons why this part of Michigan and this community college should appeal to potential candidates.

The Position Announcement or brochure also contains information about the role of the President, responsibilities of the job, expectations for performance, and specific qualities that will make a new President successful, including the essential qualifications for the position, the desirable qualifications, work experience, skill sets, leadership characteristics, and personal traits to be sought in candidates for this job. This Position Announcement becomes our guide to evaluating candidates and our primary tool for letting candidates know about the college and the position.

Design the Search Strategy

The next step in the Performance Executive Search process is to design a detailed strategy for finding the best candidates in the region and the country. A specific strategy is developed for every search we do. The strategy will include specific methods to recruit minority and women candidates for the position.

Prepare the Search Schedule

The next step is to prepare a detailed schedule of all the activities necessary to carry out the search strategy, with milestones and timelines for the completion of each step.

Publicize the Position

Working with the Board, Performance develops a plan to publicize the position in several different ways including advertising in local and professional publications, pertinent websites (e.g., HigherEdJobs.com, Chronicle for Higher Education), direct mail and networking.

Solicit Sources and Candidates

We review our extensive Performance database of community college leaders that we have built over the past five years to identify potential candidates for this search.

Then we contact national leaders—former community college presidents and chancellors, current presidents and chancellors, people in universities who run doctoral programs for community college leaders, people in AACC and other national and state associations, state directors of community colleges, and others—and contact them for suggestions of candidates who might fit the Position Announcement. This telephone networking process is our primary means of recruiting potential candidates, and by far, the most effective recruiting tool we use.

Once we identify potential candidates, we contact them by telephone to determine whether they have the essential qualifications for the Presidency and to determine the level of their interest in the position. We send qualified candidates the Position Announcement and ask them to e-mail or fax their resumes to us.

As we make initial contact with sources and candidates, we conduct the first stage in our evaluation of candidates. We also review any resumes or indications of interest received through advertising, Internet postings, or telephone contact. Those candidates who meet the essential qualifications for the position are contacted and, if they are interested, interviewed by telephone.

Telephone and Videoconference Interviews

Candidates who meet the essential criteria and appear to meet many of the desirable qualifications are interviewed by telephone and by videoconference (via webcam, at minimal cost to the client). At this stage, we conduct our second-level evaluation of candidates to determine whether each candidate possesses the desirable qualifications, work experience, skill sets, leadership characteristics, and personal traits listed in the Position Announcement.

Those candidates who pass this second evaluation stage are put on one of two "short" lists: an "A" list of candidates who are clearly outstanding and meet the qualifications; and a "B" list of candidates who, if we learn more about them, might make the "A" list. All other candidates are placed on a "C" list.

Face-to-Face Interviews

Performance search consultants conduct face-to-face interviews of "A" list candidates to determine whether they will be placed on the short list presented to the Screening Committee. This represents the third stage in our evaluation process. During this stage, Performance consultants make our own evaluation of the work experience, skill sets, leadership characteristics, and personal traits of each candidate.

Check References and Degrees

For candidates who are favorably assessed during the face-to-face interviews, we check references. Our reference-checking process involves in-depth questions, focusing especially on the skill sets, leadership characteristics, and personal traits. These items are better assessed by testimony of references than by self-reported information from candidates. Once references have been checked and the results are favorable, we contact "blind" references—that is, people who know the candidates but are not on their reference lists. We also contact people we know who might know the candidates and investigate press, Internet, and legal records to check on the reputation of candidates.

We also verify the degrees of all short-list candidates, and we facilitate credit, criminal, and other background checks. Reference, background, and degree checking represent the fourth stage in the Performance evaluation process.

Present Candidate Reports

Candidates who survive these four stages of evaluation are then reviewed in depth by Performance search consultants. We then prepare individual Candidate Reports that we will present to the Board, including a brief summary of their education and work experience, our own assessment of their qualifications for the position, and information from the references we contacted. Preparation of the Candidate Reports represents the fifth stage of evaluation of the candidates.

Schedule and Conduct On-site Interviews with the Screening Committee

We work with the screening committee and board staff to schedule on-site interviews. Normally, the screening committee will interview five or six candidates and then reduce that number to two or three to be interviewed by the Board. These preliminary interviews with the screening committee present the opportunity to get candidates excited about the opportunity as well as to evaluate their credentials for the position. When requested, we sit in on the interviews and present our feedback at the appropriate time. After these preliminary interviews we do further background checking as requested, conducting additional inquiries and interviews as needed to clarify any politically sensitive or potentially embarrassing issues.

Participate in Final Board Interviews and Facilitate Board Decision

We participate in and observe the final interviews with the Board, but we do not participate in the discussion at that point. Once the interviews are completed, at the request of the Board, we facilitate the discussion and deliberation leading to the Board's final decision. Our past experience in management consulting and organization development has proved invaluable in facilitating these decisions, which are sometimes quite difficult.

Notify Candidates

Once the final decision is made, we notify the successful candidate and the other candidates.

Support Negotiations

We assist in final negotiations concerning compensation and relocation with the successful candidate, as requested by the Board.

Solicit Board Feedback

Following each search, we meet with the Board to solicit feedback on our work. This step, which is part of our Total Quality Management process, assures that we are able to continuously improve our search process.

5. Proposed Timeline of Events to Complete the Executive Search Process

Proposed timeline is in the appendix.

6. Performance Collaboration with the Screening Committee and Staff

The responsibilities of Performance as a contractor are detailed in our 15-step executive search process described above. We work closely with the El Camino Community College District (ECC) staff to maximize our contribution to the search process. Local arrangements including travel and schedule of on-campus interviews, are handled by El Camino Community College District staff. Responsibilities are negotiated with the Screening Committee using the following guidelines:

Suggested ECC Screening Committee Role

- Contribute to Position Announcement
- Review Responsibilities
- Brainstorm Desirable Candidate Characteristics
- Approve Draft
- Suggest Candidates
- Review Candidate Reports of candidates screened by Performance; select candidates to invite to campus for on-site interviews
- Prepare for on-campus interviews
- Draft Interview Questions
- Draft Evaluation Form
- Conduct On-Site Interviews
- Scheduling
- Plan for the Day
- Hospitality
- Decide Which Candidate(s) to Present to Board

7. Diverse Pools of Candidates

Performance will publicize the position in all pertinent media used to reach minority candidates: Black Issues in Higher Education, Hispanic Outlook, Tribal Journal, and the diversity searches that can be requested through HigherEdJobs.com and InsideHigherEd.com.

In addition to these measures, we will contact a very large number of minority, non-minority, and women community college leaders around the country to identify top-level minority and women community college administrators who are ready to become presidents of community colleges the size of El Camino Community College District. Through our association with AACC, the AACC Future Leaders Institutes, the League for Innovation, and other similar organizations in the country, we have built an extensive database of such sources and candidates already.

However, in the end we believe that results are most important when it comes to placing minorities and women in community college positions. *We have been extraordinarily successful in placing minority candidates: 27% of the searches we have conducted for colleges and universities have resulted in the placement of minority administrators, and 31% have resulted in the placement of women candidates, for a total of 58% women and minority placements.*

8. Internal Candidates

We prefer to deal with internal candidates in the same way we deal with the candidates we recruit. We review their applications and apply the same criteria written into the position announcement that we apply to all the other candidates. If they meet the essential criteria for the presidency, we conduct a structured telephone interview with them.

After the telephone interviews, we compare what we know about internal candidates with what we know about all the others. If an internal candidate emerges from this review in a strong position, we conduct a webcam interview with him or her. Afterwards we compare candidates again. If the internal candidate is still in a strong position, we arrange for a face-to-face interview and check references. If the candidate continues to maintain a strong position we present that person to the screening committee along with the other short-list candidates.

We prefer to treat internal candidates this way because regardless of where candidates come from, we want you to look at the best candidates we can find anywhere.

If the Board suggests that we should definitely bring forward a given internal candidate, without regard to our internal assessment process, we are willing to do that. However, we will at all times present the Board with our best professional assessment of each candidate.

9. Fees and Expenses

The fee for a comprehensive Performance executive search process is 30% of the salary awarded to the successful candidate, plus reimbursement for out-of-pocket expenses (described below). All candidate travel is reimbursed to the candidates by the college. Payments are due in three increments: the first payment upon award of the assignment, along with an expense allowance of \$7,000; the second payment two months later; and the final payment upon hiring the candidate.

Anticipated Expenses

Advertising / Publicity

Print Advertisements	\$ 2,000	
Internet Postings	\$ 1,200	
Electronic Brochure (design and delivery)	\$ 300	
	\$ 3,500	\$ 3,000

Travel (6 trips)

Airfare	\$ 3,000	
Hotels	\$ 1,800	
Meals	\$ 700	
Ground transportation	\$ 500	
	\$ 7,000	\$ 7,000

Overhead

Rent, secretarial, bookkeeping, insurance, memberships, amortized equipment and software, telecommunications, etc.	\$ 5,000	\$ 5,000
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Total Expenses

\$15,000

10. Performance Approach to and Philosophy about Executive Searches and Outreach

Performance Executive Search represents the optimal blend of search processes used in higher education and in business. Performance searches are proactive, confidential, and fast. Few of our placements are in the job market or respond to advertisements—instead, we research the county, the region, the state, and if desired, the nation to find the best people and actively recruit them as candidates. We have been extraordinarily successful in finding outstanding community college leaders after other approaches have failed. Our work in the business and nonprofit arenas brings particular strength to our searches for community college presidents, because we are not limited only by the boundaries of the community college world. Performance Executive Search operates on the basis of six fundamental beliefs which are attached in the appendix.

APPENDIX

Community College Executive Search Assignments

President	Washington State Community College, Ohio
President	Oakland Community College
President	Northeast Lakeview College, San Antonio
President	Kendall Campus, Miami-Dade College
President	Medical Campus, Miami-Dade College
President	Homestead Campus, Miami-Dade College
President	Hialeah Campus, Miami-Dade College
Vice Chancellor for Administration	Alamo Community College District
Executive Vice President for Student Learning	NorthWest Arkansas Community College
Provost and Executive Vice President for Academic and Student Affairs	Grand Rapids Community College
Provost	Miami-Dade College
Provost	Delgado Community College, New Orleans
Provost / Chief Academic Officer	Stark State College of Technology, Ohio
Vice Chancellor for Academic Affairs	Baton Rouge Community College
Vice Chancellor for Academic Affairs	Oakland Community College
Vice President for Development and Executive Director of the Foundation	Broward Community College and Foundation
Vice President for Finance and Administration	Santa Fe Community College, New Mexico
Vice President for Administrative Services/	Lorain County Community College
Vice President for Administrative Services	Tacoma Community College
Vice President of Finance and Administration	Northwestern Michigan College
Vice President for Administration and Finance	Montgomery County Community College
Vice President for Administrative and Financial Affairs	Broome Community College
Vice President for Academic & Student Affairs	Santa Fe Community College, New Mexico
Vice President for Academic & Student Affairs	Lorain County Community College
Vice President for Academic & Student Affairs	Tacoma Community College
Vice President of Academic Affairs	Broome Community College
Vice President for Instruction	Everett Community College
Vice President for Development	Santa Fe Community College, New Mexico
Vice President for Advancement	NorthWest Arkansas Community College
Executive Director for Distance Learning	Cuyahoga Community College
Academic Dean	Cuyahoga Community College, Western
Dean of Arts and Sciences	Triton College
Dean of Humanities	Montgomery County Community College
Dean of Business and Computer Sciences	Montgomery County Community College
Dean of Health and Physical Education	Montgomery County Community College
Dean, Division of Allied Health & Nursing	Lorain County Community College
Dean, Division of Science and Math	Lorain County Community College
Dean, Division of Social Sciences and Human Services	Lorain County Community College
Dean, Engineering Technology	Lorain County Community College

**PROPOSED TIMELINE FOR EL CAMINO COMMUNITY COLLEGE
CEO SEARCH ENGAGEMENT**

Week/Owner	Activity	1	2	3	4	5	6	7	8	9	10	11
1-D Park	Meet with Board and Screening Committee	x										
2-D Park, M Sierra	Community leader interviews	x	x	x								
3-Both	Collect & read materials; select for cand. packets	x										
4-Both	Develop search strategy	x										
5-M Sierra	Post position on targeted websites		x									
6-D Park	Draft Position Announcement			x								
7-D Park	Finalize Position Announcement			x								
8-M Sierra	Conduct Salary Survey, if requested			x								
9-D Park	Interim Report to Screening Committee and Board			x								
10-Both	Initiate proactive search processes			x								
11-M Sierra	Begin collecting resumes			x								
12-Park, Sierra	Proactive telephone and video conference calls	x	x	x	x	x	x					
13-D Park, M Sierra	Telephone interviews			x	x	x	x					
14-D Park, M Sierra	Performance webcam and face-to-face interviews				x	x	x					
15-M Sierra	Reference checks				x	x	x					
16-M Sierra	Prepare Candidate Reports					x	x					
17-D Park, M Sierra	Present List of Candidates to Screening Committee						x					
18-D Park	Schedule on-site interviews							x				
19-D Park	Complete on-site interviews								x	x	x	>
20-D Park	Negotiate with top candidate										x	>

Six Fundamental Beliefs of Performance Executive Search

Integrity First. The philosophy of Performance as an executive search firm is always to keep integrity first. We will not recommend anyone that we would not hire ourselves. This is our permanent objective.

Leadership and Character. We believe that in the end, executive search is more about character and leadership than about competency. Many people have the competencies and skill sets required by a job, but few candidates have the character and leadership that are required to offer superior leadership to a community college. We have a "nose" for finding good people, the capacity to single out the best candidates, and the proven ability to recruit people into leadership opportunities. The core of executive search is systematic research, accurate candidate assessment, and sensible persuasion. We excel at all three.

Informed Boards. We believe that Boards should be as fully informed as possible about the candidates in the pool we present. Our thorough reference, reputation, and background checking processes ensure that you have information that is as full and complete as possible on every short-list candidate.

Informed Candidates. We believe that candidates should be as fully informed as possible about your college. We learn as much as we can about your college, your people, your history, your challenges, your organizational culture, and your prospects for the future. Our background in management consulting and organization development helps us understand your culture and strategic situation, so we are better able to facilitate the best possible match between your college and potential candidates.

Systematic and Thorough Process. We believe that a systematic and thorough executive search process is critical to identifying, assessing, and recruiting the best candidates. Our roots in management consulting have made it possible for us to design an outstanding and continuously improving 15-step executive search process using the principles of Total Quality Management.

Collaboration with Our Clients. Executive search is fundamentally a relationship-based business. The "chemistry" between the client and the search consultants is critical. At Performance, we work on the basis of continuous satisfaction of our clients. Referrals are the essence of our business, and this means that every client we work with must be pleased with the results we help them achieve. We engage in a mutual effort with the client to achieve the highest possible quality in the results we jointly produce.

Superior Results. Our consistent track record at living out these beliefs has resulted in superior performance. Performance Executive Search has become known among community colleges both for the quality of our search process and for the quality of the candidates we bring to the table. Our references will testify to the fact that we have continually out-performed the national competition.

9. PROFESSIONAL PERSONNEL
LEASING, INC. (PPL)

Donald Averill



Serving California Community Colleges Since 1978

www.PPLProz.com

11751 Ashland Way
Yucaipa, CA 92399

December 12, 2012

Ms. Linda Beam
Vice President of Human Resources
El Camino College
16007 Crenshaw Boulevard
Torrance, CA 90506

Dear Ms. Beam:

Professional Personnel Leasing, Inc. (PPL) takes great pleasure in forwarding this proposal to conduct executive search services for the Superintendent/President position at El Camino Community College District. Since 1978, PPL has an extensive record of finding qualified men and women, from rich and diverse pools of in- and out-of-state candidates, who have served the California community colleges well.

This proposal will have Dr. Dean C. Colli, a PPL Vice-President, serving as Co-Consultant for your search. In 2009-2010, he began as the Support Consultant, with Vice President Dr. Carl Ehmann, in the successful completion of the Superintendent/President search for the Glendale Community College District. Most recently, he was the Principal Consultant for successful executive searches for West Kern Community College District and Bakersfield College of the Kern Community College District. PPL Senior Associate Dr. Lisa Sugimoto will serve as Co-Consultant for your search. Dr. Sugimoto began with PPL searches early this year as Support Consultant with Dr. Colli in the Bakersfield College President search and with me in the Palo Verde Community College District Superintendent/President search, and again with me as Co-Consultant in the LA Trade Tech President search. The full team of PPL consultants will strive diligently to see that the needs of the District are met. In that regard, should Drs. Colli or Sugimoto not be able to perform for some unforeseen reason, another PPL officer will quickly step in to provide a seamless flow of services.

