

# **El Camino Community College District**

## **Informal Request for Qualifications (RFQ) for Superintendent/President Search Services**

### **1. Background & Scope**

Established in 1947, El Camino College (ECC) has earned a solid reputation as one of the state's most successful community colleges. The El Camino Community College District is located in the southwestern corner of Los Angeles County, also known as the "South Bay," encompassing eight cities and one unincorporated area of Los Angeles County: El Segundo, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lennox, Manhattan Beach, Redondo Beach, and Torrance. In 2006, a partnership with the Compton Community College District established the El Camino College, Compton Educational Center. For more information, please visit our website: [www.elcamino.edu](http://www.elcamino.edu)

One of 112 public community colleges in California, approximately 25,000 students enroll at ECC and approximately 8,000 enroll at the Compton Educational Center each fall and spring semester. The College has earned a reputation as a premier educational institution providing a pathway for achievement and success for students of all ages and from all walks of life.

The District employs 335 full-time faculty, 585 part-time faculty, 405 classified employees, and 56 administrators/managers. In November 2012, voters approved Measure E, a \$350 million bond measure which initiated the construction and renovation of selected buildings and structures.

After serving twenty years as the Chief Executive Officer, the Superintendent/President of El Camino Community College District will retire on February 1, 2016.

\*\*\*\*\*

El Camino College invites proposals from qualified firms and individuals to provide professional services in the recruitment and selection phases of the search for a new Superintendent/President. It is the College's intent to solicit the most qualified consultant or firm able to provide high-quality, timely services at a reasonable cost.

### **2. Services to be Performed**

- a. Support and assist the Board of Trustees, Human Resource Department, and the Search Committee throughout all phases of the search and selection process.
- b. Assist in developing selection process and calendar.
- c. Support and assist in the development and advertisement of the position announcement, including distribution of position announcement/information to prospective candidates.
- d. Support and assist the Human Resource Department in candidate recruitment beyond the scope of standard district practice. Conduct confidential personal recruitment, as directed.
- e. Work with screening committee and Board of Trustees in defining screening and interviewing procedures and criteria.
- f. Assist in preparation for campus visits, as required.

- g. Assist Human Resources and the search committee with in-depth reference checks of finalist candidates.
- h. Be available for general consultation.
- i. The successful firm shall be required to physically attend a minimum of three (3) Board meetings. The District also requires that the firm's assigned staff member be physically present during the initial interview.
- j. Assist with final selection and contract negotiations with the selected candidate as directed by the Board.

### **3. RFQ Contents**

Please submit a brief (no longer than 5 pages, not including the appendix) proposal of qualifications which includes the following:

- 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.) A brief narrative describing how the services named above will be performed and a listing of tasks expected to be completed by ECC personnel.
- 2. The proposal must include both a "total search cost" AND pricing for selected levels of service – clearly indicating what is commensurate with such service, should the Board of Trustees elect to only have limited tasks performed by your firm.
- 3. Name(s) and pertinent qualifications of person(s) assigned to the ECC project.
- 4. Suggested timeline for a project of this size and scope, with an anticipated starting date of the new Superintendent/President in January, 2016.
- 5. Availability for this project.
- 6. Appendix of professional references familiar with abilities to perform this type of assignment.

### **4. RFQ Preparation**

- a. The RFQ shall be submitted to the Human Resources Department by the deadline below.
- b. The proposal must be signed by an officer of the submitting company.
- c. RFQs may be mailed, hand delivered, emailed, or sent via facsimile. Faxes and emails must be followed by original documents. Please direct questions and send all materials to:

Linda Beam  
Vice President of Human Resources  
El Camino College  
16007 Crenshaw Blvd.  
Torrance, CA 90506  
Telephone: (310) 660-3401  
Fax: (310) 660-3794  
Email: Lbeam@elcamino.edu

## **5. Deadline for Proposal**

The El Camino Community College District will receive proposals **until 3 p.m. (PST) on Monday, March 9, 2015.**

## **6. Rejection of RFQ**

ECC reserves the right to accept or reject any or all proposals. Proposals which fail to comply fully with any provision of the specifications of the RFQ may be considered invalid and rejected.

## **7. Withdrawal of RFQ**

Proposals may be withdrawn at any time prior to the opening.

## **8. Negotiations**

The District reserves the right to negotiate terms and conditions of proposed agreement prior to awarding the contract. The signed agreement must be in place before the commencement of the contract on or about April 14, 2015.

## **9. Selection Process**

Proposals will be evaluated by the Board of Trustees. An interview for the top finalists will be required, currently anticipated to be held the week of March 30, 2015. All interview participants will be notified approximately a week in advance of the scheduled interview time. All costs associated with this contract will be borne by the submitter.

## **10. The Decision**

- a. All decisions of the College will be final.
- b. The choice of the successful provider will be based on the “best interests” of the College.
- c. Applicants whose proposals were not accepted will be notified at the conclusion of the process by mail through the HR department.

## **11. Anticipated Timeline**

The College reserves the right to amend the proposed timeline.

- a. Friday, February 20, 2015 – Notices sent to potential providers.
- b. Monday, March 9, 2015 – Deadline for RFQ submittal. The closing time is 3 p.m. (PST).
- c. Week of March 16, 2015 – Notification to firms selected for an interview.
- d. Week of March 30, 2015 – Board of Trustees Meeting – Board members to interview selected firms’ representatives regarding proposal submissions, specific date to be determined (currently anticipated to be Monday, March 30<sup>th</sup>).
- e. Monday, April 13, 2015 – Board of Trustees approves contract.
- f. Tuesday, April 14, 2015 – Contract begins.

# **ACADEMIC SEARCH**





# ACADEMIC SEARCH

*Identifying leaders for higher education since 1976*



A PROPOSAL FOR

---

El Camino Community College  
District

*Superintendent/Presidential Search*

---

# ACADEMIC SEARCH

Introduction of <i>Academic Search</i> by Jessica S. Kozloff, President .....	3
1. Qualifications for performing executive searches, including experience in CEO searches in community colleges, dates, and institutions served. A brief narrative describing how the services named above will be performed and a listing of tasks expected to be completed by ECC personnel.....	4
2. The proposal must include both a “total search cost” AND pricing for selected levels of service- clearly indicating what is commensurate with such service, should the Board of Trustees elect to only have limited tasks performed by your firm.....	6
3. Name(s) and pertinent qualifications of person(s) assigned to the ECC project.	8
4. Suggested timeline for a project of this size and scope, with an anticipated starting date of the new Superintendent/President in January, 2016.....	9
5. Availability for this project. ....	11
6. Appendix of professional references familiar with abilities to perform this type of assignment.....	11



# ACADEMIC SEARCH

March 4, 2015

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

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 for El Camino Community College District (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 39 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 our firm from other agencies is our commitment to leadership on behalf of our clients, which extends to our dedication to leadership development. *Academic Search* is the for profit subsidiary of the American Academic Leadership Institute (AALI), a non-profit organization that provides leadership development programs for aspiring administrative leaders. Our mission at *Academic Search* is twofold: to practice the highest standards of executive search and to provide funds to supplement the important work done by AALI.

Another distinctive characteristic of *Academic Search* is the number of senior consultants in the 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 match our consultants carefully with 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 Ms. Jacqueline E. Woods, a distinguished individual with over 35 years of higher education experience at both the institutional and association levels. Ms. Woods's experience as Vice Chancellor for External Affairs at the City Colleges of Chicago and 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. Since joining *Academic Search* in 2012, Ms. Woods has successfully facilitated many searches, as you will see in her biography included in

CONFIDENTIAL

the proposal. Among the searches she has recently completed are Clark State Community College (President; Chief Academic Officer), the Ohio Association of Community Colleges (President and Chief Executive Officer), Belmont College (President) and the Higher Learning Commission (President). She is also familiar with El Camino College, having served as an administrator at Long Beach City College, and has previously visited the campus during her time she served as the Liaison for Community Colleges. I am confident Ms. Woods's experience along with *Academic Search's* proven approach will yield a search that produces outstanding candidates from whom to choose your next superintendent/president.

Furthermore, our search process, as outlined on pages 5-6, is customized to address your particular goals. We pride ourselves in our flexibility to meet your needs and requests.

We look forward to working with you in the very important responsibility of finding an outstanding leader as the next superintendent/president for El Camino College.