This proposal sets a fee for full search services at \$22,000. In recognition of the unprecedented fiscal challenges currently facing California community colleges, this fee has been reduced several thousand dollars. We will be pleased to negotiate with your District to adjust our fee, upward or downward, should you require more or less than what is specifically listed.

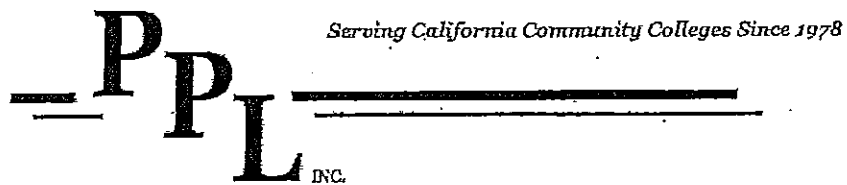
Please address all communication regarding this search proposal and any subsequent services directly to Dr. Colli. He may be reached by cell phone at (619) 517-6133 or e-mail at dcc@san.rr.com. We look forward to the opportunity to serve you and your District's executive leadership needs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Donald F. Averill', with a stylized flourish at the end.

Dr. Donald F. Averill, President

Proposal & Scope of Work for
El Camino Community College District
Search for
Superintendent/President



Dr. Dean C. Colli, Co-Consultant and PPL Vice-President

with

Dr. Lisa Sugimoto, Co-Consultant and PPL Senior Associate

www.PPLPros.com

December 12, 2012

Successful Searches

PPL (Professional Personnel Leasing, Inc.) has served California community colleges since 1978. The firm specializes in performing executive search services, placing interim administrators, and providing consulting services in many areas, such as master planning, accreditation, workforce/economic development, executive coaching/mentoring, etc. Since 2001, we have conducted successful chief executive officer searches for the following. The years of appointment are in parentheses and they are listed in chronological order.

- Mendocino-Lake Community College District – Marilyn Brock ('01), Kathryn Lehner (Smith) ('05), Arturo Reyes ('13)
- Siskiyou Joint Community College District – David Pelham ('02), Randy Lawrence ('08)
- Las Positas College – Karin Halliday ('02)
- West Valley-Mission Community College District – Stan Arterberry ('02)
- Victor Valley Community College District – Patricia Spencer ('03)
- Gavilan Community College District – Steven Kinsella ('02)
- Shasta-Tehama-Trinity Community College District – Mary Retterer ('04)
- Marin Community College District – Frances White ('04)
- Cabrillo Community College District – Brian King ('04)
- Palomar Community College District – Robert Deegan ('05)
- Monterey Peninsula Community College District – Doug Garrison ('06), Walter Trimbley ('12)
- Feather River Community College District – Ron Taylor ('08)
- Hartnell Community College District – Phoebe Helm ('08)
- Barstow Community College District – Thom Armstrong ('09)
- Glendale Community College District – Dawn Lindsay ('10)
- Los Angeles Harbor College – Marvin Martinez ('10)
- Mt. San Antonio Community College District – Bill Scroggins ('11)
- Lake Tahoe Community College District – Kindred Murillo ('11)
- Sonoma County Community College District – Frank Chong ('12)
- West Kern Community College District – Dena Maloney ('12)
- Palo Verde Community College District – Denise Whittaker ('12)
- Bakersfield College – Sonya Christian ('12)

2. Scope of Services

2A. Value to El Camino Community College District: Customizing the Search

PPL will assist you in making the search fit the specific needs of your organization. We will meet with appropriate groups and individuals to review all the parameters for the search, including: work with District representatives on all aspects of the search; develop a timeline (See below for sample timeline); involve constituents and community in the process; identify role of constituents in the decision making process; determine expectations for the new executive; identify challenges facing the College/District and the prospective executive; orient the Search Committee; coordinate all search activities with the Office of Human Resources; review and pursue agreement to roles and responsibilities of all parties involved, as outlined by the District

PPL will suggest ways in which District resources may be used to help assure consistency in the process and to implement cost-effective measures. If requested, PPL will also assist in identifying those constituencies to be involved in the search. Regardless of how it is done, PPL cannot stress enough the importance of clearly defining, in writing, the responsibilities of the participants in each step of the search, *before* constituent group representatives are invited to participate.

2B. Initial Organization and Identification of Desired Characteristics of Executive

Following approval of the Consultant contract by the Board, Consultant meets with the Board and/or representative to advise them on the identification of the search committee and the selection process, to initially identify institutional strengths, challenges and opportunities related to the position, and to initially determine desired qualifications, experience, skills and personal characteristics for the next chief executive officer.

Appropriate District/College parties meet with Consultant to review process and timeline. The Consultant then meets with the appropriate District department (e.g., Human Resources, Marketing, Public Information, etc.) to establish communication processes related to the search and select procedures and media to keep the college community and the public aware of the status at key points during the search. Utmost confidentiality will be preserved, reinforcing its importance from the very beginning of the search and throughout the process. Parties involved will be made aware of federal regulations, candidate rights, and effective practice as informed by consultant experience.

Consultant assists the District to build an organizational profile and to gather other information identifying the needs of the District relative to the position as well as District and community information resources for the candidates. Consultant dialogues with Search Committee to review responsibilities and expectations, outline the search process, and further identify institutional strengths, challenges/opportunities related to the position, and desired qualifications, experience, skills and personal characteristics sought. Consultant also collects input from the campus community, as directed by the District, to further identify institutional strengths, challenges and opportunities as well as desired qualifications, experience, skills and personal characteristics sought.

Consultant assists the College/District to prepare a draft brochure announcing the search. Content may include: brief position description; institutional strengths, challenges and opportunities facing the new President; expected qualifications, experience, skills, and characteristics of the executive; compensation information, and application procedures. Consultant also assists the District to prepare a presidential search website, which includes all brochure information, but expands upon information about the College and community, typically through links to other internal webpages and external websites. PPL Consultants will be available to answer inquiries. Search Committee reviews the brochure and recommends a draft to the appropriate party for approval. PPL typically recommends that the Board make the final approval of this document.

2C. Advertising & Recruitment

Consultant assists the College/District in identifying nationwide, State level and other appropriate publications for placing ads for the position. Care will be taken to stay within the budget set by the District for such purposes. Dis-

district announces the opening externally and internally and requests nominations. Brochures are published and mailed (hard copy and electronic) by the District to lists recommended by the Consultant, Search Committee, and Human Resources.

District personnel and community members are encouraged to recruit candidates. PPL also conducts extensive recruitment within California and across the U.S. as follows: professional networking (in person, via phone and e-mail, conferences and meetings); e-mailing CEOs, Vice Presidents, Deans, professional associations; contacting prospective candidates; following up on all leads; identifying potential candidates from other searches; contacting community college leadership program directors and community college association executive directors; facilitating and determining the diversity of the pool of candidates

2D. Facilitation of Screening & Interviewing Processes; Recommendation of Candidates to Board

Consultant assists the Search Committee in preparing screening criteria and procedures for rating the application material. Samples are made available. A Selection Plan can be mutually developed and then used, at this and later stages of the selection process, to assure that rating processes are related specifically to the challenges and opportunities facing the District and the desired qualifications, experience, skills and characteristics of the successful candidate

Consultant assists the Search Committee in developing candidate interview questions, procedures and evaluation tools. Numerous samples are made available. These interview particulars will be linked to the position announcement—i.e., criterion referenced to the criteria identified.

District receives applications and, with the assistance of the Consultant, will conduct the initial screening to determine whether minimum requirements are met. All complete and qualified applications are made available for review by the Search Committee.

Search Committee screens the applicants down to a manageable number of candidates to interview (usually 8-10). Consultant meets again with the appropriate District representative(s) to review adequacy of pool. District notifies applicants who are and are not invited for the interview and makes arrangements for first level interview day activities.

Search Committee conducts first level interviews and recommends 3-5 candidates (or the number requested by the Board) to the Board for the final phase of the search process. PPL typically recommends to the Board that selected finalists will be communicated by the Search Committee in an *unranked* list of candidates.

2E. References, Final Interviews, Site Visit, Selection, Contract Negotiation and Expectations

District notifies applicants who are and are not invited for the finalist interview and makes arrangements for interview day activities. Consultant assists the Board, as requested, in developing questions, procedures and rating forms for interviewing the finalists.

PPL Consultants conduct all extensive reference checks and Internet/social media background checks on the finalists and prepare confidential reports for the Board. Note that finalists typically sign agreements with PPL or the District that permit reference calls to be made to *anyone* who can attest to leadership qualities or experience; this expands the checking of references well beyond those identified by each candidate. PPL understands the importance of this process for enhancing a good match between the candidate finally selected and the District.

Open forums with each of the finalists may be conducted, as desired by the Board. Consultant will assist the District, as appropriate.

Finalists are interviewed by the Board and the best candidate is identified. If a site visit to current place of employment of the finalist(s) is desired, Consultant assists the Board in planning for this phase of the selection process. The Board makes a final decision and contacts the candidate to offer a contract. If requested, Consultant can assist in contract negotiations, orientation of the new executive, and establishing mutual expectations.

2F. Cost Proposal

PPL will conduct search services for \$22,000, including consultant services and all necessary campus visits. Consultant travel will also be reimbursed, but not exceed \$3,000. District will pay for Credit Checks, if desired.

Description	Fee
Customization; Initial Organization, Brochure Design, Committee Work	\$5,500
Advertising and Recruitment	\$4,500
Evaluation Tools/Screening/First Interviews/Recommending Finalists	\$5,000
In-Depth Reference Checking/Reports on Finalists	\$4,500
Evaluation Tools, Final Interviews, Selection, Contract, Mutual Expectations	\$2,500

2G. Expectations of ECCCD Personnel

PPL anticipates that the District will perform the following: identify an appropriate District employee as chair of the Search Committee, who will work with the consultants in facilitating the search and selection process; provide staff and logistical support for all meetings—scheduling/location, email/print agendas and minutes, scheduling candidates' appointments and Board involvement; publish and mail the position announcement; place advertisements for the position; receive applications, in hard copy and/or electronically; schedule campus forums, if conducted; schedule site visit(s) to finalist candidates' campuses, if conducted.

3. PPL Consultant Team to El Cambo Community College District Search

Drs. Dean C. Colli and Lisa Sugimoto are Co-Consultants assigned to the search. They are available as soon as the District is ready to begin. An outline of their related careers follows.

Dr. Dean C. Colli

In 2009, Dr. Colli joined Professional Personnel Leasing, Inc. (PPL), first as Senior Associate, and now Co-Owner and Vice-President. He has successfully concluded executive searches at Glendale, West Kern and Kern Community College Districts. In 2007, Dean retired from his 35-year career in California public education, then as interim president at Grossmont College, a position he held for 1.5 years after serving as the College's vice-president for Academic Affairs since 1999. Dean has also served in administrative positions at three other California community colleges—as dean of Occupational Education at Columbia College, Hartnell College, and Modesto Jr. College. As dean of College Services during his last five years at Modesto Jr. College, he served as the campus budget officer, coordinator of planning, and foundation director. Earlier, Dean was a Business faculty member, an Academic Senate President, and bargaining unit leader. Dean began his career in secondary education. Dean earned an undergraduate degree in Business Administration at Fresno State College, a Master's degree in Educational Supervision at University of California, Santa Barbara, and a Doctorate in Educational Leadership at University of the Pacific.

Dr. Lisa Sugimoto

Early this year, Dr. Sugimoto joined PPL, first as an Associate Consultant and now as a Senior Associate. She has successfully concluded executive searches at Palo Verde and Kern Community College Districts. Lisa began her community college career at Pasadena City College (PCC) in a part-time classified support staff position; she was later hired as a full-time counselor. Lisa has also held a full-time faculty position as Cerritos College's Articulation Officer/Counselor. She then moved to Long Beach City College as the Dean of Counseling, Student Development and Student Support Services. After 19 years, Lisa returned to PCC as the Vice President of Student and Learning Services in 2003. In the fall of 2009, she was appointed to serve as PCC's interim Superintendent-President; she recently retired from there as the Vice President of College Advancement. Lisa earned her Doctorate in Education from UCLA's Educational Leadership Program; her MBA and a Master's Degree in Education both from USC; and her undergraduate degree in Sociology from the University of California, San Diego.

4. Suggested Search & Selection Timeline

1/14/13	<u>Board of Trustees Approval of Consultant Agreement</u>
1/-/13	<u>Board of Trustees Conducts Workshop with PPL Consultant (Special Meeting?)</u>
NLT 2/13/13	<u>College Community Submits Search Suggestions for Board's Consideration</u>
2/18/13	<u>Board Approves Vacancy Announcement for the Position</u>
NLT 2/22/13	<u>District/PPL/College Community Initiates Position Advertisement & Promotion</u>
	<u>Deadline for inclusion in initial review of applications is set for 4/26/13.</u>
2/19-4/26/13	<u>Search Committee Develops Screening/Interviewing Criteria and Rating Forms</u>
4/29-30/13	<u>Preparation of Applications for Search Committee Review</u>
5/1-10/13	<u>Search Committee Reviews Applications & Selects Candidates to be Interviewed; District HR Office Notifies Candidates & Schedules Interviews</u>
5/28-31/13	<u>Search Committee Interviews Selected Candidates; Finalists Recommended</u>
6/3-19/13	<u>PPL Conducts Extended Reference/Other Checks on Finalists</u>
6/24-26/13	<u>Board Interviews Finalists;</u> <u>Finalists' Campus Forums Are Held</u>
	<u>Board Begins Deliberations on Offer/Employment Contract Negotiations</u>
TBA	<u>Site Visits on Finalist(s) (Optional)</u>
7/15/13	<u>Board Approves Appointment and Employment Contract</u>
8/1/13	<u>New President Begins Employment (or as soon as possible)</u>

APPENDIX

PPL Executive Search References (Chronological order—recent searches listed last)

Title College/District	Consultant(s)	Reference(s)
Sup/President Cabrillo CCD 6500 Soquel Dr. Aptos, CA 95003	Grace Mitchell	Board Members: Gary Reece: (831) 425-7800 gary@reece.net Rebecca Garcia: (831) 728-0387 garciabecca@aol.com
Sup/President Feather River CCD 570 Golden Eagle Ave. Quincy, CA 95971	Carl Ehmman	Board Chair Bill Elliott: (530) 283-1478 bill.elliott@digitalpath.net
Sup/President Siskiyou Joint CCD 800 College Ave. Weed, CA	Carl Ehmman	Nancy Miller, Director HR: (530) 938-5317 millern@siskiyous.edu
Sup/President Barstow CCD 2700 Barstow Rd. Barstow, CA 92311	Don Averill	Board Chair Phillip Harris: (760) 252-2411 X7214 Bot910@barstow.edu
Sup/President Glendale CCD 1500 N. Verdugo Rd. Glendale, CA 91208	Carl Ehmman Dean Colli	Board Member: Ann Ransford: (818) 549-9182 Ransford@glendale.edu
President LA Harbor College LA CCD 770 Wilshire Blvd. Los Angeles, CA 90017	Don Averill Dean Colli	Deputy Chancellor Adriana Barrera (213) 891-2081; barrerad@email.laccd.edu Adm. Analyst/HR Shawn Tramel (213) 891-2281; stramel@email.laccd.edu
Sup/President Lake Tahoe CCD One College Dr. Sq. Lake Tahoe, CA 96150	Carl Ehmman Robert Griffin	Board Member Roberta Mason: (530) 544-2406 robertamason@hotmail.com
Sup/President Mt. San Antonio CCD 1100 N. Grand Ave. Walnut, CA 91789	Don Averill	Board Member Judy Chen Haggerty: (626) 912-5551 TrusteeHaggerty@mtsac.edu

Sup/President Sonoma County CCD 1501 Mendocino Ave. Santa Rosa, CA 95401	Carl Ehmann Robert Griffin	Board Chair Rick Call: (707) 541-2214 rickc@powerindustries.com Karen Furukawa, VP/HR: (707) 527-4302 kfurukawa-schelereth@santarosa.edu
Sup/President West Kern CCD 29 Emmons Park Dr. Taft, CA 93268	Dean Colli Don Averill	Board Chair Billy White: (661) 747-6947 bwhite@taftcollege.edu Board Member Carolyn Hosking: (661) 763-4922 chosking@taftcollege.edu
Sup/President Palo Verde CCD One College Dr. Blythe, CA 92225	Don Averill	Board Chair Edmundo Gonzales: (760) 326-2837 egonzales@paloverde.edu
President Bakersfield College Kern CCD 2100 Chester Ave. Bakersfield, CA 93301	Dean Colli Lisa Sugimoto	Chancellor, Sandra Serrano: (661) 336-5104 sserrano@kccd.edu

10. RALPH ANDERSEN & ASSOCIATES

Heather Renschler/Stam Arterberry



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

December 14, 2012

Ms. Linda Beam
Vice President of Human Resources
El Camino College
16007 Crenshaw Blvd.
Torrance, California 90506

Via Email: Lbeam@elcamino.edu

RE: Executive Search Services for Superintendent/President

Dear Ms. Beam:

Thank you for inviting Ralph Andersen & Associates to submit a proposal to recruit for the position of Superintendent/President for the El Camino Community College District. We have included samples of recruitment brochures developed on behalf of recently completed educational clients (Cerritos Community College District, Sierra Community College District, and College of Marin). By using Ralph Andersen & Associates, the Board of Trustees will have credibility within the educational community that this search will be thorough, exhaustive, and strategic in its outreach to outstanding candidates within California and the Western Region.

Ralph Andersen & Associates has been a leader in public sector management consulting and executive search for more than 40 years. We are proud to say that we have recently expanded into the community college search market, bringing more than four decades of experience to the education arena.

We look forward to the Board of Trustees' favorable consideration.

Sincerely,

Heather Renschler
President/CEO

Enclosures

Stan Arterberry
Senior Consultant



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

December 14, 2012

William J. Beverly, President
and Members of the Board of Trustees
El Camino Community College District
16007 Crenshaw Blvd.
Torrance, California 90506

RE: Executive Search Services for Superintendent/President

Dear President Beverly and Members of the Board of Trustees:

Ralph Andersen & Associates is pleased to submit this proposal to the El Camino Community College District to conduct an executive search for your next Superintendent/President. The Board will be well served by our recent experience dealing with community colleges (Modesto Junior College, College of Marin, Coast Community College District, Cerritos Community College, Sierra College, Merced Community College District, and Community College League of California). Our strong network of professionals, both within California and across the United States, is an essential component of our capacity to serve your needs. We would be pleased to work with the Board of Trustees on this important assignment and look forward to further refinement of the work plan.

Our Understanding of the Assignment

El Camino Community College District, located in the southwestern corner of Los Angeles County, encompasses eight cities and one unincorporated area of Los Angeles County: El Segundo, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lennox, Manhattan Beach, Redondo Beach, and Torrance. El Camino College has an enrollment of approximately 25,000 students with approximately 8,000 enrolled at the Compton Educational Center. The District employs 320 full-time faculty, 513 part-time faculty, 414 classified employees, and 54 administrators/managers.

As a part of fulfilling its goals, the Board of Trustees seeks the involvement and support of a highly qualified and experienced executive search consultant to assist them in the process of selecting the next Superintendent/President of the District.

While we at Ralph Andersen & Associates understand there are unique complexities of the California Community College system and therefore, perhaps, the desirability to initially focus on in-state and "in-field" candidates, the Board may find it equally desirable to conduct a broad-based, national search designed to attract the best candidates from a variety of related fields.

We also understand that this will be a complex search process requiring extensive consultation with a diverse variety of El Camino Community College District stakeholders. The Board of Trustees will take the lead in the evaluation of search firms to conduct a comprehensive recruitment for a Superintendent/President.

Upon award of the contract, Ralph Andersen & Associates will work with the Vice President of Human Resources or designee as well as the Search Committee and the Board of Trustees throughout the recruitment process. If selected, the Ralph Andersen & Associates Search Team will act as staff for the Board of Trustees and handle all aspects of the search as outlined in the section titled "Our Approach."

Ralph Andersen & Associates' Qualifications

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries for more than 40 years. With each new assignment, we earn our reputation as one of the premier local government consulting organizations. Ralph Andersen & Associates serves a nationwide client

tele through the Corporate Office in the Sacramento area located at 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765.

As one of the first in the nation to work exclusively in the public sector, Ralph Andersen & Associates has become a leader in public sector and nonprofit executive recruitments. We have worked hard to earn and maintain a reputation for excellence by delivering exceptional quality, meeting client objectives, and producing results on time, on budget, as promised. In 2008, Ralph Andersen & Associates expanded its executive search services to include an on-going commitment to educational clients with the addition of Mr. Stan Arterberry, Chancellor Emeritus West Valley-Mission CCD.

At Ralph Andersen & Associates, our goal is to provide personal service and practical solutions. Our focus is simple – recruiting top talent and leadership and providing customized management consulting. For more than four decades, we have worked successfully with public sector and nonprofit clients across the country offering our unique approach.

Since 1972, Ralph Andersen & Associates has conducted over 1,200 executive recruitments for a variety of key management positions. These clients include cities, counties, water districts, special districts, school districts, symphony orchestras, art centers, colleges and universities, and others throughout the United States.

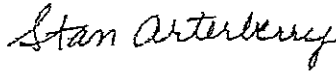


Should you need any additional information, please feel free to call Ms. Renschler or Mr. Arterberry at (916) 630-4900.

Respectfully Submitted,



Heather Renschler
President/CEO



Stan Arterberry
Senior Consultant

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Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
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Rocklin, California 95765
916.630.4900

Proposal to Provide Executive Search Services for the position of Superintendent/President El Camino Community College District

About Ralph Andersen & Associates

Ralph Andersen & Associates is a national search firm specializing in recruitments for the public sector including community colleges and universities.

A California Corporation, Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries for more than 40 years. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates specializes in the following primary service areas: management consulting, human resources consulting, public safety, and executive search.

Our Educational Related Experience

We have provided consulting services to community colleges over the years but since 2005 have been providing recruitment services and also sponsoring or exhibiting in this important and vital area. Specifically, with our firm's commitment to the importance of education, we have expanded our practice to include offering search services for administrators. Over the past five years, we have become significantly involved with community colleges with successful placements for the following clients:

- Yosemite Community College District – College President, Modesto Junior College (2012)
- Cerritos Community College District – President/Superintendent (2009) *(Sample Attached)*
- Coast Community College District
 - › Vice Chancellor of Educational Services and Technology (2010)
 - › Vice Chancellor of Finance and Administrative Services (2010)
- Marin Community College District – Superintendent/President (2010) *(Sample Attached)*
- Merced Community College District – Superintendent/President (2012)
- Community College League of California (CCLC) – President/Chief Executive Officer (2006)
- Sierra Community College District – Superintendent/President (2005 and 2011) *(Sample Attached)*

We have recently completed recruitments for the following educational institutions: Los Angeles County Office of Education (General Counsel) and Los Angeles Unified School District (various executive-level positions in facilities, construction and engineering). Additionally, we are currently working with the Schools Excess Liability Fund (SELF) whose membership includes more than 80 percent of California's school districts that depend on SELF for excess insurance coverage, resources and ex-

perfitse. In addition, all 24 campuses of the California State University system and 70 of the 72 Community College Districts are members of SELF.

Additionally, over the past three decades, we have conducted the following support related positions for other educational institutions as follows:

- University of California, Davis
 - › Associate Director of Facilities Services – Structural Operations (1996)
 - › Associate Director of Facilities Services – Mechanical Operations (1996)
- University of California, Los Angeles – Assistant Police Chief (2005)
- University of California, San Diego
 - › Director of Operations and Maintenance Services (1995)
 - › Director of Public Safety/Police Chief (1995) and (2002)
- University of California, San Francisco – Director of Public Safety/Police Chief (2002)
- University of Texas, M.D. Andersen Cancer Center – Chief of Police (2004)

Additionally, over the years, Ralph Andersen & Associates has conducted numerous consulting assignments for school districts and community colleges. Refer to Appendix A for a comprehensive listing of clients within the educational sector for the past 40 years.

The Search Team

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government and nonprofit management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

El Camino Community College District will have Mr. Stan Arterberry as the Project Director on this search for a new Superintendent/President. The firm is prepared to dedicate all of its resources to ensure the successful and timely completion of this recruitment.



Mr. Stan Arterberry, Project Director

The Project Director for this assignment will be Mr. Stan Arterberry, Senior Consultant with Ralph Andersen & Associates. Following his retirement in July 2008 and six-year tenure serving as Chancellor for West Valley-Mission Community College District (22,000 students / 368 Faculty / \$140M Budget) in Saratoga, Mr. Arterberry was invited to join the highly respected firm of Ralph Andersen & Associates. Mr. Arterberry brings a total of more than 35 years in higher education, the last 20 years as a community college CEO, coupled with his commitment as an educational consultant and executive recruiter for this nationally recognized consulting and recruiting firm.

Mr. Arterberry was the Project Director for the recently completed searches for College President, Modesto Junior College; Superintendent/President, Merced Community College District; Superintendent/President of Sierra Community College District; President/Superintendent of the College of Marin; and Cerritos College; and Vice Chancellors of Finance and Administration and Educational Services and Technology for Coast Community College District. The successful process utilized in these searches is directly related to Mr. Arterberry's ability to work effectively and strategically to facilitate the Board of Trustees and the Search Committee in these important assignments.

Other positions held by Mr. Arterberry include Superintendent/President of Solano Community College (1994 – 2002), President of Merritt College (1993 – 1994), Superintendent/President for West Hills Community College (1989 – 1993). He also has prior experience serving as Dean of Student Services and Dean of Community Based Education for West Hills Community

College as well as experience as the Assistant Dean of Student Affairs at Riverside City College. Instructional experience includes Assistant Professor of Sociology and History and Instructor of Sociology at two respected institutions. Mr. Arterberry has served as President of two Title V Hispanic Serving Institutions. In addition he has conducted Executives searches for Educational institutions with a very high Hispanic student body population.

Mr. Arterberry has a Masters of Arts in Sociology from Atlanta University and a Bachelor of Arts in Sociology from Whittier College. Additionally, he has a certificate in Management from Harvard University Institute for Educational Management. In 2008, Mr. Arterberry was awarded the Harry Buttmer Distinguished Administrator Award from the Association of California Community College Administrators (ACCCA).

Mr. Arterberry will have, if needed, the assistance of Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates.



Ms. Heather Renschler, President/CEO

Ms. Renschler is President/CEO of Ralph Andersen & Associates and has been with the firm for more than 27 years and is the firm's Chief Executive Officer. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 15 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. Ms. Renschler was the Project Director on the previous Sierra College search conducted in 2005, the Community College League of California search, and the current CEO search for the Schools Excess Liability Fund (SELF). Additionally, Ms. Renschler supported Mr. Arterberry on the Cerritos College search. Her involvement in recruitments is as the Project Director with full responsibility for the successful outcome of the search

process. She has had experience working in a university environment through her recent projects with community colleges and past client relationships with the University of California System. She has extensive experience with many other executive-level positions in the public sector including city manager, county executive, general manager, and executive director. She is well versed in working with elected officials including boards of directors, county commissioners, city councils, and special districts in the recruitment and selection process. Her network of contacts and potential candidates is extensive and on a national scale. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in public administration from the University of San Francisco.

Other members of the Search Team – The Search Team will have professional assistance from other members of Ralph Andersen & Associates including support and research from the experienced staff in the Corporate Office. The Support Staff of Ralph Andersen & Associates is managed by Ms. Teresa Heple. Other team members include Ms. Tiffany Taylor and Ms. Diana Haussmann, all of which are involved in the recently completed searches for Modesto Junior College, College of Marin, Coast Community College District, Cerritos Community College, Sierra College and Community College League of California searches.

Overview of Our Approach and Methodology

The successful search process relies heavily on person-to-person contact to identify outstanding diversified candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. In addition, the results of the search will produce candidates focused on both leadership and institutional needs. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 40 years.

The selection of the Superintendent/President is one of the most important employment decisions that a Board of Trustees must undertake. The Superintendent/President occupies the central role in a single community college district and is the District/College's representative to the community. The selection of a new Superintendent/President is vital to the success of the institution; therefore, the process must never be taken lightly or conducted in haste.

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the District, should include:

- We recommend that the Board of Trustees appoint a first level search committee to assist the Board in its selection of the College's next Superintendent/President. We support and assist the Board of Trustees, Human Resources, and the Search Committee throughout all phases of the search and selection process.
- Developing a comprehensive position profile based upon information obtained in meetings with the Board of Trustees and Search Committee and other constituent groups identified by the Board of Trustees. This includes assessing the College's priorities and leadership requirements, identifying position requirements and candidate qualifications; as well as conducting a salary and benefit survey to assist the Board in setting a salary and benefit range that will attract qualified candidates. We strongly recommend and advise that the Board of Trustees establish the minimum and preferred qualifications for the Superintendent/President position.
- Direct personal outreach to qualified candidates through in-person meetings, telephone contact, letters of invitation, and nominations received from highly regarded professionals in the field of education.
- Specific, targeted outreach to attract candidates from other California community college districts as well as neighboring states to consider this career opportunity.
- On a case-by-case basis, reach out to a national pool of potential administrators. Additionally, review and evaluate credentials from candidates received from across the United States that are received through the outreach process.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process using the Internet and professional contacts throughout the Western Region. Our outreach and advertising campaign will include the placement of ads in professional publications and websites. Additionally, the advertisement and full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' home page (which is accessed by a large number of qualified candidates) and on the District's home page.
- A screening process that narrows the field of candidates to those that most closely match the needs of the District and is based on extensive reference checks and personal interviews with the top candidates.
- Providing meeting facilitation and general assistance in areas of Search Committee communication.
- Safeguarding the integrity and confidentiality of the search process.
- Overseeing all aspects of the recruiting process, including screening resumes, sending search correspondence, and conducting reference checks.
- Frequent and periodic updates to the Board of Trustees throughout the recruitment process.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the Search Committee with detailed information about candidates' credentials, background, and professional experience.
- Assistance during the final interviews (presentation of the top 3 - 5 candidates) (number of finalist to be determined by the Board of Trustees).
- Consultation with, and assistance to, the Board regarding final candidate selection including site visits to the top 2 candidates and contract negotiations with the selected candidate (if requested).

See Appendix B for a detailed work plan.

Proposed Timeline

If retained by the El Camino Community College District, Ralph Andersen & Associates would complete the search in approximately six (6) months from the execution of the agreement between the El Camino Community College District and Ralph Andersen & Associates. However, the timeline for the search may be adjusted based on the needs of the District. Ralph Andersen & Associates understands that the College wishes to begin as soon as possible, and is ready to commence the search process with the first meeting of the College Search Committee. Negotiation with the top candidate will take an additional few weeks after finalist interviews.

The search process, such as the timeframe, can be extended if the candidate pool is low in number of applicants or number of qualified applicants.

A Sample Timeline is attached as Appendix C.

Project Cost

We believe our fee and expense structures are cost effective and appropriate during these unprecedented economic times. The search fee for the Superintendent/President of the El Camino Community College District will be focused primarily within California but will also include national outreach. The base search fee will be \$25,000*. This fee includes all professional services, clerical, research, and outreach expenses as noted:

- Project Director's recruitment efforts locally, statewide, and nationally to identify potential candidates based on the position brochure.
- Ralph Andersen & Associates' telephone and mailing expenses for recruiting candidates.
- Communicating with the Board, Search Committee, candidates, and College Liaison.
- Development of candidate recruitment, evaluation, screening, and interviewing materials.
- Development of search process materials for each step in the search, working closely with the College's staff.
- Summary reference reports on up to five final candidates, including verifications.

All consultant travel for meetings with the Search Committee and the Board of Trustees will be based out of Ralph Andersen & Associates' office located in the Sacramento Area (Rocklin), California.

***Supplemental to Base Fee:** Expenses related to consultant travel for visits by the Project Director to the College (generally four to six days on-site, plus up to five days on-site for the finalist interviews (airfare, lodging, rental car, meals, etc.), advertising costs, and brochure printing will be billed separately. Additionally, the El Camino Community College District will be responsible for all candidate (finalist and semi-finalist) expenses related to on-site and off-site interviews.