Sincerely,



Jessica S. Kozloff, Ph.D.  
President

CONFIDENTIAL



**1. Qualifications for performing executive searches, including experience in CEO searches in community colleges, dates, and institutions served. A brief narrative describing how the services named above will be performed and a listing of tasks expected to be completed by ECC personnel.**

*Academic Search* specializes in searches for executive leaders in higher education and offers our clients the collective resources of our firm and experience in facilitating searches since 1976. *Academic Search's* approach to executive search is distinctive; it combines a corporate respect for efficiency with care for thoughtful process and involvement. Our goal is a search that proceeds expeditiously toward an ultimate choice by El Camino College. The aim, then, is not just to select an individual but to launch a successful leader. *Academic Search* is committed to both assisting with the identification and selection of high quality candidates from an inclusive pool and a successful transition of leadership.

*Academic Search* has successfully completed searches for the following community and technical colleges within the last five years:

Institution	Position	First Name	Last Name	Year
Belmont College	President	Paul	Gasparro	2014
Clark State Community College	Vice President of Academic Affairs	Amit	Singh	2014
Ohio Association of Community Colleges	President and CEO	Jack	Hershey	2014
Clark State Community College	President	Jo Alice	Blondin	2013
Cuyahoga Community College	Dean of Creative Arts	Robert	Kleinschmidt	2012
Ivy Tech Community College - Columbus	Vice Chancellor for Academic Affairs	Steven	Combs	2012
Ivy Tech Community College - Fort Wayne	Vice Chancellor for Academic Affairs	Cathy	Maxwell	2012
Lakeland Community College	Executive Vice President and Provost and Dean of Faculty	Margaret	Bartow	2012
Lakeland Community College	Associate Provost for Teaching and Learning Effectiveness	Deborah	Hardy	2012
Lakeland Community College	Associate Provost for Enrollment Management	William	Kraus	2012
Corning Community College	President	Kathy	Douglas	2011
Foothill-De Anza Community College District	Chancellor	Linda	Thor	2010
Ivy Tech Community College - Indianapolis	Chancellor	B. Kaye	Walter	2010

CONFIDENTIAL



Ivy Tech Community College - Northeast	Chancellor	Jerrilee	Mosier	2010
Pasadena City College	Superintendent/President	Rocha	Mark	2010
Suffolk County Community College- Ammerman Campus	President	Shaun	McKay	2010

We understand that by working collaboratively with El Camino College, tailoring the search to the distinctive needs and expectations of the College, we can successfully recruit outstanding candidates from whom to choose your next Superintendent/President. We perform all consulting assignments—including research, administrative, and logistical support—competently, and with an appropriate degree of knowledge, thoroughness, and urgency. Our unique collaborative ethos, extensive networking, and stellar reputation differ from the individual “headhunter” mentality often associated with executive search firms. Our process is built upon years of experience and is comprised of the following six steps:

**1) Organization of the Search:** A key determinant of a successful search is the thoughtful organization of the search process. *Academic Search* works side-by-side with the client to set specific goals and develop operating guidelines to help structure the overall process.

**2) Analysis of Institutional Needs:** Each search begins with an analysis of the institution during which the senior consultant spends extensive time researching the distinctive history, culture, strengths, and challenges of that institution. The senior consultant meets with key stakeholders, including trustees, faculty, students, staff, alumni, and community leaders, listening carefully to their wants and needs. Once the campus visit has taken place, the senior consultant will work quickly to develop an advertising plan, advertisement, and institutional profile for the search to recruit a diverse and qualified pool of applicants. Once drafted, these documents are reviewed by the search committee and any necessary edits are made. In all, the advertisement and profile are typically posted to the firm’s website and with approved print and/or online publications within a couple of weeks of the campus visit.

**3) Recruitment of Strong and Inclusive Candidate Pool:** The third step is to build a candidate pool with the skills, experiences, and academic requirements as defined by the search committee. We cast a wide net to find the very best candidates, locally, nationally, and globally, and activate extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience. Applications are sent directly to *Academic Search* and kept on a secure website, to which only the search committee and the senior consultant have access.

**4) Candidate Evaluation and Selection:** The pace of the search escalates as the committee identifies semifinalists. The senior consultant will evaluate all applications to assist the search committee in narrowing down the applicant pool to those most qualified for first-round interviews, referred to as neutral site interviews (NSI).

CONFIDENTIAL



**5) Interviews and Vetting of Candidates:** Once the semifinalists have been chosen, reference calls are made prior to the NSI. The search committee chair will determine who should conduct the "on-list" references supplied by the applicants: *Academic Search*, search committee members, or a combination of both.

Neutral Site Interviews can be conducted in person, or through videoconferencing, according to the wishes of the search committee. In the event the committee selects a medium such as Skype or GoToMeeting, *Academic Search* staff will provide logistical support. In the event of in-person NSI, the host institution will make hotel arrangements while the *Academic Search* staff schedules the interviews. The senior consultant will be present during these interviews. *Academic Search* can also assist in finalists' interviews, if requested.

Following the first-round interviews and the selection of finalists, the senior consultant will conduct deeper background checks ("off-list" references) on the finalists, as well as degree verifications and other background checks. All arrangements for campus visits by finalists are made by the client, with assistance from *Academic Search*.

**6) Facilitation of the Appointment:** Upon the selection of the finalists, the work of the senior consultant changes to that of a facilitator and advisor, assisting the search committee in developing recommendations to the hiring authority and helping to publicly announce the appointment, as well as assisting with transition activities for the designated appointee.

*\*\*Please see the appendix to the proposal which further explains the tasks expected to be completed by Academic Search, Inc. and El Camino College personnel.*

**2. The proposal must include both a "total search cost" AND pricing for selected levels of service- clearly indicating what is commensurate with such service, should the Board of Trustees elect to only have limited tasks performed by your firm.**

### **Full Search Services**

*Academic Search* will charge a comprehensive fee of \$45,000 to El Camino College. There will be no additional costs beyond reimbursement for consultant travel, advertising, and background checks. We do not "mark-up" or add an administrative surcharge to the expenses. During the pre-search visit, the senior consultants will work with the search committee to review costs and cost savings measures. The framework for expenses are typically reviewed and approved by the search committee. After finalist candidates are chosen, *Academic Search* will conduct degree verifications and use a third-party company for background checks. The cost of this service varies depending on the residency of the finalists but averages \$500.00 to \$1,000.00 per person.

*Academic Search's* fee is payable by three equal installments during the first three months of the search. All consultant travel and related expenses and advertising costs will be billed separately on a monthly basis, as will the cost of degree verifications and background checks at the end of the search.

CONFIDENTIAL



## 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 or a contract is not concluded for other reasons. The second search must be launched within twelve months of when the initial search was deemed unsuccessful. In the event a contract is terminated for cause within the twelve months or the appointee leaves within the first twelve months after first reporting to work, *Academic Search* agrees to conduct a second search without charge, as long as the search commences within twelve months after the position is vacated. In each of the scenarios described above, the only additional charges will be related to candidate or consultant travel, advertising, and background checks.

## Limited Search Services

*Academic Search* would provide El Camino College services in the recruitment of a strong and robust candidate pool, referred to as Limited Search Services. After the College has created the search committee, organized the search process, and drafted the position description and advertisement, *Academic Search* will collaborate with your committee to recruit a pool of candidates, which will include the following:

- Limited analysis of institutional needs: Senior consultant will be available to meet with select key stakeholders via video conferencing or in person, as determined by the College;
- Advice and recommendations on the position profile and advertisements after the initial drafting by the institution;
- Development of national advertising plan and placement of the advertisements;
- Distribution of e-mails to members of the firm's proprietary database of professionals in higher education with information about the position;
- Personalized outreach to a selected pool of potential candidates based on the senior consultant's assessment of the position;
- Management of all potential candidate inquiries, applications, and other materials;
- Creation of secure website to house application materials for search committee members to review;
- Submission of a pool of qualified candidates for search committee consideration.

After the campus committee has identified its semi-finalists, *Academic Search* would provide assistance with formal reference and background checks, including:

- Conduct in-depth "on-list" reference calls for semi-finalists;
- Conduct in-depth "off-list" reference calls for finalists;
- Facilitate the completion of third-party background checks, including a search for criminal and civil court cases at both the federal and county level, motor vehicle records, and bankruptcy records;
- Verify academic credentials.

CONFIDENTIAL

Limited Search Service *does not include*:

- Organization of the search process;
- Analysis of institutional needs;
- Candidate evaluation, management of formal candidate review and client/candidate interviews/campus visits;
- Facilitation of the appointment;
- A guarantee to conduct a second search without fee in the event that the hiring authority is not satisfied with the recommended candidates, that a contract is not concluded, or that a contract is terminated for cause or the appointee leaves within the first year of appointment.

In the case of El Camino College, *Academic Search* will charge \$35,000 for limited search services.