Ralph Andersen & Associates will bill the El Camino Community College District in three equal installments within the first three months of the search process. Progress payments for professional services and expense reimbursement will be due upon receipt.

Ralph Andersen & Associates' Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment the Superintendent/President resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. El Camino Community College District would be expected to pay for the reimbursement of all incurred costs.

Optional Services

Optional Services provided by Ralph Andersen & Associates are presented in Appendix E.

APPENDIX A COMPREHENSIVE LISTING OF PAST & PRESENT EDUCATION RELATED CLIENTS

Since 1972, Ralph Andersen & Associates has served a variety of educational clients. The following comprehensive listing includes those clients that have contracted with the firm to provide varying levels of consulting services or executive search services over the last three decades.

As of today, Ralph Andersen & Associates continues to do management consulting and executive search. The firm no longer does personnel consulting (i.e., classification and compensation studies) and is associated with Johnson & Associates for services of this nature.

Client	Description
ABC Unified School District	Technical Assistance
Albemarle; College of the	Personnel Management Consulting Services
Anaheim Union High School District	Technical Assistance
Anaheim Union High School District	Comp Worth Technical Assistance
Analy Union High School	Comparable Worth - Technical Assistance
Baldwin Park Unified School District	Disaster Mitigation Plan
Butte County Office of Education	Classification and Compensation
Caldwell Community College & Technical Institute	Classification and Compensation Study
California School Boards Association	Technical Assistance
	Classification and Pay Study
	Classification / Compensation
California School Employees Association (CSEA)	Executive Classification and Compensation
	Technical Assistance
	Classification and Compensation Study
Cambrian School District	Classification and Pay Study for Classified Position
	Organization Review of Custodial Services
Cape Fear Community College	Classification and Compensation Study
California Association of School Business Officials (CASBO)	Conduct 1-day Classification Training Seminar for CASBO Sponsored Symposium
Catawba Valley Community College	Classification and Compensation Study
Center Unified School District	Limited Compensation Analysis
Central Piedmont Community College	Classification and Compensation, Job Evaluation Involving all Non-Teaching Staff
	Supplemental Agreement - Expanded Employee Review Process & End-of-Study Briefing
	Compensation Plan Update and Technical Assistance to Job Evaluation Committee
	Development of a Faculty Salary Plan
	Classification Analysis of Five Positions in Student Records
Cerritos Community College District	Recruitment - President-Superintendent
Charlotte-Mecklenburg Schools	Classification, Job Evaluation, and Compensation Study
	Appeals

Client	Description
Churchill County School District	Classification and Compensation
Clovis Unified School District	Classification and Compensation of Data Processing
	Organization Analysis of Graphic Arts Department
	Classification and Compensation for Classified Staff
	Technical Assistance and Organizational Analysis of the Transportation Department
Coast Community College District	Classification/Internal Relationships
	Recruitment - Vice Chancellor of Finance and Administrative Services
	Recruitment - Vice Chancellor of Educational Services and Technology
Collier County Schools	Organization and Management Study
Community College League of California	Recruitment - President/Chief Executive Officer
Contra Costa Community College District	Classification and Salary Study
	Technical Assistance
Crane Elementary School District	Point Factor Training
Denver Public Schools Retirement System	Recruitment - Chief Investment Officer
	Recruitment - Executive Director
	Technical Assistance
El Centro Elementary School District	Classification and Compensation - Classified Employees
Fayetteville Technical Community College	Classification, Point Factor, Compensation and Organization Overview Assessment
	Update to Compensation Plan - Faculty & Non-Faculty
	Update to Compensation Plan - Faculty & Non-Faculty
	Update of Compensation Plan
Fort Bragg Unified School District	Recruitment - District Superintendent
Gallup-McKinley County Public Schools	Management Analysis of District Office
	Classification and Compensation
Glendale Unified School District - Glendale Com. School District	Classification Study
Golden Gate University	Classification and Compensation/Clerical and Administration
	Appeal Supplement
	Technical Assistance - Cost Analysis Supplement
	Technical Assistance for Classification and Compensation Plan Maintenance
	Performance Appraisal
	Compensation Study for Library Classes
	Technical Assistance for Classification & Compensation
	Compensation Analysis & Technical Assistance
Guilford Technical Community College	Classification, Compensation, Job Evaluation, and Performance Appraisal
	Update of the Job Evaluation and Compensation Plan
Healdsburg Union Elementary and High School Districts	Class and Salary Study - Classified Positions
Jackson Public School District	Salary Survey & Pay Study
Kern Community College District	Classification, Compensation, and Point Factor
Los Alamos Public Schools	Classification and Compensation Study
Los Angeles County Office of Education	Technical Assistance

Client	Description
	Management Class and Pay
	Recruitment - Assistant Director of Regionalized Business Services
	Recruitment - General Counsel
	Management Classification & Pay Supplemental Assistance
	Regional Data Processing Center Classification and Compensation (6 positions)
Los Angeles Unified School District	Recruitment - Deputy Chief Executive - Facilities
	Recruitment - Director of Facilities Projects
	Recruitment - Chief of Police
	Recruitment - Regional Director - New Construction
	Recruitment - New Construction Manager (Multiple)
	Recruitment - Senior Resident / Resident Construction Engineer (Multiple)
	Recruitment - Director of School Building Planning
	Recruitment - Director of New Construction
	Recruitment - Director of Facilities Contracts
	Recruitment - Assessment Center
	Recruitment - Deputy Chief Executive - Existing Facilities
	Recruitment - Deputy Chief Facilities Executive - New Construction
	Recruitment - Director of Materiel Management
	Recruitment - Director of Operations, New Construction
	Recruitment - Director of Operations - New Facilities
	Limited Classification and Compensation
	Superintendent/President
	Classification and Compensation Study
	Classification, Job Evaluation, Compensation and Performance Appraisal
	Recruitment - Superintendent/President
	Recruitment - Executive Director
	Job Evaluation and Compensation Study
	Classification and Compensation
	Classification and Compensation Study
	Revise the City of Lodi Business License Tax Ordinance
	Management Classification and Compensation
	Classification and Compensation Study
	Classification and Compensation
	Recruitment - Deputy Superintendent - Human Resources/Information & Support Services/Pupil Services
	Classification and Compensation
	Comprehensive Review of Classifications within Classified Bargaining Unit
	Recruitment - Director, Information Systems
	Classification, Compensation and Point Factor
	Technical Assistance - Classification and Compensation Plan Maintenance
	Technical Assistance

Client	Description
Placentia Unified School District	Classification and Compensation
Pleasant Valley School District	Classification and Compensation
Rio Hondo Community College District	Management Compensation Study
Rio Hondo Community College District	Classification and Compensation Study
River Della Unified School District	Comprehensive Classification Study
Sacramento County Office of Education	Technical Assistance -- Compensation
	Limited Compensation Study
	Limited Compensation Study
	Compensation Analysis of Eight Classified Job Classes
Saddleback Community College District	Classification, Compensation and Job Evaluation Study - Classified Bargaining Unit Positions
	Classification and Compensation Study for Management
	Technical Assistance
San Bernardino Superintendent of Schools	Emergency Response and Crisis Management Consulting
San Bernardino Unified School District	Classification and Compensation Classified and Certificated Management and Non-Management Positions
	Organization and Management Study of School Police Department
San Joaquin Delta Community College	Classification and Compensation Study
San Jose Community College District	Classification and Pay Study
San Jose/Evergreen Community College District	Organization Assessment of the District's Personnel Department
San Juan Unified School District	Management Compensation
San Luis Coastal Unified School District	Classification and Compensation
	Data Processing Classification
San Mateo County Office of Education	Technical Assistance
	Technical Assistance - Confidential Pay Practices
	Classification, Compensation and Job Evaluation
	Management Classification and Compensation Study
San Mateo County Schools Insurance Group	Recruitment - Controller (Partial)
Santa Ana Unified School District	Classification and Compensation (1,500 Classified and Confidential Classes)
Santa Clara County Superintendent of Schools	Classification and Compensation - Management, Confidential and Supervisory
Santa Cruz Schools	Organization/Certificated Management Classification and Compensation Study
Santa Monica-Malibu Unified School District	Classification, Point Factor and Compensation
Schools Excess Liability Fund (SELF)	Recruitment - Executive Director
	Employee Workshop
Schools Insurance Authority	Classification and Compensation
	Recruitment - Executive Director
	Personnel Manual
	Classification & Compensation
	Recruitment - Executive Director
	Recruitment - Executive Director
Shasta Union HSD	Limited Classification and Compensation
Sierra Community College District	Recruitment - Superintendent/President
Southwestern Community College	Technical Assistance

Client	Description
Stanislaus Department of Education	Classification and Pay - Management and Classified
	Technical Assistance
Stockton Unified School District/Biddle & Associates	Classification and Compensation Study
Sweetwater Union High School District	Classification and Compensation for Management and Non-Management
Telluride School District R1	Limited Classification and Compensation Study
Tri-County Schools Insurance Group	Recruitment - Executive Director
Tulare County Department of Education	Classification and Compensation - Certificated and Classified Management
	Classification and Compensation Study
Tustin Unified School District	Organization and Management Study of Support Services
Unified School District, Los Mendanos Hospital Dist.	Opportunities to Form Joint Corporate Yard
University of California Extension	Public Finance Course
University of California, Davis	Lecture Course
	Recruitment - Associate Director, Facilities Services - Structural Operations
	Recruitment - Associate Director, Facilities Services - Mechanical Operations
University of California, Los Angeles	Recruitment - Assistant Police Chief
University of California, San Diego	Recruitment - Director of Public Safety / Chief of Police
	Recruitment - Police Chief
	Recruitment - Director of Operations and Maintenance Services
University of California, San Francisco	Recruitment - Chief of Police
University of Southern California	Finance Seminar
University of Texas at Brownsville	Development and Implementation of a Non-Faculty Compensation Program
University of Texas, M.D. Anderson Cancer Center	Recruitment - Chief of Police
Vallejo City Unified School District	Organization and Management Review of the Business Service Division
	Operation Review of Personnel Division
	Clerical Staffing Needs Study
	Review of Requisition Process
Ventura County Office of Education	Job Evaluation and Compensation Study
Visalia Unified School District	Administrative Study
Western Nebraska Community College	Classification, Compensation, Job Evaluation and Organization Overview
Wright Elementary School District	Classification and Pay Study
	Classification and Compensation Update
Yosemite Community College District	Recruitment - College President, Modesto Junior College
Yuma Union High School District	Point Factor Job Evaluation Training and Use of Ralph Andersen & Associates' Point Factor System
	Technical Assistance
	One-day Classification Training Seminar



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Appendix B Proposed Search Plan

The specific steps that would be used in this search for the Superintendent/President are summarized as follows:

Task 1 – Review Project Management Approach

We will discuss Ralph Andersen & Associates' approach to executive searches. This will include meeting with the Board of Trustees to review the entire search process and receive input and direction from the Board. We will engage the Board in discussion about establishing appropriate criteria as guidelines in recruiting qualified candidates. The Board will provide direction for College constituents and key community stakeholder involvement in the recruitment process. We shall review all deliverables such as a timetable for the search process, recruitment process, reference checking, and the process of developing the position profile (Recruitment Brochure).

It is recommended that the Search Committee, appointed by the Board of Trustees, be made up of College constituents (faculty, classified, management, and students) and community representation. The Search Committee will play a major role in the selection and success of your next Superintendent/President. This would be a strong demonstration and commitment to shared governance. In addition, we recommend that the Board appoint one (1) Board Member to serve on the Search Committee. This will allow the Trustees to be on the front end of the search process. We like to state that this is the most important and only hiring decision the Board will make.

A Search Committee binder will be provided for each committee member. The binder will contain the following sections: Overview of the Search Process, Recruitment Brochure, Search Process and Tentative Timetable, Search Committee Charge, Ground Rules, Confidentiality Statement, EEO Training, Candidate Credential Review, Interview Rating Guide, Institutional Fit Analysis, Sample Questions, and Search Committee Profile. The Board of Trustees shall approve the Recruitment Brochure, the Tentative Timetable, the charge, the confidentiality statement, and the committee membership (e.g., recommendation and appointment to hiring committee as defined in District policy) for the Search Committee.

Task 2 – Early Alert

To initiate early recruitment efforts and prior to the Board's approval of the position profile, we recommend the announcement of the upcoming opening of the Superintendent/President's position be placed on the College's website with a link to Ralph Andersen & Associates' home page where the applicant can post his/her contact information and resume. In addition, an early alert will be sent via email to all list serves of California Community College Executive leaders announcing a career opportunity as Superintendent/President of El Camino Community College District. We also recommend an appropriate flyer be prepared for the California Community College conference(s) held prior to the production and approval of the position profile.

Task 3 – Develop Position Profile (Recruitment Brochure)

This would include working with the Board of Trustees and the Search Committee to develop a draft of the position profile. We begin with reviewing the current position brochure and discussing the method of developing a new position brochure. We would need to determine the challenges, opportunities, needs, and priorities facing the College in the next five years. The personal and professional characteristics sought in the candidate for the position shall be determined. The Board of Trustees shall set the minimum and preferred qualifications for the position. The information necessary to develop the position profile may be gathered through input via College-wide forums, input gathered through workshops with employee groups, employee/community survey, or the committee may appoint an ad hoc committee composed of committee members to develop a draft profile. The Search Committee shall identify "Key Attractors," reasons why a candidate would apply for the position and want to join the El Camino Community College District family. The "Key Attractors" will be placed in the position profile.

The position profile shall be reviewed and approved by the Search Committee, and submitted to the Board of Trustees for final approval.

Task 4 – Outreach and Recruiting

We will work with the District's Human Resources staff to identify and determine a regional and national advertisement campaign to identify prospective candidates and promote their interest in El Camino Community College District. We will provide the College with copies of all recruitment letters. These letters would be sent to all California Community College Chancellors, Superintendent/Presidents, College Presidents, and Community College Trustees (or other appropriate Community College stakeholders) in the United States seeking nominations. We will solicit candidate nominations from the Board, College staff, community stakeholders, and state-wide and national post-secondary institutions. We will coordinate a national mailing utilizing Ralph & Andersen & Associates' network. We will distribute brochures and meet potential candidates at Community Colleges' state-wide conferences. We will also undertake telephone recruitment efforts utilizing Ralph Andersen & Associates' network.

Ralph Andersen & Associates has a long history and strong commitment in the recruitment of a very diverse and highly qualified applicant pool. Our recruitment process is both regional and national to insure and encourage a wide range of applications from candidates from diverse groups and with a wide range of experiences and professional qualifications. Working with the College's Human Resources staff, we will identify appropriate publications in which to advertise the position in order to reach a broad spectrum of highly qualified candidates. In one of our most recent searches (e.g., Cerritos College), the committee paper screened over 60 applications and invited 14 candidates for the first level interview. The pool was both ethnically and sexually diverse.

The Project Director assigned to this search proposal is a recently retired California Community College Chancellor. He fully understands the California Community College mission, AB 1725, and our firm is committed to bringing a diverse applicant pool to the College. The Project Director will communicate directly with such organizations as Asian Pacific Americans in Higher Education (APAHE), the National Community College Hispanic Council, and Presidents' Roundtable of African-American Community College CEOs in the nation. In addition, the Project Director is an Associate Member of the Presidents' Roundtable.

Task 5 – Candidate Evaluation

Ralph Andersen & Associates will facilitate an office review for minimum qualifications. We will submit the applications to the Search Committee in two (2) groups: Group 1 – recommend those candidates that meet minimum qualifications for an interview; Group 2 – those candidates not recommended for interview but meet minimum qualifications, those candidates that do not meet minimum qualifications, and incomplete applications.

Task 6 – Candidate References

Ralph Andersen & Associates will conduct preliminary reference reviews and checks for those candidates identified as the most qualified and invited to an interview as a semi-finalist as a result of the screening process. Direct contact will be made with references to learn more about the candidates' experience, past performance, and management style.

Ralph Andersen & Associates will obtain signed release forms from the semi-finalists allowing us to contact candidates' identified references and references identified by us, and provide the Board of Trustees with a confidential reference report.

Additional in-depth reference checking and verifications will be made on the final (top) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of the preliminary and in-depth reference check plus the verifications will be discussed and shared with the Board of Trustees at the appropriate time.