### **3. Name(s) and pertinent qualifications of person(s) assigned to the ECC project.**

The assignment of a senior consultant to each search is carefully considered, assuring El Camino College that we understand the unique circumstances of the College. The senior consultant has overall responsibility for all of the consulting services provided to El Camino College throughout the search. These responsibilities include generating a pool of outstanding candidates, establishing and maintaining close communication with the Search Committee and its Chair, making visits to the campus at significant points in the search, and being one of several primary contacts for all phases of the recruiting effort. As previously mentioned, Ms. Jacqueline E. Woods will serve as senior consultant for the Superintendent/Presidential search for El Camino College.



Office of ACT.

Jacqueline E. Woods is a veteran educator, senior executive, consultant, and project manager with more than three decades of experience in higher education. She previously served as Executive Director for the American Association of University Women. Additionally, 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 and served as a vice president for the Association of Governing Boards, and as director of the Washington

Ms. Woods also received a presidential appointment to the U.S. Department of Education as the director of the Community Colleges Liaison Office with a domestic and international portfolio.

She has held corporate and governing board positions, including 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.

CONFIDENTIAL



She received her B.A. in speech pathology from Michigan State University, an M.Ed. in speech pathology from Wayne State University, and completed an executive management certificate program from Harvard Business School.

Ms. Woods is currently facilitating three searches for California State University, Fullerton, including an associate vice president for business affairs scheduled to close within the next few weeks. She has successfully completed the following senior executive level searches since joining *Academic Search* in 2012 including:

Institution	Position	Year
Arkansas Tech University	President	2014
Clark State Community College	Vice President of Academic Affairs/ CAO	2014
Higher Learning Commission	President	2014
Ohio Association of Community Colleges	President and Chief Executive Officer	2014
Belmont College	President	2014
California State University - Fullerton	Vice President of Human Resources/Diversity and Inclusion	2013
Clark State Community College	President	2013
Galen College of Nursing - Tampa Bay	Dean of Tampa Bay, Florida Campus	2013
Galen College of Nursing - Louisville	Dean of Louisville, Kentucky Campus	2012

A copy of Ms. Woods's resume is included as an appendix to the proposal.

#### 4. Suggested timeline for a project of this size and scope, with an anticipated starting date of the new Superintendent/President in January, 2016.

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 by December, 2015. 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. We:

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

CONFIDENTIAL

### **Analysis of Institutional Needs. End of April/ May, 2015**

*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. We:

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. June- July, 2015**

*Academic Search* activates its extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience. We:

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.** The evaluation and selection of finalist candidates involves a multi-step process of document review and interviews to narrow the focus to the strongest candidates.

- **Meeting of senior consultant and the search committee to evaluate the pool August, 2015** We:

1. Provide insights from conversations with candidates to assist in identifying the top candidates to invite to neutral site interviews
2. Assist the Search Committee with reference checks prior to neutral site interviews

- **Neutral Site Interviews September, 2015** We:

1. Provide logistical support (inviting and scheduling candidates; facilitating interviews) for semi-finalist interviews at site selected by the Search Committee
2. Assist in selection of the finalists and complete due diligence of finalists through off-list reference checks and arranging for background checks, including academic, litigation, criminal, driving, and financial information

- **Finalist Interviews October, 2015** We:

1. Provide guidelines for candidate visits to the campus and advise campus coordinator who arranges campus logistics
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

CONFIDENTIAL



4. Assist the Committee in making recommendations to the appointing officer according to initial charge

**Facilitation of the Appointment. November/ December, 2015**

*Academic Search's* senior consultant assists with bringing the process to a successful conclusion. We:

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.

**5. Availability for this project.**

---

Our firm is willing and available to perform a search for the position of Superintendent/President. If contracted, we are available to commence this search immediately and Ms. Woods will serve as senior consultant.

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

---

Ms. Jacqueline E. Woods has served as senior consultant for the following searches; any of the individuals listed below may be contacted for references. Additional references for any of our previous clients are available by contacting Alana Cassidy, Director of Consulting Services, at 202/263-7476 or akc@academic-search.com.

**Ohio Association of Community Colleges (2014)**

President and Chief Executive Officer Search  
Diana "Dee" H. Talmage  
Co-Chair, Search Committee  
Trustee, Owens Community College  
dhtalmage@bex.net

Dr. Kevin Boys  
Co-Chair, Search Committee  
President, Southern State Community College  
kboys@sscc.edu

Appointee: Jack Hershey, President and CEO  
jhershey@ohiocc.org

**Higher Learning Commission (2014)**

Presidential Search  
David Anderson  
Chair, Search Committee

CONFIDENTIAL

President of St. Olaf College  
anderson@stolaf.edu  
507-786-3000

Gary Wheeler  
Chair, HLC Board of Trustees  
President Emeritus of Glen Oaks Community College  
gwheeler@glenoaks.edu

Appointee: Barbara Gellman-Danley, President  
(937) 673-3534  
bdanley@rio.edu

**Belmont College (OH) (2014)**

Presidential Search  
Mr. William Hunkler  
Co-Chair, Search Committee  
(740) 425-1186  
b.hunkler@comcast.net

Marcia Bedway  
Co-Chair, Search Committee  
(740) 942-1102 Work  
m.bedway@frontier.com

**Clark State Community College**

Vice President for Academic Affairs/Chief Academic Officer Search (2014)  
Jo Blondin, President  
(937) 328-6001  
tolesm@clarkstate.edu

Presidential Search (2013)  
Jim Doyle  
Search Committee Chair and Member, Board of Trustees  
(937) 324-8300  
doylej@clarkstate.edu

CONFIDENTIAL



## Analysis of Institutional Needs

- Creates any necessary preliminary documents (i.e. search timeline, charge to Search Committee, confidentiality-related documents, etc.).
- Advises the Search Committee chair regarding duties and expectations.
- Meets with campus constituencies – such as trustees, faculty, students, staff, alumni, and community leaders – to learn about the campus culture and position requirements.
- Assists in forming the criteria for attributes of leadership that will ultimately define the candidate pool.
- Drafts an advertisement, institutional profile, and advertisement schedule to be shared with and approved by the Search Committee. Once approved, posts ad and profile on ASI website.
- Assists client in all written communication to constituents.

- Organizes all meetings ASI has with campus constituencies to discuss position, required qualifications, and desired attributes.
- At first Search Committee meeting, reviews proposed search timeline and sets dates for all future Committee meetings.
- Reviews and ultimately approves advertisement, institutional profile, and advertisement schedule. Provides photos for profile.
- If applicable, provides ASI with EE/OO form or web link to send to applicants for data collection.
- Drafts periodic progress reports for general distribution to the campus community. (ASI can assist with all written communication to constituents.)

## Recruitment of Strong and Inclusive Applicant Pool

- Posts ad in all approved media outlets.
- Directly recruits highly qualified candidates.
- Holds confidential conversations with prospective applicants and nominees.
- Creates a password-protected website that houses all application materials and sends instructions to the Search Committee chair about how to access the secure site.
- Assists in meeting or exceeding affirmative action/equal opportunity expectations.

- Sends any nominations to Consultant(s) and/or Research Associate.
- Finalizes whether to hold Neutral Site Interviews (NSI) in person or through a virtual medium such as Skype or GoToMeeting. If interviews are to be held in person, the client is responsible for locating and contracting an off-campus interview site and making all overnight hotel arrangements.



**Candidate Evaluation and Selection of Semi-finalists**

- Conducts a candidate review exercise with Search Committee; provides the Search Committee with a rating form and, if desired by the committee, candidate recommendations as it begins to narrow its consideration of the strongest applicants. (ASI can for example rank candidates, indicating those who clearly meet the qualifications, may be qualified, and are not qualified.)
- Works with Committee to determine timing for sending letter of regret to candidates not chosen for NSI.

- Once given access to the secure Search Committee website, the Search Committee goes through a candidate review exercise with the Consultant(s) and begins to review all applicant materials.
- Soon after the application deadline, the Committee meets with the Consultant(s) to narrow the pool of candidates to eight to ten semi-finalists. (ASI recommends that each Committee member send his/her unranked top 10 candidates to the Consultant(s) before meeting to choose semi-finalists so the Consultant(s) has a better idea of who the committee is interested in and can gather more intelligence on those individuals. The list would be shared with the Committee before the meeting.)

**Neutral Site Interviews**

- Discusses with Search Committee whether on-list reference calls are to be made and who will conduct them - ASI or the Search Committee.
- Attends the NSI and assists the Search Committee in selecting finalists.
- Contacts those semi-finalists not selected as finalists to inform them they will not be moving forward.

- Discusses with Consultant(s) whether on-list calls are to be made and who will conduct them - ASI or the Search Committee.
- Lets Consultant(s) know whether chair of Search Committee would prefer to contact semi-finalists, inviting them to NSI (and obtaining permission to make on-list reference calls if applicable) or whether ASI should do so.
- Campus liaison works with ASI on interview logistics. ASI will draft schedule for approval by Search Committee chair and will let campus liaison know of any semi-finalists who need overnight accommodations.
- Informs ASI of reimbursement procedures (i.e. whether ASI will reimburse all semi-finalist travel expenses and then bill the client or semi-finalists should send all expenses directly to the client).
- Attends NSI and selects three to five finalists for campus interviews.

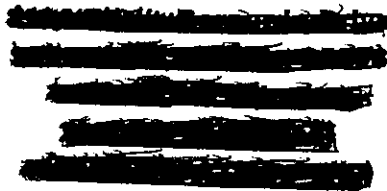


### Finalist Interviews

- Contacts finalists to obtain permission to conduct thorough background checks as well as confirm continued interest in the position.
- Sends an e-mail to all consultants asking for intelligence on the finalists.
- Conducts off-list reference calls and sends final report to client.
- Provides guidelines to Search Committee for candidate visits to campus, including suggestions for spouse or companion as appropriate.
- Recommends a process for gathering feedback from all who meet the finalists.
- Assists the committee in developing recommendations to the hiring authority.
- Provides the client with comparative salary/benefit data, if requested.

- Makes all arrangements for finalist interviews. Prepares information kits and develops the schedule and communicates as necessary with the finalist candidates; members of the campus community, service personnel (for lodging, meals, hospitality, etc.). ASI can assist by communicating with the finalists and helping to narrow down dates of availability for campus interviews.
- Establishes a mechanism for gathering campus feedback. If desired, ASI can create an online survey.
- Develops recommendations to the hiring authority. (ASI will assist in the facilitation of the appointment as requested.)
- Lets Consultant(s) know when an offer has been extended and a contract signed as well as when a public announcement will be made.

## **JACQUELINE E. WOODS**



**Email: Jacqueline.Woods@academic-search.com or Jmewoods@aol.com**

**I am currently spending most of my professional time in various domestic and international education consulting, business development, and governance training ventures.**

### **Major Professional Experiences:**

**Academic Search, Inc. (2012- ongoing)**

**Senior Consultant engaged in senior level executive searches for colleges and universities nationwide.**

**DeVry Inc. (2010-2012)**

**Senior Partnerships Advisor for the SVP of the Division of Governmental Affairs, External Relations and Global Responsibility. Consulting responsibilities included serving as a higher education advocate and responsible for launching several major special projects and national partnership activities in which the company is involved.**

**The College Board (2007-2009)**

**Project Manager/Consultant for the trustee-initiated program entitled The CollegeKeys Compact. The purpose of this program was to develop a national coalition of institutions (K-12 through university) into a compact dedicated to developing programs and services making college access for low income students a major institutional priority. Over 500 institutions were signed onto the project in the first year. Responsible for developing the infra-structure, marketing and recruitment materials, web site, and institutional resource materials related to this program.**

**American Association of University Women (2000-2004)**

**Executive Director for AAUW's three corporations: the Association, Educational Foundation and the Legal Advocacy Fund with the combined function of promoting education and equity for all girls and women. Responsible for overseeing the development and implementation of strategies to carry out cross-corporate priorities, including public policy, program and membership development, research, philanthropy and legal advocacy. Provided visionary, strategic, and operational leadership to 100 staff and thousands of volunteer members nationwide.**

**U.S. Department of Education (1996-2000)**

**Liaison for Community Colleges: Director of the Office and Major Policy Advisor to the US Secretary of Education and the Administration on national issues affecting community colleges; responsible for developing outreach structures useful to the colleges in strengthening their interactions and recognition within the department and with other federal agencies, with business and corporate partners, and with developing bi-national partnerships and programs with other domestic and international education entities.**

**City Colleges of Chicago, Chicago Illinois (1993-1996)**

**Vice Chancellor for External Affairs: Provided administrative leadership for the development and management of the district's governmental relations activities, external communications and public relations activities, resource development and grants management, community and business/corporate relations and provided oversight management for the district's PBS television station.**

**Community College of Philadelphia, Philadelphia, Pennsylvania (1991-1993)**

**Vice President of Institutional Advancement: Provided administrative leadership for the development and management of the college's external and governmental relations. This included providing oversight and management for the local, state and national public policy networks, establishing alumni activities, development of corporate fund raising campaigns, and marketing and public relations activities.**

**Association of Governing Boards of University and Colleges, Washington, D.C. (1988-91)**

**Vice President for Programs and Public Policy: Provided administrative leadership and vision for the association membership in designing and delivering trustee education workshops and seminars, public policy information and services, trustee library resource center, performance evaluation services, and coordination of the annual conference.**

**American College Testing Program, Washington, D.C. (1983-88)**

**Director of Washington, D.C. Office: Responsibilities included legislative and federal program oversight; assisting in the development of national ACT Program activities related to significant environmental assessment issues; serving as a liaison between ACT and other national education business and corporate activities.**

**Independent Education Consultant, Washington, D.C. (1981-1983)**

**Consultant: Responsible for Interagency coordination and program development/analysis for organizations and agencies including the following:**

**National Council for Resource Development**

**Macro Systems, Inc.**

**Enterprises for New Directions, Inc.**

**American Association of Community and Junior Colleges, Washington, D.C. (1979-81)**

**Program Development Director (1980-81)**

**National Council of Resource Development - Energy Project Coordinator (1979-81)**

**Long Beach Community College District, Long Beach, California (1975-79)**

**Dean for Resource Development (1977-79)**

**Coordinator, Vocational Learning Center (1975-77)**

**Kalamazoo Valley Community College, Kalamazoo, Michigan (1974-75)**

**Director, Educational Program for Opportunity and Change: Responsible for program management and supervision of staff providing basic skills tutorial services to academically disadvantaged students.**

**Institute for the Development of Creative ChildCare, Muskegon, Michigan (1973-74)**

**Assistant Director: Responsible for program development and supervision of 20 staff providing parent-teaching-parent services in speech and language development to rural, disadvantaged families.**

**Michigan Cancer Foundation/Wayne State University, Detroit, Michigan (1971-73)**

**Clinical Director of the Esophageal Speech Clinic: Major therapist for small group classes held for post-surgical laryngectomy patients.**

**Recent Professional Memberships/Boards**

**Board of Trustees, American University of Rome (member of strategic planning, academic affairs and fund raising committees)**

**Director, RentWay, Inc.; Chair, Corporate Governance Committee; Member, Compensation Committee (NYSE-national Retail Corporation)**

**Board Chair and Director, Pivot Point, Inc.; Board Chair (privately-held cosmetology training schools)**

**Board of Directors, Institute for Higher Education Policy, Washington, DC (Chair, Audit Committee; member, strategic planning)**

**Executive Advisory Board Member, The Women's Policy Journal of Harvard University's JFK School of Government**

**Advisory Board Member, Ms. Magazine**

**Steering Committee Member, National Council of Women's Organizations**

**Partial listing of other professional experiences:**

**Consultant/Facilitator: Salzburg Global Seminar (Salzburg, Austria) (2010-2012)**

**Consultant/Facilitator: Association of Governing Boards of Universities and Colleges (board self-assessments and governance training) (on-going) (domestic and Caribbean)**

**Consultant/Convener: Syfr Corporation (for -profit entity that promotes educational leadership development)**

**Staff Director for the Higher Education Forum/Human Resource Development and Education Subcommittee of the U.S South Africa Bi-National Commission (1997-2000)**

**Team Leader, USAID Education Design Team, South African Further Education and Training System (1998)**

**Lead Facilitator: AACJC Professional Administrators Development Institute (1991-95)**

**Consultant/Team Member: New England Association of Schools and Colleges, Commission Institutions of Higher Education; Middle States Association of Schools and Colleges (1991)**

**Adjunct Professorships: Appalachian State University, Wayne State University, American University (DC)**

#### **Academic Background**

**Completed Harvard Business School, Executive Management Certificate Program (Corporate Board, Compensation Committees), 2004**