At Ralph Andersen & Associates we prefer to conduct face-to-face interviews with candidates. Personal (preliminary) interviews will be conducted for candidates located in California. All candidates will be initially interviewed via telephone. Based on a case-by-case basis, Ralph Andersen & Associates may elect to interview an out-of-state candidate in person with the approval of the Search Committee.

Task 7 – Semi-Finalist Interviews

Ralph Andersen & Associates will assist the Search Committee in conducting semi-finalist interviews. The District staff, students, and selected community members will serve on the Presidential Search Committee. The role of the Search Committee will be to recommend a number of qualified finalists to the Board of Trustees. We will prepare, or assist in the preparation of, questions for the interview and the materials to evaluate the applicant pool. We will call and brief candidates selected for the interview, and inform candidates of the outcome of the interview. We recommend that the interview be held at a site off campus. We also recommend adequate time be allotted for the interview and discussion of the semi-finalists. This may require multiple days of interviewing and deliberation of candidates.

Task 8 – Final Interview and Selection by the Board of Trustees

We assist the Board in all phases of the final interviews. We will contact finalists on the outcome of the Board interview. We recommend that College forums be part of the final interview process. We will provide the Board of Trustees with a comprehensive reference report on the finalists. Since this is the most important hiring decision a Board must make, the Board must allocate adequate time to interview and discuss the final candidates. This may require multiple days of interviews and deliberations. We strongly recommend a site visit on the top two (2) finalist candidates.

Task 9 – Reference Report

A thorough and reliable reference report will be prepared, and shared and discussed with the Board of Trustees at the appropriate time during the final interview process.

Task 10 – Negotiation

We will assist the Board with the contract negotiation with the selected candidate.

All of our searches for Community College Superintendent/President (and College Presidents) have resulted in successful placement. Should the final pool of candidates become not viable for some reason, the Board of Trustees will have a number of options: 1) Extend the search process and the search consultant will continue its recruitment efforts for viable candidates; 2) Require the Search Committee to review all the other applicants to determine if any viable candidates have been missed; 3) Abandon the current search process and start over; and 4) Appoint an Interim Superintendent/President, suspend the current search process and

wait a period of time before commencing a new search process. Through discussion with the Board of Trustees, the option best suited for the District shall be selected.

Task 11 - Close Out

After the College has reached an agreement with the individual selected for the position and a start date has been set, the search consultant will close out the search. These activities will include advising all of the final candidates of the status of the search by telephone.

Ralph Andersen & Associates will request the assistance of the District's Human Resources staff. We propose that the Vice President of Human Resources or designee be assigned as the District liaison between the Project Director and the District. We will request the appropriate Human Resources staff to provide staff diversity and equal employment training for the Search Committee. We will also work with Human Resources to determine the advertisement strategy.

Throughout the recruitment process, Ralph Andersen & Associates will provide updates to the Board on the activities undertaken and the status of the recruitment efforts.

The appropriate minutes (non-confidential information) may be posted on the College's website. It is recommended that a link be established on the College's website titled "Update on the President Search." The entire search committee membership and affiliation should also be posted. This will allow access on the update and search progress to the campus and college community.

Background Screening Process

The success of the search process relies heavily on the initial outreach to qualified candidates. Additionally, the background screening process used by Ralph Andersen & Associates provides the following detailed information about candidates:

Screening

All of the applications will be carefully reviewed by Ralph Andersen & Associates. Those individuals that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Conduct Preliminary Interviews

Ralph Andersen & Associates will conduct preliminary interviews with the top group of candidates (approximately 10 to 12) identified through the screening and preliminary reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria.

At Ralph Andersen & Associates, we prefer to conduct face-to-face interviews with candidates. Personal (preliminary) interviews will be conducted for candidates located in California. Candidates outside of California will be initially interviewed via telephone. Based on a case-by-case basis, Ralph Andersen & Associates may elect to interview an out-of-state candidate in person with the approval of the Search Committee.

Preliminary Reference Review

Ralph Andersen & Associates will conduct preliminary reference reviews and checks for those candidates identified and invited to an interview as a semi-finalist as a result of the screening process. Direct contact will be made with references to learn more about the candidates' experience, past performance, and management style.

Ralph Andersen & Associates will obtain signed release forms from the semi-finalists allowing us to contact candidates' identified references and references identified by us, and provide the Board of Trustees with a confidential reference report.

Finalist Reference Review and Background Verification

Additional in-depth reference checking and verifications will be made on the final (top) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the Board of Trustees at the appropriate time.

Applicant Diversity

Ralph Andersen & Associates' believes in spreading the net wide to attract a wide diversity of candidates. The position will be advertised in a wide variety of professional and industry related publications in order to attract the most qualified candidates.

We would work with the College's Human Resources staff to identify and determine a regional and national advertisement campaign. We would provide the College with copies of all recruitment letters. These letters could be sent to all California Community College Chancellors, Superintendent/Presidents, College Presidents, and CCC Trustees (or other appropriate CC stakeholders) in the United States seeking nominations. We will solicit candidate nominations from the Board, College staff, community stakeholders, and state-wide and national post-secondary institutions. We will coordinate a national mailing utilizing Ralph & Andersen & Associates' network. We will distribute brochures and meet potential candidates at Community Colleges' state-wide conferences. We will also undertake telephone recruitment efforts utilizing Ralph Andersen & Associates' network.

Ralph Andersen & Associates has a long history and strong commitment in the recruitment of a very diverse and highly qualified applicant pool. Our recruitment process is both regional and national to ensure and encourage a wide range of applications from candidates from diverse groups and with a wide range of experiences and professional qualifications. Working with the College's Human Resources staff, we will identify appropriate publications in which to advertise the position in order to reach a broad spectrum of highly qualified candidates. In two of our most recent searches (e.g., Cerritos College and College of Marin), the committees paper screened over 60 applications and invited 14 candidates for the first level interview. The pool was both ethnically and sexually diverse.

The Project Director will communicate directly with such organizations as Asian Pacific Americans in Higher Education (APAHE), the National Community College Hispanic Council, Hispanic Chamber of Commerce Alameda County, and Presidents' Roundtable of African-American CEOs. In addition, the Project Director is an Associate Member of the Presidents' Roundtable.

Consensus Skills

The Project Director, Stan Arterberry, has served as a Community College CEO for over 20 years. He has served in the role as a Superintendent/President of a single community college district, a College President within a multi-college district, and as a Chancellor of a multi-college district. He fully understands the roles of the Board of Trustees, College CEO, faculty, staff, managers, and students within a shared governance environment and consensus decision making.

The Search Consultant will assist the Search Committee to conduct an open and active national search following the District's EEO guidelines and considerations as well as the laws and regulations of the State of California. The process for hiring the Superintendent/President will be collaborative, rigorous, open, non-discriminatory, inclusive, and transparent. The Search Committee will try to reach consensus, on all Committee decisions. If the Search Commit-

tee is unable to reach consensus after thorough discussion of an issue, then the majority view of the Committee shall prevail.

Matching the Candidate with the Institution – Institutional Fit Analysis

Ralph Andersen & Associates recommends that the Search Committee conduct an institutional fit analysis on the semi-final candidates. An Institutional Fit Analysis is an additional evaluation process to determine which candidate best fits the desired skill sets, characteristics, cultural values, and norms of the organization. These are intangible and tangible traits that would be identified by the Search Committee and assessed against each of the candidates. These are the traits that the Search Committee believes are important for a candidate to have in order to be successful and an effective leader of the institution.

The appropriate Institutional Fit Analysis evaluation form will be developed after the Search Committee has identified the institutional traits that the candidates must match.

Appendix C

El Camino Community College District Proposed Search Process and Timeline Superintendent/President Search 2013

Date	Activity
	Search Committee Participants Confirmed
January 28, 2013	<p>Board of Trustees Meeting</p> <ul style="list-style-type: none"> • Review Search Committee Binder <ul style="list-style-type: none"> • Overview of Search Process • Brochure • Tentative Timetable • Search Committee Charge • Ground Rules • Confidentiality Statement • Candidate Credential Review • Discussed the process of developing a draft President/CEO brochure. The Board Provide feedback on the opportunities and challenges facing the District, and desired characteristics and qualifications of the new Superintendent/President for development of the recruitment brochure.
January 23 – February 10, 2013	Early recruitment prior to approval and publication of the position brochure January 23 to February 10, 2013.
February 11 – March 29, 2013	Publish Brochure/Placement of Ads and Candidate Recruitment (Open and Close dates) 7 weeks
January 29 – February 1, 2013	<p>First Search Committee Meeting</p> <ul style="list-style-type: none"> • Review contents in the Search Committee Binder • Review search timelines and confirm dates • EEO training • Review a list of proposed semi-final Interview Questions. The search committee shall be responsible for developing the questions and submitting to HR for approval. • Review Interview Rating Forms
April 1-2, 2013	Search Consultant reviews and recommends candidates to Search Committee for review and consideration

Date	Activity
April 4-5, 2013	Search Consultant to deliver application material to El Camino Community College Human Resources Department. All candidate's supporting documents will placed on CDs.
April 15-19, 2013	Search Committee – Paper screening to select semi-finalist candidates for interview and candidates ranking forms submitted to HR.
April 22-26, 2013	Second Search Committee Meeting <ul style="list-style-type: none"> • Determine candidates for interview • Confirm Semi-Final Interview date and location (recommend interview location to be off-campus) • Approval of Semi-final Interview questions.
April 26-28, 2013	Search Consultant contact and invite Semi-Finalist candidates to interview
May 6-10, 2013	Third Search Committee Meeting <ul style="list-style-type: none"> • Semi-Finalist Interviews • Deliberations to select Finalist candidates to forward to the Board of Trustees
May 10-12, 2013	Search Consultant contact and invite Finalist candidates for final interview with the Board of Trustees
May 20-24, 2013	Final Interviews <ul style="list-style-type: none"> • Special Board meeting to interview Finalist candidates • Open Forums and selected constituents meetings for Finalist.
May 28-31, 2013	Candidate Site (Campus) Visits (TBD by the Board of Trustees)
June 3-7, 2013	Contract offer and negotiations with selected candidate
June 17, 2013	Board meeting to approve contract with the new Superintendent/President
July 1, 2013	Start-date of new Superintendent/President (or date agreed upon by Board and selected candidate)

Please note: The proposed timeline may be adjusted based upon the publication of the position brochure, having committee meetings on weekends, during spring break or on the overall needs of the District.



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

Appendix D References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We encourage you to talk with our references and if needed, would be pleased to provide additional contacts.

References for Mr. Stan Arterberry include:

- **Marin Community College District**
835 College Avenue, Kentfield, CA 94904
David Wain Coon (placement), Superintendent/President
415-485-4900
email: davidwain.coon@marin.edu
-and-
Eva Long, Board Member
(415) 461-5099
email: longeva@comcast.net
Recruitment: Superintendent/President
- **Yosemite Community College District**
P.O. Box 4065, Modesto, CA 95352
Joan Smith, Chancellor
(209) 575-6508
email: smithj@yosemite.edu
-and-
Venesse Metcalf, Director of Human Resources
(209) 575-6900
email: metcalfv@yosemite.edu
Recruitment: President, Modesto Junior College
- **Cerritos Community College District**
11110 Alondra Blvd., Norwalk, CA 90650
Cynthia Convey, Manager of Employee Services/Faculty and Staff Diversity Officer
(562) 860-2451 Ext 2276
email: cconvey@cerritos.edu
-and-
Bob Epple, Board Member (Retired)
(562) 804-1443 or (562) 879-6599
email: repple@cerritos.edu
Recruitment: President/Superintendent

- **Sierra Community College District**
5000 Rocklin Road, Rocklin, CA 95677
Dr. William Duncan, Superintendent/President (Placement)
(916) 660-7000
email: wduncan@sierracollege.edu
Mandy Davis, Chair, Presidential Search Committee
(916) 660-7301
email: mdavies@sierracollege.edu
and
Aaron Klein, Board President
(916) 660-7003
email: aklein@sierracollege.edu
Recruitment: Superintendent/President
- **Merced Community College District**
3600 M Street, Merced, CA 95348
Stacey Hicks, Executive Assistant to the Superintendent/President
(209) 384-6100
Email: Stacey.hicks@mccd.edu
Recruitment: National recruitment for Superintendent/President
- **West Valley Mission Community College District**
14000 Fruitvale Avenue, Saratoga, CA 95020
Jack Lucas, Board Member
(408) 741-2195
email: jflucas@msn.com
Professional Relationship: Mr. Arterberry held the position of Chancellor from 2002 to 2008
- **Community College League of California (CCLC)**
2017 O Street, Sacramento, CA 95814
Scott Lay, President/Chief Executive Officer
(916) 444-8641
email: scottlay@ccleague.org
Professional Relationship: Mr. Arterberry was on the CEO Board of CCLC

References for Ms. Heather Renschler include:

- **Community College League of California (CCLC)**
2017 O Street, Sacramento, CA 95814
Scott Lay, President/Chief Executive Officer (Placement)
(916) 444-8641
email: scottlay@ccleague.org
Recruitment: President/Chief Executive Officer



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Appendix E Optional Services

On-Site Campus Validation Interviews

The Board of Trustees may find it beneficial to make an on-site visit to the top candidates' current campuses to meet with members of the Board of Trustees, college presidents/vice presidents (e.g., chancellors if candidate is from a multi-college district), administrators, faculty, classified staff, community representatives, and student representatives. If the Board wishes to have the consultant participate in the on-site interview, the rate will be \$1,250 per day, plus travel expenses, including airfare, lodging, rental car, meals, etc.

Superintendent/President / Board Relationship Workshop

Ralph Andersen & Associates recognizes the Superintendent/President must establish a positive, collaborative relationship with the Board of Trustees, all College employees, students, community stakeholders, community based organizations, and social and political organizations. The relationship between the Board of Trustees and the Superintendent/President should be open, frank, and mutually supportive. In order for this partnership to prosper, a good respectful relationship must exist between the Board of Trustees and its Superintendent/President. Both should have a shared sense of purpose and a shared vision for the College. The relationship should be characterized by high integrity, honesty, and fairness. Our experience tells us that in order for the Board and Superintendent/President to be successful, they must be a team. The Board exists to represent the ownership, the local community, and the state. The Board creates a link between the educational institutional and community serviced by the College. The Board as a whole performs the following duties (not all inclusive): sets policy direction for the institution; establishes the climate in which educational goals are accomplished; ensures fiscal health and stability of the College; maintains standards for good personnel relations; monitors institutional performance; and employs a chief executive officer as the institutional leader. It is the Superintendent/President who is held responsible and accountable for the administration of the College's business. The Superintendent/President is the chief academic leader of the College who implements Board policy and should embody the highest standard of excellence. The Superintendent/President must foster a culture of unity and cooperation.

Ralph Andersen & Associates supports building a solid foundation for success between the Board and the new Superintendent/President. In support of this, Ralph Andersen & Associates will offer a full-day session on successful elements of building a positive relationship between the Board and its Superintendent/President. Ideally, the session should be held within the first month of employment of the Superintendent/President.

Elements to an Effective Board and CEO Relationship:

1. A shared vision and purpose for the organization
2. Understanding and appreciation of each other's roles
3. Demonstrating a high degree of trust, respect, and integrity
4. Mutual support for Board/CEO education/training

5. Open and honest communication: the good, bad, ugly, and no surprises
6. Clear expectations from each other

In addition to the above service provided in the workshop, Ralph Andersen & Associates can provide mentoring service and first year evaluation for the newly selected Superintendent/President during his/her first year of employment. We are committed to assisting with a successful long-term relationship between the Board and the Superintendent/President.

If the Board wishes to conduct a Superintendent/President / Board Relationship Workshop, the cost will be \$2,500 for professional services plus expenses such as travel including lodging, rental car, meals, etc.

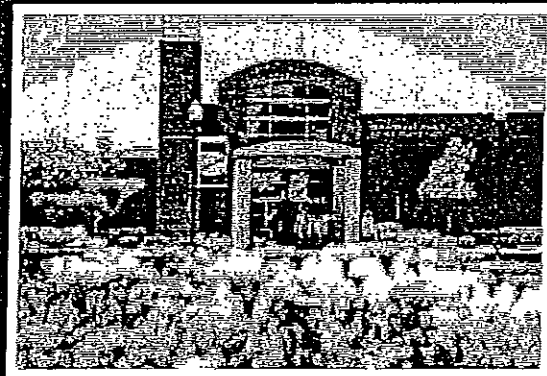
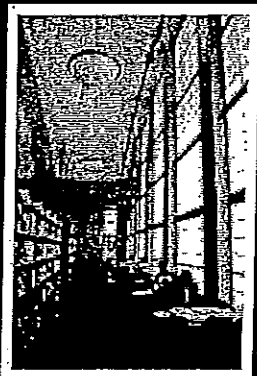
If the Board wishes to conduct a Superintendent/President / Board Relationship Workshop and mentoring service and first year evaluation, the cost will be \$5,000 for professional services plus expenses such as travel including lodging, rental car, meals, etc.