**Completed Ph.D. coursework in Speech Pathology at Wayne State University**

**M.Ed. Speech Pathology at Wayne State University - 1970**

**B.A. Speech Pathology at Michigan State University - 1970**

#### **Selected Community and Civic Affiliations**

**Past Member and Foundation Officer, The Links, Inc. (Philadelphia, Phoenix and Chicago affiliations)**

**Past Member, Alumni Board of Directors, College of Communication Arts - Michigan State University**

**Past President, D.C. Metro Chapter, Black Alumni Board of Directors, Michigan State University**

**Brandywine Workshop Art Board of Directors, Philadelphia, PA**

**Art Associate/ Consultant: Creative Artisans Inc., Washington, DC-based Art Company**

#### **Selected Honors and Awards**

**Special Recognition Award, American Association of Community Colleges/Association of Community College Trustees (1998)**

**Distinguished Alumnus, Michigan State University, National Black Alumni Association (1989)**

**Outstanding Service Award (1986), Public Service Leadership Award (1998), AAHE**

**Black Caucus****Recognition, LULAC National Education Services Centers (1986)****Recognition/Appreciation Award, National Council for Resource Development (1983)****Listed In Outstanding Young Women of American (1975)****Selected Publications****Woods, J.E. (ED.) Investing in Quality, Affordable Education for All Americans: A New Look at Community Colleges. Washington, D.C.: U.S. Department of Education, Office of Vocational and Adult Education, Community College Liaison Office, October 1997.****Woods, J.E. and Williams, R.A. "Articulating with Two Year Colleges to Create a Multi-ethnic Teaching Force," Commissioned Paper, American Association of Colleges for Teacher Education, Washington, D.C., 1987.****Woods, J.E. and Williams, R.A. "Status of Testing Practices at Two Year Postsecondary Institutions: Trends and Issues Affecting Minority Participation." Toward Mastery Leadership in Access, Assessment, and Developmental Education. Iowa City: ACT, 1987.****Woods, J.E. Status of Testing Practices at Two Year Postsecondary Institutions; Washington, D.C. ACT, 1985.****Woods, J.E. Book Review of The Journal of Negro Education. Teacher's Totter: A Report on Teacher Certification Issues, by Mary E. Dilworth with the assistance of V.Y-Tessa Perry, December 1984.****Woods, J.E. and Bartlett, .J. "New Partnerships with Federal Agencies," Forging New Partnerships in Learning Assistance. San Francisco: Jossey-Bass, December 1982.****Woods, J.E. Multi-Sector Energy Programming: A Case Study of Appalachian North Carolina. Washington, D.C.: AAC.JC, 1981.****Woods, J.E. (ED.) NCRD Profiles in Energy. Washington, D.C.: NCRD, 1981.****Woods, J.E. Comparison of Two Tests of Aphasia. Journal of Communication Pathology, 1970, Vol. 3. No.2.**



**ACCT**





March 9, 2015

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

Dear Vice President Beam,

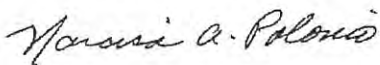
It would be both an honor and a privilege to have the opportunity to work with the El Camino Community College District Board of Trustees on the search for their new Superintendent/President. The Association of Community College Trustees (ACCT) has been conducting searches for over 35 years and has the expertise, flexible fee structure and tailored support services to fit the interests and needs of the Board and Search Committee. Moreover, we have a deep understanding of the California community college landscape.

With our focus on two-year public community and technical colleges, we are uniquely able to provide comprehensive search assistance, recruitment of a diverse and high quality pool of candidates, and guidance on an effective and efficient process to the Board of Trustees and Search Committee.

Given the paramount importance of leadership to the District and the community, we will leverage our many years of search experience and the full arsenal of ACCT resources to support the Superintendent/President search. ACCT's goal is to meet the Board's needs by being flexible and available when we are needed and to work closely with the Board and District staff or liaison every step of the way to ensure a smooth transition and continued progress.

We look forward to assisting El Camino Community College District Board of Trustees as you seek new leadership. We have expertise in the recruiting of highly qualified diverse candidates and our assurance is to provide all the support required to make your Superintendent/President search successful. If you have questions about this proposal, please call me at 202-276-1983 (mobile) or e-mail me at [npolonio@acct.org](mailto:npolonio@acct.org).

Sincerely,



Narcisa A. Polonio, Ed.D.  
Executive Vice President for Education, Research, and Board Services



### **Qualifications and Experience**

ACCT is unlike other search firms in that we use a team approach for conducting all searches. The ACCT Search Services Team brings a powerful combination of a keen understanding of community and technical colleges, hands-on experience in higher education leadership and dedicated professionalism to the flexible, transparent search and the recruitment of exemplary candidates. ACCT Search Services has a highly qualified team of experts dedicated to supporting the El Camino Community College District Superintendent/President Search. A lead consultant will be assigned to the search as your main point of contact; in addition, all Search Services Team members will collaborate and assist with various aspects of the search throughout the search process.

#### **Principal**

Narcisa Polonio, Ed.D, is responsible for coordinating all direct services and she will have overall project oversight in the El Camino Community College District Superintendent/President Search. Dr. Polonio 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, New Jersey Department of Higher Education
- Faculty Member, Institute for Educational Management, Graduate School of Education, Harvard University, MA
- Board of Regents Member, College of St. Elizabeth, NJ

Dr. Polonio attended Foothill Community College, CA; earned a Bachelor of Arts in history from San Jose State University, CA; a Master of Arts from Stanford University, CA; and a Doctor of Education from the University of Massachusetts, Amherst.

#### **Lead Consultant**

El Camino College District has the option to select a lead consultant from among ACCT's national network. Some regionally appropriate consultants are Judy Walters, Ph.D., Jose Leyba, Ed.D., Patricia Stanley, Ed.D., or Pamela J. Fisher, Ed.D.,. Their Bios can be found in the appendix.

#### **Search Services Team**

The ACCT Search Services unit maintains a full-time team to assist with all aspects of the Superintendent/President Search process.

**Laurie Savona, Ed.D, Operations Officer for Board Services**, is responsible for administration, recruitment for executive searches and operations management of Search Services. Previously Special Assistant to the Senior Vice President for Programs and Services for the American Council on Education (ACE), Laurie has eight years of experience as the Executive Assistant to the President/Compliance Officer for Suffolk County Community College in Long Island, NY. She earned a Bachelor of Arts in Economics from Stony Brook University, NY, a Master of Public Administration from the University of Maine, and a Doctor of Education in Higher Education Management from the University of Pennsylvania.

**Julie Golder-Alion, J.D, Search Services Coordinator**, has worked on dozens of CEO searches throughout the country. She is responsible for recruiting for and leading 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 a Bachelor of Arts in communications from the University of Central Florida and a Juris Doctor from the University of Montana's School of Law.

**John Steinecke, Search Services Specialist**, leads and assists executive searches and has a combined 18 years of recruiting experience in the corporate and higher education areas. In addition, he was appointed by the Governor of Maryland to the Board of Trustees of Prince George's Community College, Largo, in July 2002, and served until August 2010. He is responsible for recruiting for and leading executive searches. John received a Bachelor of Arts in English literature from Middlebury College, VT.

**Jeremy Lightner, Recruiter and Project Associate**, focuses on recruitment and outreach. Jeremy came to ACCT from the Florida Center for Prevention Research. Jeremy earned a Bachelor of Science in Economics from the University of North Florida and a Master of Science in Higher Education from Florida State University.

**Marc Wollenschlaeger, Board Services Associate**, assists with search logistics, processes executive applications, and spearheads our efforts to create a more user-friendly website. Marc came to ACCT from the Florida State University Foundation, Inc., where he was responsible for gift entry, fiscal processing, and data integrity. Marc earned both a Bachelor of Science in Interdisciplinary Social Sciences, with a concentration in Public Administration, and a Master of Science in Higher Education from Florida State University.

ACCT also maintains a seasoned team of reference consultants to assist with confidential reference and background investigation, and search consultants.

#### **Services and Fee Structure**

The ACCT search process is specifically aligned to respond to the needs of 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 description 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. As a member services organization, ACCT understands we work for the Board in support of their search process.

#### **Search Organization and Planning**

- Work closely to outline an overall process that keeps District constituencies consistently informed of progress.
- Provide guidance to the Board and Search Committee throughout the search process.
- Provide orientation to the Search Committee on their roles and responsibilities and the search process itself.
- Ensure the confidential nature of the selection process.
- Perform all duties as outlined in the timeline and meet the search timeline.
- Work closely with and consistently communicate with the President of the Board and Chair of the Search Committee on all phases of the search process.
- Provide progress reports on behalf of the Chair of the Search Committee that can be shared with the district community.

#### **Search Committee Development and Facilitation**

- Facilitate an initial meeting with the Search Committee to introduce members to each other and familiarize them with their roles and responsibilities.

#### **Institutional Analysis and Profile Development**

- Assist in the development of the characteristics, qualifications, and expectations for the next exceptional Superintendent/President by conducting a comprehensive yet concise analysis of the District.
- Facilitate open public forums to gather information from all constituents regarding the challenges and opportunities facing the District, as well as the ideal characteristics of the new Superintendent/President (optional-we can also use an online survey instrument for outreach) and present the draft profile to the Search Committee and the Board for review and approval.
- Assist the Search Committee and/or the Board in the development of a system for rating the qualifications of candidates.

#### **Marketing and Advertising Strategy**

- Provide advertising and marketing guidance regarding the position and the search process.
- Assist with the development of print and online advertisements in the *Chronicle of Higher Education*, *Diverse Issues in Higher Education*, *Hispanic Outlook*, and other publications.
- Work with the public information/human relations offices to design a webpage for the District website containing important information about the search and featuring periodic updates from the Chair of the Search Committee or the Board.
- Prominently feature the position and place a link on [www.acctsearches.org](http://www.acctsearches.org), a dedicated search website.
- Provide source letter to solicit nominations and interest in the position.
- Nationally broadcast position electronically to over 9,000 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.

#### **Recruitment of Highly Qualified and Diverse Candidate Pool**

- Work with the Board and District to identify excellent candidates representing diverse backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media and national advertising.
- Court Candidates – ACCT will directly contact potential candidates and strengthen the pool of those who have a proven track record of success and “fit” the profile identified by the District.
- Prominently feature the position and actively recruit at national gatherings/meetings including Association of Community College Trustees (ACCT) Annual Leadership Congress, American Association of Community Colleges (AACC) Annual Meeting and President's Academy, American Council on Education (ACE) Fellows Program, African American President's Roundtable, National Conference on Race and Ethnicity in American Higher Education (NCORE), and other appropriate higher education gatherings, conferences and meetings.
- Solicit Nominations – Solicitation of nominations/applications through outreach to higher education leaders, recommended community leaders, national associations and ACCT's database of potential candidates.
- Determine interest and seek nominations through direct correspondence to chancellors, presidents and senior staff at community colleges.
- Postings - The position will be featured on the District's/College's website and the ACCT dedicated searches website, [www.acctsearches.org](http://www.acctsearches.org), for the duration of the search.

#### **Candidate Evaluation and Screening**

- Provide effective initial screening through our confidential electronic application process.
- Review all application materials with the Search Committee and facilitate the discussion with of the Search Committee in reviewing and evaluating applications, and the selection of candidates (6-10) for interviews by the Search Committee.



- Facilitate the selection of 3-5 finalists
- Facilitate interviews of top candidates.
- Provide assistance in semi-finalist and finalist interviewing, including working with the liaison on logistics and assisting with the drafting of appropriate interview questions.
- Provide oral in-depth reference reports (**Orally**) to the Board on (up to 3) final candidates.
- Provide criminal, financial, media, civil litigation checks and degree verification (at cost).
- Notify candidates who have not been selected to move forward.

#### **Facilitation of Appointment**

- Provide the Board with up-to-date information on finalist contracts and compensation packages.
  - Work with the Board to extend job offer to the top candidate or successive top candidates
  - Work with the Board to negotiate, facilitate and finalize the offer acceptance for the hiring of the new Superintendent/President.
  - Provide expert advice and a plan for successful transition of the new Superintendent/President.
- \*ACCT is also flexible and can provide other specific services to meet the needs of the Board.

#### **Reference Background Reports**

In-depth summary reference reports are developed on all final candidates and are presented **orally** to the Board. In conducting in-depth reference checks, ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance. In-depth summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions, and include individuals who are **not** on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references and evaluations are combined to provide frank, objective appraisals.

#### **Responsive Communication**

One of the ACCT search's most important features is communication. Regular progress reports are drafted by the Search Consultant on behalf of the Search Committee Chair and distributed by the Search Liaison to internal and external constituents. The Consultant communicates by telephone on a regular basis with the Board President and Chair of the Search Committee. The ACCT Consultant will notify applicants of their status at each step in the process and will notify semi-finalists and finalists of their selection. Candidates selected as semi-finalists to be interviewed are contacted and candidates' formal permission to contact references is obtained. At the completion of the search, all of the semi-final candidates receive a formal thank you and members of the Board and the Search Committee receive an evaluation form with which they provide feedback on ACCT's search services. Formal rejection letters are generally not sent until the successful conclusion of the search. At the completion of the search, all applicants are informed about the outcome of the search.

#### **Sample Timeline**

The following Sample Timeline shows when specific elements in the search process will be completed and which deliverables will be provided. We will work with the Board and Search Committee to adjust the timeline to the specific requirements of the El Camino Community College District.

##### *April 2015*

- Meet with Board to receive charge and guidance on process, timeline and additional information requested.
- Position Profile Preparation: ACCT visits the College to conduct open public forums, and meet with the Board and Search Committee. Information gathered by ACCT will be used to prepare the position profile. Board/Search Committee will review, revise and finalize Position Profile.
- ACCT prepares Progress Reports 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](http://www.acctsearches.org).
- Candidate Recruitment: ACCT will commence nationwide recruitment activities, including (but not limited to) national electronic broadcasts, personal outreach, providing a source letter to the College Liaison for mass mailing, and use of social media.
- ACCT will use its systematic, confidential, computerized process to collect and manage candidates' application materials and to track all applications, nominations, declines, withdrawals and overall communication.

##### *May - July 2015*

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

##### *August 2015*

- Search Committee meets to review applications and select semifinalist
- ACCT begins preliminary checks for semifinalists.

##### *September 2015*

- Search Committee meets to interview semifinalists and recommend finalists to the Board.



- ACCT begins criminal, civil, financial checks and degree verification at cost through HireRight on final candidates (optional).
- ACCT begins in-depth reference checks on finalists (up to 3).

**October 2015**

- Final candidates interview with the Board; ACCT provides oral in-depth reference reports on candidates (up to 3).
- Final candidates visit College and participate in open forums.
- ACCT provides Progress Report for distribution.

**November 2015**

- Board visits #1 candidate's institution (optional, but strongly recommended).
- ACCT facilitates final negotiations.
- New Superintendent/President is announced.

**Sample Work Plan**

Tasks, services and activities necessary to successfully accomplish the search:

<i>Tasks</i>	<i>ACCT Services/Deliverables</i>	<i>Activities</i>	
<u>District Board of Trustees</u>	<ol style="list-style-type: none"> <li>1. Define process for conducting search</li> <li>2. Conduct final interviews, review background information, visit campus of final candidate</li> <li>3. Select finalist, negotiate contract and make appointment</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist in defining steps, timeline, approach for search, and be available to the Board.</li> <li>2. Provide advice and matrix on receiving nomination, selection and sample letters</li> <li>3. Coordinate calendar of activities with the Board.</li> <li>4. Keep Board informed</li> <li>5. Provide search advice.</li> <li>6. Provide contract &amp; compensation advice/information</li> <li>7. Provide extensive background info – oral report</li> <li>8. Provide advice on public/press announcements</li> </ol>	<ol style="list-style-type: none"> <li>1. Issue a report to the District and member colleges</li> <li>2. Conduct final stage of search including interview finalist, visit campus</li> <li>3. Negotiate contract</li> </ol>
<u>Search Committee</u>	<ol style="list-style-type: none"> <li>1. Review and provide input for finalizing the position profile, review of applications, and recommend candidates to the Board</li> <li>2. Maintain confidentiality</li> </ol>	<ol style="list-style-type: none"> <li>1. Work closely with Search Committee</li> <li>2. Provide orientation and search process training</li> <li>3. Suggest format for reviewing, rating and discussing all applications</li> <li>4. Assist with interview questions</li> </ol>	<ol style="list-style-type: none"> <li>1. Search Committee meetings</li> <li>2. Review and rate applications</li> <li>3. Select semi-final candidates</li> <li>4. Forward recommendations to the Board</li> </ol>
<u>District's Internal Constituents</u>	<ol style="list-style-type: none"> <li>1. Participate in forums to provide input on position description</li> <li>2. Make nominations</li> <li>3. Participate in forums for final candidates</li> </ol>	<ol style="list-style-type: none"> <li>1. Design and facilitate forums</li> <li>2. Accept nominations and comments by e-mail from all District constituencies</li> <li>3. Provide advice on format and visit of final candidates</li> <li>4. Prepare progress report to keep district informed</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold public open forums</li> <li>2. Post position description and contact information on District's and ACCT's web pages</li> <li>3. Host campus visits</li> <li>4. Provide input to Board on all candidates</li> </ol>
<u>District's Search Liaison</u>	<ol style="list-style-type: none"> <li>1. Assist with logistical arrangements of all meetings</li> <li>2. Distribute of progress reports</li> <li>3. Coordinate review of applications, interviews, and visits to campus</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide guidance on all aspects of the search</li> <li>2. Maintain daily contact with the search liaison</li> <li>3. Work closely in the preparation of correspondence, reports and files</li> <li>4. Have contact with all candidates or nominations</li> </ol>	<ol style="list-style-type: none"> <li>1. Handle logistics for all meetings and visits to the campus</li> <li>2. Distribute regular progress reports</li> <li>3. Post position announcement on web page</li> <li>4. Post advertisement</li> <li>5. Make travel arrangements for all candidates</li> </ol>

**Cost for Search Services**

**Fees and related costs associated with the consulting services.**

ACCT's fee and expense structure is cost effective and considers the ethical and judicious use of public funds. The ACCT fee is a flat \$35,000, *plus shipping and consultant(s) travel* for a comprehensive search service and provision of all services outlined in this proposal.