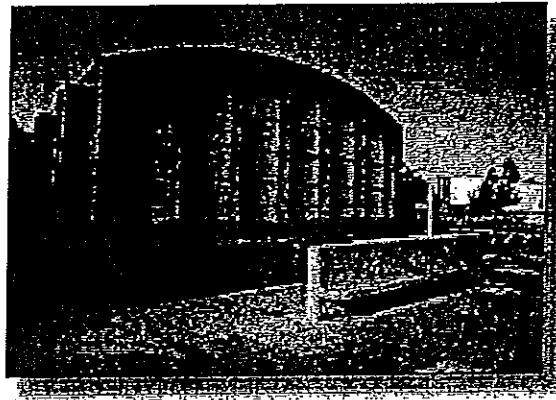
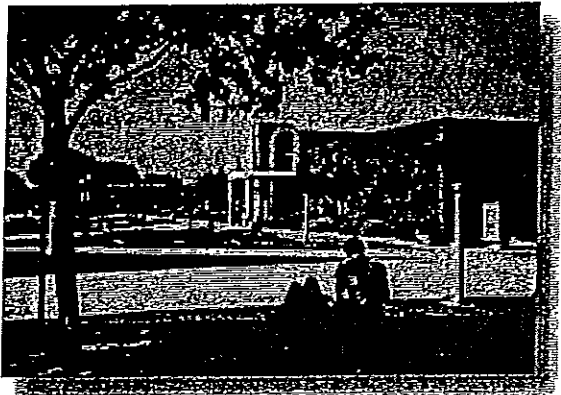
The Cerritos College Board of Trustees

Invites Applications and Nominations for

**PRESIDENT / SUPERINTENDENT
CERRITOS COMMUNITY COLLEGE DISTRICT**

Building Futures Through Learning





The Opportunity

Applications and nominations are invited for outstanding candidates to fill the position of President/Superintendent of Cerritos College. The President/Superintendent is the chief executive officer of the College and reports to a seven-member Board of Trustees elected by the community, and an eighth member who is a student-elected trustee.

The presidency of Cerritos College offers an attractive opportunity to guide a dynamic college that is well positioned to continue as one of the premier community colleges in California. The successful candidate will embrace this opportunity and provide the leadership that guides the College in its quest for excellence.

Cerritos Community College District

Cerritos College, a single-campus district, is one of 110 California Community Colleges. Opened in 1956 with an enrollment of 320, the College now enrolls nearly 24,000 credit students and an additional 20,000 non-credit/not-for-credit students on its 140-acre campus in Norwalk and Cerritos. The District is located in southeast Los Angeles County bordering both the City of Long Beach and Orange County. The College serves students from throughout southeastern Los Angeles County including the cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, La Mirada, Norwalk, Santa Fe Springs and South Gate. The College has memberships in ten area chambers of commerce.

The College has a student body that is 54.6% Hispanic, 12.4% Caucasian, 10.2% Asian/Pacific Islander, 3.6% Filipino, 7.3% Black, 0.5% Native American, and the rest undeclared. Students come from more than 30 California cities, with 60% of the students coming from cities outside the college district, bypassing other community colleges to attend Cerritos. Cerritos College ranked third in California and sixth in the nation among Hispanic-serving community colleges for the number of associate degrees granted to Hispanic students in 2006.

Cerritos College has approximately 1,260 employees including 288 full-time faculty, approximately 600 part-time faculty, 320 classified

staff, and a management team of 52. The College is a model of effective shared governance and collegiality. An annual operating budget of approximately \$100 million supports an extensive curriculum including high-quality university transfer programs and state-of-the-art career programs as well as a full range of student support services. Student centeredness and a commitment to teaching, learning, innovation, and student success are at the core of the College's mission.

In 2004, District voters passed a \$210 million bond act for building new facilities on campus. Numerous projects are currently underway.

The Major Challenges Facing Cerritos College

- Fiscally restrained environment
- Recent accreditation recommendations
- Success of under-prepared students while maintaining academic standards with a changing student population
- Collective bargaining issues such as classification and compensation study, comprehensive contract with the faculty union
- Campus climate, with emphasis on collegiality through shared governance
- Renovation, maintenance, and replacement of campus facilities in conjunction with the Cerritos College Bond
- Continuity of leadership

Personal & Professional Characteristics

A leader who is:

- An ethical, honest, and trustworthy individual;
- An administrator with exceptional interpersonal and communication skills;
- An advocate for shared governance who promotes collegiality, staff cohesiveness, and the core values of the institution;

- Open-minded, flexible, inclusive, adept at building consensus, and embraces the College culture, its collegial style of governance, and is able to lead an effective administrative team;
- Open, accessible, approachable, and respects and values the contributions, ideas, and development of students, management, faculty, staff, and the community;
- Sensitive to and appreciative of all forms of diversity; and
- Student-centered and models student-centeredness for the College community.

Leadership Qualities

A leader who:

- Is student-centered and guided by student and community needs in his or her decisions;
- Shows proven leadership in supporting, promoting, and fostering diversity;
- Takes a personal interest in students, academic success, involvement in governance, and extracurricular activities;
- Is committed to the continuing development of faculty and promoting academic quality;
- Provides visionary leadership that guides the College in determining future priorities and strategic directions and focuses on the educational needs of the community;
- Creates a collegial environment that supports effective strategic planning efforts and delegates the development of policies, procedures, and systems for the orderly operation of the College;
- Understands the role of the Board of Trustees and is committed to establishing a constructive CEO/Trustee relationship;
- Works to resolve controversial issues and problems in a timely manner utilizing input from all appropriate constituent groups;
- Is future-oriented with an entrepreneurial spirit and supports innovation and reasonable risk-taking by faculty, staff, and administration on behalf of students;
- Is technologically sophisticated and understands the potential of technology within academic and administrative environments; and
- Is able to protect, expend, and leverage the College's fiscal resources by maintaining a prudent financial management system and advocate for state and federal funding.



Community Leadership

- Develop effective partnerships and actively participate with area business, industry, governmental, academic, and community-based organizations that promote the success of the College in workforce and economic development
- Advocate persuasively for the College in the political context of higher education, legislative, government, media, and community-based organizations at the local, state, and federal levels
- Build upon and expand relationships that promote the College as a resource for individual and community development
- Embrace and respect the socioeconomic, academic, cultural and ethnic diversity of the Cerritos College community
- Demonstrable record of generating external funding through fostering partnerships, grant seeking, and working with a foundation

Qualifications

The Board of Trustees of Cerritos College will consider educational background, professional experience, accomplishments, reputation, and character in its search for the President/Superintendent of Cerritos College.

Minimum qualifications include:

- A master's degree from an accredited institution;
- Senior administrative leadership experience in progressively responsible positions; and
- Successful candidates must demonstrate a strong record of achievement that includes administrative experience in educational institutions, business, industry, government, and/or non-profit organizations.

Preferred qualifications include:

- Earned doctorate degree;
- Senior administrative leadership experience in higher education; and/or
- Successful teaching experience.



Compensation & Benefits

Salary for this position is negotiable and based on the experience, credentials, and career history of the selected candidate. Benefits provided by the District include life insurance for the employee and a comprehensive health plan, dental coverage, vision, and an employee assistance program for the employee and dependents. In addition, the District offers a voluntary IRC 125 plan and an IRC 457 deferred compensation plan.

Application Instructions

Individuals interested in this position will state in a brief (five pages or less) letter of application specifically how they would address Cerritos College's challenges and how they meet the personal and professional characteristics, leadership qualities, and community leadership values outlined in this brochure. Applicants will also submit a current resume and the names, business and home telephone numbers of nine references: two supervisors, two subordinates (including one classified or support staff), two faculty members, one student, and two business or community leaders. (Applicants from sectors other than higher education will submit comparable references.) **References will not be contacted without the applicant's permission.** Candidates will be required to sign a release form to authorize reference checks. Employment history, degrees obtained and other certifications/accomplishments will also be verified.

Nominations and applications will continue to be accepted until the position is filled. However, since the applications will be reviewed beginning on **March 31, 2009**, submissions are encouraged prior to that time.

Interested candidates will submit their application material to Ralph Andersen & Associates via email to apply@ralphandersen.com or FAX to (916) 630-4911. **Electronic submittals are strongly encouraged.** Submittals not containing all of the required documentation will be deemed incomplete. Due to the high level of importance placed on candidates' presentation of qualifications and submittal, Ralph Andersen & Associates is under no obligation to assess, comment or inform individuals as to the completeness of submittals.

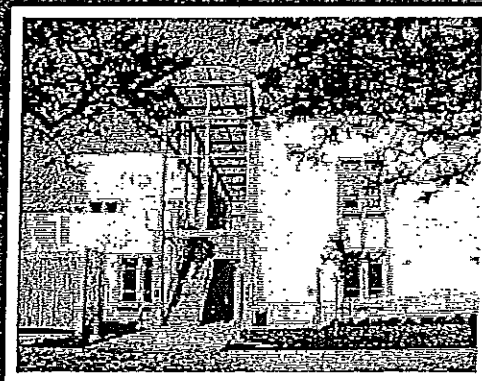
The College Presidential Search Committee will determine the most highly qualified candidates to be invited for initial interviews. The Search Committee will conduct the initial interviews and the finalists will be interviewed by the Board of Trustees. The expected starting date will be negotiated between the Board of Trustees and the selected candidate with a possible start date of August 1, 2009.

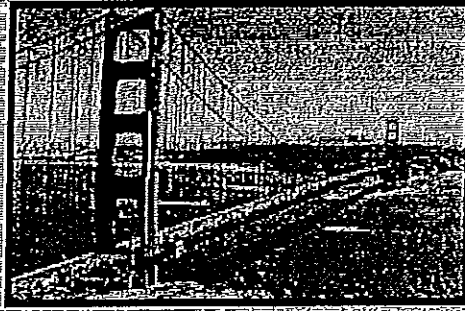
Should you have any questions regarding this position or the recruitment process, please call Ralph Andersen & Associates representatives Stan Arterbery at (707) 567-4402 or Heather Renschler at (916) 630-4900. Confidential inquiries are welcomed.

For more information about Cerritos College, visit their website, www.cerritos.edu. An electronic version of this brochure can be found under the Career Opportunities tab on Ralph Andersen & Associates website, www.ralphandersen.com, or under the Management section of the Employment Opportunities page on the Cerritos College Human Resources website, www.cerritos.edu/hr.

Cerritos College is committed to equal opportunity/equal access in all its employment, programs, and services. It is dedicated to a policy of nondiscrimination and, as such, is an equal opportunity employer.

www.cerritos.edu





COLLEGE OF
MARIN

invites interest in the position of

Superintendent / President



Outstanding Career Opportunity

College of Marin is a premier community college in California with a stellar reputation for transfer education, career preparation, lifelong learning, and cultural enrichment. In addition, College of Marin is a leading community college in the area of emerging sustainability and partnership initiatives, with an award-winning organic farm, solar installation programs, and a groundbreaking simulated hospital laboratory.

The Board is seeking a visionary leader to sustain and improve the quality of education being provided by the College's outstanding faculty, committed staff, and strong management team.

Eva Long, Ph.D. Board President's Message

On behalf of the Board of Trustees, you are invited as a prospective candidate to consider this wonderful leadership opportunity to join our team in advancing College of Marin's mission of providing quality higher education for all students. We are seeking a visionary Superintendent/President (Chief Executive Officer) to join our college education community team, and continue our 84-year tradition of education excellence in Marin County. We are seeking a leader who will take the College to the next level of excellence where priorities will always be Students First! We encourage you to consider College of Marin as your next professional destination. If you are looking for an ideal setting to live and work, College of Marin is the place for you. It is nestled in one of the greatest communities in the country. The successful applicant will be joining a talented team of professionals dedicated to making a positive difference in the lives and added value of students and to the larger community that views College of Marin as a great community asset.

It is our hope that you will seriously consider being part of our team and making a positive difference in the lives of our students.

College of Marin

College of Marin has been the community's major center for higher learning for 84 years. It plays a vital role as an educational, economic, social, and cultural resource for the entire community.

The College's Kentfield campus is located in a beautiful natural setting among redwoods and is seen by students as an ideal location, just across the Golden Gate Bridge from San Francisco, and within close proximity to Point Reyes National Seashore, Mt. Tamalpais, and Golden Gate National Recreation Area.

The Indian Valley Campus is located on a spectacular 333-acre oak-studded site in Novato.

The College is governed by an elected Board of seven Marin County residents and a student representative. The District employs approximately 108 full-time faculty, 343 part-time faculty and 125 support staff employees. The operating budget is approximately \$58 million. The District is also in the midst of implementing a \$250 million construction facility bond passed by the County of Marin voters in 2004. As a "basic aid" institution, College of Marin is funded predominately by local property taxes, with additional funding from student fees, and categorical funds obtained from federal, state, and private sources. The College maintains prudent financial management practices, including a reasonable reserve fund for contingencies.

College of Marin enrolls over 9,700 students in its credit and noncredit programs each semester, with nearly 2,000 students participating in a number of lively community education offerings each semester on the Kentfield and Indian Valley campuses. Each semester, the credit program provides approximately 800 classes at Kentfield, 170 classes at Indian Valley, and nearly 50 non-credit classes. More than 400 short-term workshops, seminars, and classes are offered through the Community Education and Lifelong Learning Department, covering a diverse range of subjects in self-enrichment and professional growth.

Many students transfer to the University of California and California State University campuses or complete their education at other prestigious four-year universities.

The College offers more than 45 degree programs leading to an A.A. or A.S. degree, forty-one career and technical program Certificates of Achievement and Skill Certificates are offered.

Education and Experience

The College of Marin Board of Trustees will consider educational background, professional experience, accomplishments, reputation, and characteristics in its search for the Superintendent/President of College of Marin.

Minimum Qualifications:

- A Master's degree from an accredited institution;
- Senior administrative-level experience in a reasonably related executive position (e.g., education, business industry, government, non-profit, etc.); and



2. Demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, gender, disability, and ethnic/racial backgrounds of community college students.

Preferred Qualifications:

- At least five (5) years of responsibility in managing major segments of an educational institution, including instruction and/or student services.
- Equivalent to an earned doctorate from an accredited institution.
- Experience as a faculty member or student services officer in a community college or other sectors of higher education.
- Demonstrated technology leadership of campus-wide innovation and improvements for operations and instruction.
- Demonstrated leadership success with accreditation standards, limited budgets, and institutional growth.
- Effective fundraising skills and fiscal oversight experience.
- Demonstrated history of innovation and visionary planning.
- High professional standards and a personal code of ethics characterized by honesty, integrity, open communication, and fairness.
- Experience and understanding of facility planning, construction, and modernization.
- Successful experience with participatory governance.
- Commitment to student-centered learning in a climate that embraces diversity and
- A positive outlook with effective critical thinking, problem-solving, and strong team-building skills.

Expected Personal Characteristics

The successful candidate will be an educational leader who:

1. Values teaching and learning as the College's primary purpose.
2. Communicates openly and effectively with faculty, staff, students, and the community.
3. Works cooperatively to strengthen relationships within the College and the community to continually maintain and develop a cross-culture of trust.
4. Recognizes and supports the value of diversity.
5. Advocates for the best interests of the College persuasively and through an active and visible community presence, inspires support for the College.

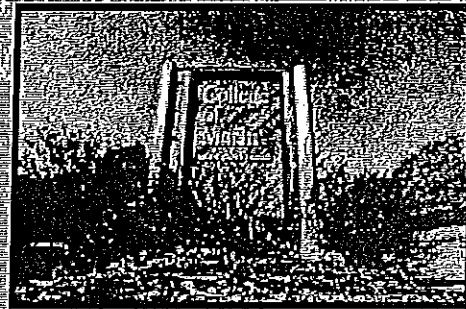
6. Demonstrates an ability to bring people together to build consensus.
7. Inspires and motivates faculty, staff, and administrators.
8. Exhibits honesty, integrity, flexibility, a sense of humor, and decisiveness.
9. Cultivates the support of the College by the County's political, civic, and business establishments.