**Detailed Services included in the ACCT fee:**

- **Search Approach Services**
  - All services outlined in proposal, including facilitated Search Committee orientation
- **Consultant Accessibility**
  - Unlimited availability on an ongoing basis (telephone (mobile), e-mail, etc.) to the Board and staff. We facilitate your progress through every step of the process.
  - On-site visits by the ACCT consultant to the District (up to 3). Additional visits are billed at \$2,000 per visit plus travel.
  - Video conferencing with Board or Search Committee as requested.
- **Recruiting Services**
  - Provide one-to-one, focused recruiting of high caliber candidates.

- Assist with preliminary telephone interviewing, as needed.
- Develop national communications strategy and advertising campaign, national exposure of the District search on ACCT's searches website: [www.acctsearches.org](http://www.acctsearches.org)
- Prominently promote the search at ACCT's and other national higher education meetings.
- **Technical Assistance**
  - Process Applications.
  - Assist with search organization, timeline development, position profile and ad development.
  - Communicate with the Board, Search Committee, and Search Liaison.
  - Develop candidate recruitment, evaluation, screening, interviewing, and site visit materials.
  - Develop search process materials for each step in the search.
  - Work closely with District staff.
  - Web-based application review portal is available for an additional \$500 per search.
- **Background Reference Reports**
  - Provide preliminary summary reference reports on semi-final candidates (up to 6 additional reports available at \$400 each).
  - Provide in-depth summary reference reports (up to 3). Additional reports available at \$1,200 per candidate.
  - Provide criminal, civil, and financial checks as well as degree verification at cost through HireRight at approximately \$400 per candidate (optional).

**Sample Budget for the Search**

Depending on search process decisions, the following are *possible additional* search expenses (not included in the ACCT fee):

Activity	Estimated Costs
Profile and Source Letter:	
Profile Brochure/Letter Regional Mailing (first class):	\$800
Semi-final Candidate Travel:	
Six to 10 Semi-final Candidates at \$500-700 each	\$3,000-7,000
Final Candidate Travel:	
Three to Five Final Candidates at \$500-700 each	\$1,500-3,500
Position Announcements:	
National	\$7,000-10,000
Regional/Local	\$1,000
Search Committee Incidentals:	
Refreshments/Meetings, etc.	\$500
Travel Reimbursement	\$200
Hotel Meeting Space for Candidate Interviews	\$800
Board Visit Final Candidate's Current Institution:	
Three Members at \$700 each	\$2,100

These costs may be mitigated by considering alternate pathways. For example semi-finalists can interview via Skype or advertising can be placed on a website instead of print, etc. We will work with the District to provide the best options.



## APPENDIX

### REFERENCES

---

#### Reference 1

##### Client Name and Address

Los Angeles Community College District  
770 Wilshire Blvd, Los Angeles, CA 90017

##### Contact name, Title, and Phone number

Miguel Santiago, President, Board of Trustees 818-416-8645

#### Reference 2

##### Client Name and Address

Foothill-De Anza Community College District  
12345 El Monte Road, Los Altos Hills, CA 94022

##### Contact name, Title, and Phone number

Linda M. Thor, Ed.D., Chancellor, (650) 949-6100

#### Reference 3

##### Client Name and Address

Pima Community College District  
4905 E. Broadway Blvd. Tucson, AZ 85709-1010

##### Contact name, Title, and Phone number

David Longoria, Board Member, 520-907-5695

#### Reference 4

##### Client Name and Address

Rio Hondo College  
3600 Workman Mill Rd, Whittier, CA 90601

##### Contact name, Title, and Phone number

Norma Edith Garcia, Board Chair, 626-233-2416

#### ACCT Executive Searches Completed in the Last Five Fiscal Years

##### 2014

- Central Wyoming College, WY: Dr. Cristobal Valdez, President
- Clover Park Technical College, WA: Dr. Lonnie Howard, President
- College of Southern Idaho, ID: Dr. Jeff Fox, President
- Colorado Mountain College, CO: Dr. Carrie Besnette Hauser, President
- Community College of Allegheny County, PA: Dr. Quintin Bullock, President
- Delgado Community College  
Louisiana Community & Technical College System, LA: Joan Davis, J.D., Chancellor
- Glen Oaks Community College, MI: Dr. David Devier, President
- Houston Community College, TX: Dr. Cesar Maldonado, Chancellor
- Los Angeles Community College District, CA: Dr. Francisco Rodriguez, Chancellor
- Louisiana Community and Technical College System, LA: Dr. Monty Sullivan, President
- New Mexico State University – Doña Ana Community College, NM: Dr. Renay Scott, President
- River Parishes Community College  
Louisiana Community & Technical College System, LA: Dr. Dale Doty, Chancellor
- Shoreline Community College, WA: Dr. Cheryl Roberts, President
- Southeast Community College, NE: Dr. Paul Illich, President
- Tulsa Community College, OK: Dr. Leigh Goodson, President

##### 2013

- Alabama Community College System, AL: Dr. Mark Heinrich, Chancellor
- Bellevue College, WA: Dr. David Rule, President
- Florence-Darlington Technical College, SC: Dr. Ben Dillard III, President



- Louisiana Delta Community College, Louisiana Community & Technical College System, LA: Dr. Barbara Hanson, Chancellor
- Monroe County Community College, MI: Dr. Kojo Quartey, President
- NorthWest Arkansas Community College, AR: Dr. Evelyn Jorgenson, President
- Navarro College, TX: Dr. Barbara Kavalier, District President
- New River Community and Technical College, WV: Dr. L. Marshall Washington, President
- Pima Community College, AZ: Lee Lambert, J.D. Chancellor
- Reedley College, El Camino Community College District, CA: Dr. Sandra Caldwell, President
- Rio Hondo College, CA: Ms. Teresa Dreyfuss, President
- Roanoke-Chowan Community College, NC: Dr. Michael Elam, President

**2012**

- Baton Rouge Community College  
Louisiana Community & Technical College System, LA: Dr. Andrea Lewis Miller, Chancellor
- Black Hawk College, IL: Dr. Thomas Baynum, President
- Cape Cod Community College, MA: Dr. John L. Cox, President
- Chabot College, Chabot-Las Positas Community College District, CA: Dr. Susan Sperling, President
- Coastal Bend College, TX: Dr. Beatriz Espinoza, President
- Fresno City College, El Camino Community College District, CA: Dr. Tony Cantu, President
- Hartnell College, CA: Dr. Willard Lewallen, President
- Joliet Junior College, IL: Dr. Debra Daniels, President
- Great Falls College Montana State University, MT: Dr. Susan Wolff, CEO/Dean
- North Country Community College, State University of New York, NY: Dr. Steve Tyrell, President
- Northeast Community College, NE: Dr. Michael Chipps, President
- North Idaho College, ID: Dr. Joe Dunlap, President
- South Louisiana Community College  
Louisiana Community & Technical College System, LA: Dr. Natalie Harder, Chancellor
- Tohono O'odham Community College, AZ: Dr. James Vander Hooven, President

Optional consultant Bios

Judy E. Walters, Ph.D.

A seasoned college administrator, Dr. Walters has over 40 years' experience. She has served as an academic specialist and vice chancellor of policy analysis and development for the State California community colleges; senior vice chancellor of education services at the Peralta Community College district, president of Berkeley City College, President of Diablo Valley College, Interim Chancellor Chabot-Los Positas Community College District, Interim President Woodland Community College and as a consultant to Yuba Community College District.

Jose Leyba, Ed.D.