The successful candidate will be a manager who:

1. Demonstrates an ability to work effectively with elected Board Members in their roles as policymakers, spokespersons, and representatives of the community.
2. Establishes high standards of performance, delegates when appropriate, and requires accountability from all segments of the organization.
3. Demonstrates high ethical standards and resolves conflict in an honest and fair-minded way.
4. Understands, respects, and acknowledges the importance of collective bargaining agreements and the participatory governance processes.
5. Solicits community input and works collaboratively with local constituent groups and agencies, including the College of Marin Foundation and local towns/cities.
6. Shapes institutional change effectively.
7. Communicates effectively with both external and internal audiences, including sharing unpopular messages when necessary.
8. Brings successful experience in planning, organizational development, fundraising, and resource development.
9. Attends to the day-to-day operations of the organization, using appropriate processes, and working collaboratively with individuals and groups.
10. Exhibits strength and sensitivity in decision-making, takes charge, and moves forward to implement decisions in a timely manner.
11. Understands and promotes the appropriate use of educational and administrative technology.
12. Works to develop strong lines of communication and collaboration with the K-12 schools in the community.
13. Demonstrates the ability to work with the college community to develop the annual budget.

Challenges and Opportunities

1. Maintain and build upon existing quality educational programs for all residents of Marin County.



2. Continue the implementation of the Program Review, Educational Master Plan, Strategic Plan, and Integrated Planning and Resource Allocation Process.
3. Maintain the College's accreditation status.
4. Involve faculty, staff, and the community in effective and timely decision-making.
5. Continue to grow, monitor, and sustain successful partnerships with the College and community.
6. Increase student enrollment and retention through creative programs and services.
7. Promote the College as a community center through programs and services attuned to the needs of the community.
8. Seek creative ways to improve revenue.
9. Build a strong reputation and image of the College with communities in Marin and neighboring counties.
10. Increase the accessibility and attractiveness of the campuses.
11. Inspire confidence and trust, on and off campus, through professional leadership while addressing issues effectively.
12. Continue and enhance the College's transfer program pathways, career/technical training, and cultural enrichment opportunities.
13. Recruit faculty and staff to a beautiful but expensive area.

Compensation

Salary, length of contract, and other terms and conditions of employment will be negotiated and will be competitive with those of similar districts in California.

Application Procedures

Individuals interested in this position will state in a brief (five pages or less) letter of application specifically why they are interested in the position, how they will meet the desired characteristics, and how they will address the challenges and opportunities outlined in this brochure. Applicants will submit college transcripts (unofficial transcripts will be accepted at the time of application)

a current resume, and the names of nine references (including business and home telephone numbers), two supervisors, two subordinates (including one classified or support staff), two faculty members, one student, and two business or community leaders. (Applicants from sectors other than education will submit comparable references.) **References will not be contacted without the applicant's permission.** Candidates will be required to sign a release form to authorize reference checking. Employment history, degrees obtained, and other certifications/accomplishments will also be verified.

Nominations and application letters will continue to be accepted until the position is filled. However, since the application letters will be reviewed beginning on May 28, 2010, submissions are encouraged prior to that time.

Interested candidates will submit their application materials to Ralph Andersen & Associates via email to apply@ralphandersen.com or fax to (916) 630-4911. **Electronic submittals are strongly encouraged.** Submittals not containing all of the required documentation will be deemed incomplete. Due to the high level of importance placed on candidates' presentation of qualifications and submittal, Ralph Andersen & Associates is under no obligation to assess, comment, or inform individuals as to the completeness of submittals.

The College Presidential Search Committee will determine the most highly qualified candidates to be invited for initial interviews. The Search Committee will conduct initial interviews and the finalists will be interviewed by the Board of Trustees. The expected starting date will be negotiated by the Board of Trustees with the selected candidate with a possible start date of July 1, 2010.

Should you have any questions regarding this position or the recruitment process, please call Ralph Andersen & Associates' representatives, Stan Anterberry at (707) 567-4402 or Heather Renschler at (916) 630-4900. Confidential inquiries are welcomed.

For more information about College of Marin, visit www.MARIN.edu. An electronic version of this brochure can be found under the Career Opportunities tab on Ralph Andersen & Associates' website, www.ralphandersen.com, or on the College of Marin website, [*College of Marin is committed to equal opportunity/equal access in all its employment, programs, and services. It is dedicated to a policy of nondiscrimination and, as such, is an equal opportunity employer.*](http://www.MARIN.edu.</p></div><div data-bbox=)

COLLEGE OF
MARIN

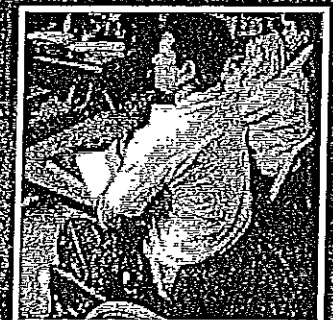
SIERRA COLLEGE

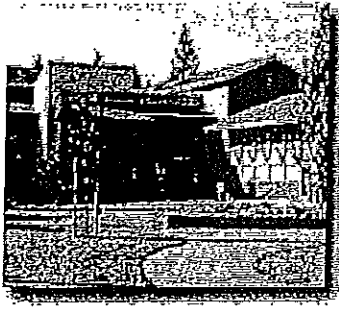
Dream. Learn. Do.

The Trustees of the Sierra Community College District
invite Applications and Nominations for

PRESIDENT OF SIERRA COLLEGE

SUPERINTENDENT OF THE SIERRA COMMUNITY COLLEGE DISTRICT





Sierra College & the Sierra Community College District

The main campus of Sierra College, in Rocklin, California, is located in the foothills of the beautiful Sierra Nevada Mountains, one half-hour from the State Capitol and 100 miles east of San Francisco. In addition to the 300 acre Rocklin Campus, the District has a 115 acre Nevada County Campus in Grass Valley, a Tahoe-Truckee Campus center and a Campus center in Roseville. The Sierra Community College District, a district that covers over 3,200 square miles – an area larger than the state of Delaware – serves Placer, Nevada and parts of El Dorado and Sacramento counties.

The College was officially founded in 1936 and is fully accredited by the Western Association of Schools and Colleges. It is governed by a Board of seven trustees who are elected District-wide and a student trustee. The stakeholders within the District – Trustees, Faculty, Students, Management and Classified Staff – are committed to the principle of shared governance for ensuring broad and deep participation in all decisions critical to the College and District. Sierra College has enjoyed and benefited from extraordinarily stable senior leadership; only five individuals have held the post of President in the last 50 years.

The emphasis at Sierra College is on student learning and high quality teaching. Approximately 125 degree and certificate programs are offered in a wide variety of configurations; taught by 950 full- and part-time faculty members. Faculty typically has the minimum of a Master's degree in their field and enhance their teaching with research, authorship and industry expertise.

Sierra College prepares many graduates to transfer to top quality public and private institutions to complete their final two years of undergraduate work, including guaranteed transfer for students meeting academic requirements. Graduates with two-year degrees pursue careers in businesses and industries throughout the region. Sierra College graduates receive high praise from these institutions and employers.

As a contributing member of a dynamic and growing community, Sierra College is the principal source for lifelong learning in the region, including its Community Education program and Osher Lifelong Learning Institute. The College's economic development programs improve and support a highly skilled workforce, contributing to the economic growth of the region.

The Rocklin, Roseville and Auburn areas offer excellent living, reasonable housing and very good schools. The climate is warm in the summer and pleasant in the winter. There are many golf courses, river systems and lakes within a 30-mile radius of the Rocklin Campus. In just one hour by car, one can be in the beautiful Lake Tahoe region that offers miles of trails and lakes for skiing, hiking, horseback riding and boating.

Sierra College is dedicated to meeting the demands of a larger and more diverse population moving to the District. It is evolving to meet the changing career options and opportunities developing in our service oriented, information and knowledge based world. Sierra College Trustees, faculty, management and staff are committed to providing students with opportunities to succeed. If you are prepared and ready to accept the leadership challenge of Sierra College and the Sierra Community College District, we encourage you to apply.

Message from the Board President

On behalf of the Board of Trustees, you are invited as a prospective candidate to consider this wonderful opportunity for an exceptional leader to join our team in advancing Sierra College's mission: to provide a high quality education that equips our students to become productive and fulfilled citizens.

In our 75 year history, Sierra College has only had five leaders, and we are seeking a visionary to join us as our sixth President and CEO. Located minutes east of Sacramento in the Sierra Foothills, we have a long tradition of educational excellence in Placer, Nevada and parts of El Dorado and Sacramento counties.

We are seeking just the right kind of leader to take Sierra College to the next level of excellence for our students. We invite you to consider us as your next professional destination. After all, if you're looking for the ideal place to live and work, there may well be no better choice anywhere in the United States that offers the quality of life, recreational venues and exciting opportunities that we do.

Our community loves and values Sierra College, and its next leader will be stepping onto a stage with a very bright spotlight. Working with our

talented faculty and staff, that leader will have the opportunity – and responsibility – to build a brighter future for our students, our workforce, our job-creating businesses and our economy.

If you relish the challenge of taking a successful institution to the next level, this is the place for you. We hope you'll apply.

Aaron Klein, Board President

Responsibilities of the Position

The Trustees seek an experienced leader to serve as chief executive officer of this growing District. The Superintendent/President (President) will lead an institution with a current fiscal year operating budget of \$91 million. Sierra College is deeply committed to shared governance and the Trustees will look to the President to further integrate the ideals of the collaborative decision making process into the fabric of the College.

www.sierra

Sierra College Facts

- » \$91 Million Budget
- » Consistent 8% or Greater Reserve
- » 22,000 Credit Student Headcount (semester-based)
- » 15,500 annualized Full-Time Equivalent Students (FTES)
- » 11,000 Fee-based Community Education Headcount
- » 5,000 OLLI annual enrollments
- » 213 Full-time faculty
- » 799 Part-time faculty
- » 281 Permanent classified and management staff



Sierra College is growing in both enrollment and facilities. The President will lead efforts to acquire funds from the public and, through the Sierra College Foundation, the private sectors for additional capital requirements for construction, program support and endowments.

Recognizing that student learning is the critical measurement for the College's success, the new President will provide leadership to increase diversity among faculty, staff and students and encourage innovation. Additionally, the President will maintain mutually supportive working relationships between the District and the communities it serves.

Presidential Duties

The President will represent the District in a variety of public and private forums at the local, regional, state and national levels. The duties of the next President will include:

- » Develop and recommend for Board action academic programs and services that further the mission and goals of the District;
- » Provide vision and planning to guide all aspects of the District's future direction;
- » Lead the development of high performance teams to implement approved District plans;
- » Oversee the day-to-day operations of the District and its campuses and centers;
- » Work with the Sierra College Foundation's Executive Director to lead private-sector fundraising;
- » Ensure continued fiscal stability;
- » Represent the College to a variety of internal and external audiences; and
- » Oversee the District's facility planning, financing and construction.

Candidate Profile

Applications and nominations are invited for outstanding candidates to fill the position of Superintendent/President of Sierra College. The Superintendent/President is the chief executive officer of the District/College and reports to a seven-member Board of Trustees elected by the district residents and an eighth member who is elected by the College's student body.

The presidency of Sierra College offers an attractive career opportunity to guide a dynamic college that is one of the premier community colleges in the nation. The Board is seeking a visionary leader to sustain and improve the quality of education being provided by the College's outstanding faculty, committed staff and strong management team. The Candidate's record will demonstrate a commitment to excellence and a history of achievement that includes:

Personal & Professional Characteristics

A leader who is:

- » Highly ethical, honest, committed to civil discourse and a very trustworthy individual;

- » An administrator with exceptional interpersonal and communication skills;
- » Open, accessible, approachable, courteous, likeable and willing to seek input from the different segments of the College community and actively value their input;
- » Willing to take reasonable risks to improve the College, and is not afraid to fail and learn from mistakes;
- » A well-developed sense of humor and the ability to professionally handle and tolerate criticism;
- » Open-minded, flexible, inclusive, adept at building consensus and embraces the College culture and its strong commitment to shared governance;
- » Student-centered, models student-centeredness for the College community, desires to seek and maintain a close relationship with the student-body and communicate regularly with students;
- » A commitment, sensitivity to and appreciation for all forms of diversity; and
- » Possesses a genuine passion for what community colleges represent.

Leadership Qualities

A leader who:

- » Has successful experience creating and building innovative academic programs that promote successful student learning and student outcomes;
- » Strengthens ties and increase partnerships with k-12 and higher education institutions to facilitate and improve college readiness of entering students and establish Sierra College as a national leader in addressing student needs;
- » Understands the role of the Board of Trustees as policymakers, and knows how to leverage the Board effectively on behalf of the College and maintain positive and constructive CEO/Trustee relationships;
- » Is a confident and inspired leader who will be visibly involved in the life of the institution; build trust and engage with all aspects of the College;
- » Is an advocate for shared governance who promotes collegiality, staff cohesiveness, staff collaboration and has the ability to make timely decisions after full consultation;
- » Takes a personal interest in students, academic success, involvement in governance and extracurricular activities;
- » Provides strategic leadership in fiscal planning to balance the competing needs for resources throughout the District, and in sustainability both operationally and programmatically;
- » Is future-oriented, demonstrates an entrepreneurial spirit and supports innovation, thinking out of the box and reasonable risk-taking by faculty, staff and administrators on behalf of the College and students;
- » Works with faculty to articulate a vision for the College that identifies emerging trends, leads the way to new models for educational delivery, and embraces strategic and integrated planning and effective use of evidence for decision making; and
- » Shows proven leadership in supporting, promoting and fostering diversity.

Community Leadership

- » Establish a presence in the community that engages businesses, elected officials and community organizations as partners and advocates of the College;
- » Advocate persuasively for the College in the political context of higher education, legislative, government, media, community based organizations at the local, state, national and federal levels;
- » Recognize and respect the socioeconomic, academic, cultural and ethnic diversity of the communities served by the District; and
- » Demonstrated record of generating significant external funding through fostering partnerships, grant seeking and working with a foundation.

The Qualifications

The Sierra College Board of Trustees will consider educational background, professional experience, accomplishments, reputation and characteristics in its search for the Superintendent/President of Sierra College.

Minimum Qualifications:

- » A Master's degree from an accredited institution;
- » Senior administrative-level experience in a progressively responsible position;
- » Successful candidate must demonstrate a strong record of achievement that includes administrative experience in educational institutions, business, industry, government and/or non-profit organizations; and
- » Demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, gender, disability and ethnic/racial backgrounds of community college students.

Preferred Qualifications:

- » Earned Doctorate degree;
- » Senior administrative leadership experience in higher education;
- » Teaching/counseling experience in higher education; and
- » A clear understanding of the role of faculty, staff and students in participatory governance and the use of Interest Based Bargaining within an unionized work environment.

Compensation

In an effort to recruit the most qualified candidate, the Trustees are prepared to offer a highly competitive compensation package to the selected candidate.

The salary for the President will depend upon qualifications and salary history. In addition, the Sierra Community College District offers an excellent benefit package including the CalPERS and CalSTRS Retirement programs. Details of the Sierra Community College District's comprehensive benefit plan are located at www.ralphandersen.com (see Career Opportunities – President Sierra College).

To Be Considered

This is a confidential process and will be handled accordingly throughout its various stages. Candidates are asked to respect the confidential nature of the search. Applications will be accepted through Friday, March 11, 2011. Candidates are strongly encouraged to submit early in the process. Applications will be accepted until the position is filled.

Applications must include:

1. **Cover letter:** Individuals interested in this position will state in a brief (five pages or less) letter of application specifically why they are interested in the position, how they meet the minimum or preferred

qualifications, and how they meet the Candidates Profile: personal and professional characteristics, leadership qualities and community leadership as outlined in this brochure.

2. **Resume:** Applicants will also submit a current resume of professional experience, accomplishments, educational background and other pertinent information.

3. **References:** The names; and business and home telephone numbers of nine references: two supervisors, two subordinates (including one classified or support staff), two faculty members, one student and two business or community leaders. (Applicants from sectors other than higher education will submit comparable references.) References will not be contacted without the applicant's permission. Candidates will be required to sign a release form to authorize reference checks. Employment history, degrees obtained and other certifications/accomplishments will also be verified.

4. **Salary history.**

Interested candidates may apply as follows:

Via E-Mail
apply@ralphandersen.com

Via U.S. Mail
Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765

An electronic version of all submittals is strongly encouraged. Submittals not containing all of the required documentation will be deemed incomplete. Due to the high level of importance placed on candidates' presentation of qualifications and submittal, Ralph Andersen & Associates is under no obligation to assess, comment or inform individuals as to the completeness of submittals. Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Review of qualified individuals by the Sierra College Search Committee will begin in early March 2011 with only the most highly qualified candidates invited to continue on in the selection process.

The Search Committee is expected to interview the semi-final candidates the week of April 11-15, 2011 and the finalists will be interviewed by the Trustees on April 26, 2011. It is expected the President will join the District on July 1, 2011. References will not be contacted until mutual interest has been established. Candidates will be required to sign a release form to authorize preliminary reference calls and verifications to be conducted. Employment history, degrees obtained and other certifications/accomplishments will also be verified.

Should you have any questions regarding this position or the recruitment process, please call Mr. Stan Arterberry or Ms. Heather Renschler at (916) 630-4900. Confidential inquiries are welcomed.

Equal Opportunity Employment Policy

The Sierra Community College District is committed to the philosophy of equal opportunity/equal access in all its employment, educational programs and services. We are firmly committed to a policy of nondiscrimination on the basis of race, color, national origin, ancestry, religion, creed, sex, pregnancy, age, disability, marital status, medical condition, sexual orientation, or veteran status in our employment or educational programs and activities.

11. RPA, INC.

Kate Nolde

El Camino College

Proposal for the
Identification, Recruitment, and Placement
of the

Superintendent/President

December 19, 2012

Submitted by



2895 South Reach Road

Williamsport, PA 17701

www.rpainc.org

800.992.9277

Proposal completed and submitted by:

Kate Nolde

Kate Nolde
Associate Vice President
570-321-6111 / email@rpainc.org



1. Qualifications and Search Process

A complete client list can be found in the Appendix in Section 6.

Presidential/Chief Executive Officer Searches

<u>Institution</u>	<u>Position</u>	<u>Date</u>
American Association of Community Colleges	President	2010
Anoka-Ramsey Community College/Anoka Technical College	President	Present
Averett University	President	2008
Catawba College	President	2008
Colgate Rochester Crozer Divinity School	President	2005
Consortium for Graduate Studies of Management	Executive Director	2003
Council for America's First Freedom	Chief Executive Officer	2006
Delaware Valley College	President	2007
Food for the Hungry	President	2000
Hartwick College	President	2003
Heritage University	President	2009
Kansas Wesleyan University	President	2009
Kendall College of Art and Design	President	2012
Keystone College	President	Present
Lackawanna College	President	2012
Mars Hill College	President	2003
Maryville University of St. Louis	President	2005
North Carolina Wesleyan College	President	2009
Northeast-10 Athletic Conference	Commissioner	2008
Northern Virginia Community College	Provost, Alexandria Campus	2009
Northern Virginia Community College	Provost, Loudoun Campus	2010
Northern Virginia Community College	Provost, Manassas Campus	2012
Pfeiffer University	President	2010
Rivers Institute	Executive Director	2005
Rochester Community and Technical College	President	Present
Spalding University	President	2010
SUNY Empire State College	President	Present
Tennessee Wesleyan College	President	2011
University of Wisconsin-Stevens Point	Chancellor	2010

Search Process

For the identification, cultivation, and recruitment of candidates, RPA Inc. will:

- Orient the search committee and governing body to the search process and the requirements of confidentiality, and discuss a comprehensive plan for a successful recruitment process.
- Assist in the development and presentation of the charge to the committee.
- Perform a two-day on-site recruitment analysis to develop a profile for the ideal and successful candidate.
- Conduct information exchange sessions during the two-day recruitment analysis with key institutional constituents such as faculty, staff, students, alumni, supporters, and others.
- Develop, in consultation with the committee, a position description and an institutional profile.
- Provide a firm, written timetable outlining the search process.
- Design, prepare, suggest, and place national and regional advertisements.
- Cultivate and secure candidates, nominations, and networking referrals through direct contact by phone or email with hundreds of carefully selected experts.
- Target potential candidates from RPA Inc.'s extensive roster of professional contacts throughout the United States, and

- prepare and mail a personalized recruitment letter announcing the search to these professionals.
- Promote the opportunity via the Internet to higher education and nonprofit professionals.
- Review, evaluate, and acknowledge all letters of application and resumes.
- Assist the search committee in defining desirable candidate characteristics.
- Conduct a multi-tiered evaluation process to identify superior candidates.
- Suggest uniform evaluation procedures for committee use in ranking candidates.
- Post all candidates' resumes on a password protected website for your review.
- Provide consultation as the committee narrows the candidate pool to approximately six semifinalists.
- Provide two days of out-of-office consulting to interview semifinal candidates.
- Conduct reference work and independent background investigation on semifinalists.
- Provide consultation to debrief the committee on the outcome of interviews and reference work, and consult with the committee as the semifinalist candidates are reviewed and the pool is narrowed to finalist candidates.
- Assist in planning neutral-site interviews between the search committee and the finalist candidates.
- Provide two days of out of office consulting to participate in finalist neutral-site interviews.
- Continue reference work on candidates selected for on-site visits.
- Assist in planning on-site interviews of select candidates.
- Debrief the committee and each finalist after the on-site visits.
- Provide consultation as finalists are reviewed and a decision is made to extend an offer to a chosen candidate.
- Complete final reference work and background investigation.
- Serve as facilitator during job and salary negotiations.
- Notify all candidates of the successful outcome of the search and thank them for their participation.
- Thank those who submitted nominations, provided references, or networked throughout the search process.
- Assist in the public announcement of the winning candidate.
- Provide transitional consulting as needed.

Distinctiveness

Unlike many firms performing similar services, RPA Inc. tailors its services to the needs of the client institution.

- RPA Inc. utilizes state-of-the-art technology to make its process efficient and effective, putting resources into engaging expertise and technical proficiency rather than into high-cost real estate. The decentralized nature of its organization allows RPA Inc. to provide multiple clients with extremely intensive services, leading those for whom we work to state, "I felt like I was your only client."
- Each search begins with an on-site assessment during which a team of consultants gathers information and researches the institution to identify the qualities and characteristics new leadership must possess.
- RPA Inc. advises its client in how to include institutional constituencies and inform them as the recruitment process goes forward to assure confidentiality of both candidates and institution.
- A recruitment plan that includes a firm, written search schedule; development of advertising, recruitment materials, candidate evaluation instruments; and other tailored tools and procedures are created based on the information gathered during the assessment.
- A full, nationwide outreach is performed for every position, and contact with an average of 2,000 professionals is made to elicit nominations and candidacies. Rather than just searching a Rolodex for individuals known to be job hunting, RPA Inc. zealously pursues qualified professionals who are happy in their current employment and advocates with them on behalf of the client institution.
- RPA Inc. facilitates a candidate screening process that puts all decision-making authority in the client's hands, but also provides advisement that enriches the institution's understanding of the gifts and qualities each candidate brings to the table and ensures that all candidates are demonstrably evaluated in an objective manner. This process assures all institutional constituencies that the final choice of the governing body was not influenced by factors other than the needs of the organization.
- RPA Inc. is highly responsive to the evolving needs of its client. Because consultants are limited as to how many projects they work on at a given time, one client's needs do not supersede another's. Furthermore, the assignment of a single internal coordinator as liaison for each search ensures that response to any client inquiry regarding logistics or search progress is made as soon as possible.
- An RPA Inc. service does not end until your choice candidate has been on the job and fully integrated into your institutional culture. We will continue to consult with you, if necessary, three times during the first year, to ensure the success of your new leader.

2. Search Fees and Coordination with El Camino College

RPA Inc. is a retained search firm whose recruitment fees are calculated at one-third the starting salary of the winning candidate, including any signing bonus, but not less than \$62,500. The fee for the search includes: consulting time (including the on-site position assessment, up to two days of face-to-face semifinal candidate qualifying interviews, and three telephone conference calls), printing, postage, materials, telephone, word processing, database support, faxing costs, and one background check on the top candidate. Not included in the fee are costs for travel, print and electronic advertisements, express delivery, and vendor-assisted telephone conference calls. These costs are billed separately at actual costs. Your institution will be asked to approve any extended travel or unusual expenses in advance.

Please note that RPA Inc. does not charge any additional percentage-based or fixed administrative fee.

Should you determine that additional recruitment consulting services would be helpful, our consultants are available at the following per diem rates:

Consulting day by an RPA Inc. Senior Consultant \$2,500 to \$3,500

Invoices will be submitted based on the minimum fee and billed as follows:

- 33% of the base fee will be billed upon completion of the on-site position assessment.
- 33% of the base fee will be billed after canvassing letters are sent and advertisements are placed.
- 34% of the base fee will be billed after semifinal candidates are interviewed.
- A final adjusted bill will be made after the successful closure of the search to reflect any fee differential relative to the starting salary.

Responsibilities of El Camino College

RPA Inc. will request the College fill out a series of informational instruments that elicit details relating to the organization and to the specific position. Information sought is of a general nature not usually requiring any level of confidentiality. Such items as current organizational chart, budget, job description, and benefits package will be requested. The College will be requested to identify both a single individual to serve as the liaison with the search committee and an individual to provide administrative support to schedule conferences as well as receive and distribute non-confidential information. In the development of a presidential précis or profile, RPA Inc. may request specific detailed information as well as images, photos, and logos of the institution. When semifinalists are selected, RPA Inc. will request the College forward to each candidate promotional materials, general information, catalogues, or other material to further acquaint them with the institution and geographic area. The College may be requested, depending on the methodology used to confidentially distribute candidate materials during the search process, to set aside an area for secure storage of candidate materials and name an individual to assume responsibility for management and distribution.

Working with a Search Committee

Most searches conducted by RPA Inc. involve coordination with a search committee. One of the best ways to ensure a successful outcome to your search is to guarantee that the search committee has had full ownership of the process from start to finish. RPA Inc. approaches our relationship with a committee as a partnership. We facilitate, rather than control, each step of the search process. We make sure the committee knows they are the ones making the decisions based on our findings and observations. Our partnership with the committee is based on trust, so we like to begin our work with the committee members as early in the process as possible. We learn from our client what the charge to the committee will be, we orient the committee to our process so they fully understand each step, and then we learn what the committee is seeking in a new team member. We supply the committee with sample forms to use at various points throughout the search, including a confidentiality statement that each member will sign as a commitment to each other and the institution. By having the committee members sign this form, we are able to alert potential candidates that are concerned about confidentiality that each member has made this commitment. This allows us to recruit candidates who may not be in active job search mode and affords us an opportunity to build a stronger candidate pool. Other sample forms include evaluation instruments and interview questions. We believe we are most valuable to the search committee and the process if we learn and pass along as much information as possible about the most qualified candidates (including background and experience, salary information, etc.) so that, in the end, the committee can make an informed decision. Through years of experience and feedback from former search committee chairs, we have enhanced a process that results in positive and successful outcomes.

3. Search Staffing

Primary Consultant and Contact

Richard Allen, RPA Inc. Founder, President and Principal, has an exceptional record with nearly 25 years of accomplishment in the field of executive recruitment. The unique insight and thoughtful appraisal he provides allows the matching of candidates' qualifications and personal characteristics with your needs, values, and mission. He enjoys a well-established reputation as a consultant with presidents, officers, trustees, administrators, and faculty of a large number of higher education institutions and nonprofit organizations across the country. Prior to founding RPA Inc. in 1988, Richard enjoyed a successful career in higher education administration, serving as the Vice President for College Relations at Gettysburg and Franklin & Marshall Colleges. Amongst his many accomplishments in those roles, Richard built a staff and provided leadership to a program at Gettysburg College that grew from \$900,000 a year to over a million per month, and worked to raise \$15 million in his first ten months while reducing the budget by 30% at Franklin and Marshall. In addition he held senior level positions at Lafayette College and Bucknell University. Richard graduated from Lafayette College with a B.A. in Psychology and completed Harvard University's program in Institutional Educational Management. Richard founded RPA Inc. with the express intent to serve the fundraising, consulting, and recruiting needs of higher education, starting with development searches. Determined to deliver expert assistance to institutions of higher education regardless of size or location, Richard raised RPA Inc. as a national firm utilizing aggressive recruitment techniques and state-of-the-art technology to provide the broadest possible outreach to a diverse and qualified professional community. Having developed and refined a unique search process that models the art of fundraising rather than utilizing a cookie-cutter approach, the RPA Inc. team tailors each search process to meet the needs of the client. By providing unparalleled levels of information, and the highest degree of integrity, hiring decisions are made with maximum confidence and give outstanding results.

Search Team

Once selected as the search firm of choice, RPA Inc. will assign a search team to manage the process. The firm deliberately limits the number of searches assigned to a given consultant and coordinator to assure that each search has adequate attention from its designated team members. The team assigned to your search will work closely with the Search Committee and hiring authority through every stage of the search process. RPA Inc. team members include:

Dawn Schon, Managing Director
Kate Nolde, Associate Vice President
Victoria Ayers, Senior Director for Executive Recruitment
Brandy Collins, Director for Executive Recruitment
Brian Bustin, Senior Recruitment Specialist
Mary Wagner, Senior Recruitment Specialist
Lois Gateley, Information Specialist
Isaac Karaffa, Administrative Office Assistant
Amanda Bohlin, Administrative Office Assistant

Complete biographies for the above-mentioned staff, as well as a full listing of all Senior Consultants, can be found at www.rpainc.org/team.

4. Search Schedule

RPA Inc. will provide a detailed, written schedule for all activities of the search process delineating firm time frames for completion of each action required and indicating the relative responsibilities of all those involved. A typical presidential search normally requires four to five months to complete, but the schedule can be modified to meet your specific needs and preferences. Delivery of RPA Inc. services, once the search schedule has been finalized and mutually agreed upon, will be guaranteed.

5. Availability

RPA Inc. is prepared to begin work on this project immediately.

6. Appendix

References

American Association of Community Colleges

Principal Contact

Dr. John J. "Ski" Sygielski, Former Board Chair and Current President of Harrisburg Area Community College

Bus: 717-221-1300

Email: ski@hacc.edu

Completed the search for a new President of the AACC. In addition, we have assisted Dr. Sygielski and Harrisburg Area Community College with two searches, including a Vice President for Finance and a Provost/Vice President for Academic Affairs.

Lackawanna College

Principal Contact

Dr. Jack Truschel, Search Committee Chair and member of the Board of Trustees

Bus: 570-262-6139

Email: truschelj@lackawanna.edu

Completed the search for a new President.

Monroe Community College

Principal Contact

Dr. Anne Kress, President

Bus: 585-292-2100

Email: akress@monroecc.edu

Completed searches for the Dean of Technical Education, Dean for Science, Health, and Business, Provost/Vice President for Academic Services, and Vice President for Economic Development and Innovative Workforce Services.

Montgomery County Community College

Principal Contact

Dr. Karen Stout, President

Bus: 215-641-6503

Email: kstout@mc3.edu

Completed searches for the Dean for Science, Technology, Engineering, and Mathematics, Dean for Business and Entrepreneurial Initiatives, and Assistant Vice President for Academic Affairs.

Northern Virginia Community College

Principal Contact

Dr. Robert Templin, President

Bus: 703-323-3101

Email: rtemplin@nvcc.edu

Completed searches for Vice President of Financial & Administrative Services; Provost (Chief Campus Officer) for the Alexandria Campus; Provost (Chief Campus Officer) for the Loudoun Campus; Dean for Natural Sciences for the Woodbridge Campus; Dean for Science, Technology, and Business at the Alexandria Campus; Dean for Language Arts and Literature at the Annandale Campus; Vice President for Finance; Director of Human Resources at the Annandale Campus; Vice President for Administrative Services; Dean for Communications and Human Studies at the Loudoun Campus; Provost (Chief Campus Officer) for the Manassas Campus; Dean for Learning and Technology Resources at the Alexandria Campus, Woodbridge Campus, Manassas Campus, and Loudoun Campus; and Executive Vice President for Academic and Student Services. Currently assisting with a search for the Associate Vice President for Workforce Development and Dean for Learning and Technology Resources at the Annandale Campus.