Dr. Leyba 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, and currently serves as an ACCT Search Consultant. 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 is a sought after speaker, guest lecturer, and consultant, and 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.

Patricia Stanley, Ed.D.

Dr. Stanley was President of Frederick Community College (FCC) from 1998 - 2005, becoming FCC's sixth and first female president. Prior to joining FCC, Dr. Stanley was executive vice president of Cypress College in Cypress, California. She has been a board member of National Council for Workforce Education (NCWE), a member of the executive committee of the Presidents Academy and on the National Council for Staff, Professional and Organizational Development (NCSPOD), receiving the President's Award in 2001. Her community activities include Rotary and board positions with the local YMCA, Advocates for Homeless Families, the community hospital, FITCI (Frederick Incubator), and the Community Health Charities. She received the "Woman of Distinction" award from Soroptomist International of Irvine and the "Meritorious Performance Promising Practice" award from California State University.

Pamila J. Fisher, Ed.D.,

Dr. Fisher has been an educator for 33 years (30 of them in community colleges) and served as the Chancellor of the Yosemite Community College District in California for 12 years. Her current professional work focuses on leadership development, board/CEO relationships, and equity, diversity, and cultural proficiency. She is a consultant, presenter, and workshop facilitator for colleges, institutes and academies across the country. She is a Facilitator for the Future Leaders Institutes offered by the American Association of Community Colleges and is a Presidential Search Associate with the Association of Community College Trustees. Dr. Fisher has served in national and state leadership positions including Chair of the Board of Directors of AACC, President of the American Association of Women in Community Colleges, and President of the California Association of Community Colleges. She founded and for the last 24 year has directed the Asilomar Leadership Skills Seminar. Dr. Fisher's service and commitment has been recognized through various honors including ACCT's national "Diversity Award", ACCT's regional "Equity Award", NAACP's "Woman of Courage Award", the Latina Leadership Network's "Honorary Madrina Award", the California State Board of Governors' "John Rice Diversity Award", AAWCC's "Woman of the Year" and "President of the Year" awards, and ACCT's Pacific Region CEO of the Year award.



# **COLLEGE CEOs**







March 4, 2015

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

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.

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. We have been quite successful. Over the past five years, in California, we have secured two consecutive chancellors for the Riverside Community College District, the fifth largest (45,000 students) district in the State of California. In addition, we have successfully recruited presidents for each of RCCD's individually-accredited colleges (Riverside City [25,000 students], Norco [10,000 students] and Moreno Valley [10,000 students]). We also assisted the Los Angeles Community College District (nine colleges and 109,000 students) by placing a new President for Los Angeles City College (15,000 students), the flagship of the LACC District. The recently retired Chancellor, Dr. Dan LaVista, indicated that our search for the LACC president was the best executed of the 7 presidential searches he conducted during his tenure. On the east coast, CollegeCEOs, Inc. has recruited new community college presidents for the State University of New York System (SUNY) for Sullivan County Community College (3,5000 students) and Herkimer County Community College (5,500 students).

We have been able to succeed in this tough regional environment because of our 28 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 El Camino's various constituents and represent your organization in an attractive and comprehensive manner to prospective candidates. We will develop and execute a dynamic search that embraces the college's operating schedule and will recruit a pool of qualified applicants that will satisfy the Board of Trustees' administrative and institutional needs. If selected by the Board of El Camino College, to assist with the Superintendent/President search, CollegeCEOs, Inc. will deliver a dynamic successor to Dr. Thomas Fallo capable of extending El Camino College's reputation as one of the state's most successful community colleges.

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.

CollegeCEOs, Inc. is available to begin the search according to your schedule. 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*

Sperry MacNaughton, President

### COLLEGECEOS, INC. SUMMARY INFORMATION

- Firm: Specialty is Higher Education, Education, and Not-For-Profit.
- Principal Consultants: MacNaughton - 30 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.
- **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](mailto:sperrym@collegeceos.com)  
 (Web site) [www.collegeceos.com](http://www.collegeceos.com)

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

### REPRESENTATIVES:



**Sperry MacNaughton, President**

**Mr. MacNaughton** is president of the firm. He has thirty 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 Dancèr, 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 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.

*Mr. MacNaughton will work with the College's Search Committee and handle 100% of the search services provided. We will not sub-contract this important task.*

**RELEVANT EXPERIENCE - PARTIAL LIST OF CLIENT SEARCHES (Total 150+)**

**Los Angeles Community College District, Los Angeles, California**

- President, Los Angeles City College (Completion March 2013)

**Riverside Community College District, Riverside, California**

- Chancellor I (Completion March 2009) Chancellor II (Completion March 2014)
- President, Riverside City College, Riverside, California (Completion January 2011)
- President, Norco College (Completion March 2012)
- President, Moreno Valley College (Completion March 2012)

**Sullivan County Community College, State University of New York**

- President (Completion September 2012)

**Herkimer County Community College, State University of New York**

- President (Completion December 2014)

**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

### 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.

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 (CollegeCEOs is a retained firm. We do not bill by search component)

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:  
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 El Camino College 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.

SUGGESTED TIMELINE

Search for a  
SUPERINTENDENT/PRESIDENT  
EL Camino College

Time Frame  
April 2015

Activity

April 2015	Search Begins - Organizational meeting (Committee and Consultants) <ul style="list-style-type: none"> <li>• Consultants' Due Diligence meetings with members of the Board of Trustees, the College and community</li> <li>• Finalize Search Schedule, Position Specification</li> <li>• Finalize and place Media Advertisements</li> <li>• Active Recruitment and screening of Candidates Begins</li> <li>•</li> </ul>
June/July 2015	Interviews conducted <ul style="list-style-type: none"> <li>• Preliminary</li> <li>• Campus (Finalists)</li> </ul>
August 2015	Search Concluded <ul style="list-style-type: none"> <li>• Finalist Selected</li> <li>• Contract negotiations</li> <li>• Announcement of new Superintendent/President</li> </ul>
February 2016	New Superintendent/President Begins

*Appendix*  
**List of References**

- 1) Ms. Virginia Blumenthal  
Managing Partner (Chair, Board of Trustees, Riverside Community College District)  
Blumenthal & Lomazow Law Offices  
Riverside California, Riverside, California 92507  
(Phone) 951-682-5110  
(Email) [vblumenthal@blumenthallawoffices.com](mailto:vblumenthal@blumenthallawoffices.com)
  
- 2) Dr. Michael L. Burke  
Chancellor  
Riverside Community College District  
1533 Spruce Street  
Riverside, CA 92507  
(O) 951-222-8800, (F) 951-682-5339  
[Michael.Burke@rcc.edu](mailto:Michael.Burke@rcc.edu)  
Search: Chancellor, Riverside CCD
  
- 3) Dr. Greg Gray (Former Chancellor, Riverside Community College District)  
(Currently) President  
Connecticut State Colleges and Universities  
39 Woodland Street  
Hartford, CT 06105  
(O) 860-493-0011, (F) 860-493-0009  
[grayg@ct.edu](mailto:grayg@ct.edu)  
Searches: Presidents for Riverside City College, Norco College, Moreno Valley College
  
- 4) Ms. Shawn Tramel, Administrative Analyst, Human Resources Division. (Ms. Tramel directs all presidential search processes for the District)  
Los Angeles Community College District  
770 Wilshire Boulevard  
Los Angeles, CA 90017  
213-891-2281  
[STramel@mail.laccd.edu](mailto:STramel@mail.laccd.edu)  
Search: President, Los Angeles City College
  
- 5) Dr. Dale Paul Parnell, Jr.  
President  
Norco College  
2001 Third Street  
Norco, California 92860  
(Cell phone) 909-732-1780  
(Email) [dpsparnell@norco.edu](mailto:dpsparnell@norco.edu)



**CCSS**



**EXECUTIVE SEARCH PROPOSAL**

**FOR THE**

**SUPERINTENDENT/PRESIDENT**

**EI CAMINO COMMUNITY COLLEGE DISTRICT**

**March, 2015**

Community College Search Services (CCSS)  
Dr. Al Fernandez - Principal, Senior Partner  
Telephone: 805.218.1947  
E-mail: [ccss@sbcglobal.net](mailto:ccss@sbcglobal.net), web address: [www.ccss-us.net](http://www.ccss-us.net)  
Dr. James Walker – Managing Partner  
Telephone: 805.279.0009  
Fax: 818.879.2122  
Email: [walkerjw@sbcglobal.net](mailto:walkerjw@sbcglobal.net)  
Federal Tax I.D. number 26-1110386.  
Business License or Registration number 069995-0 Ventura



**TABLE OF CONTENTS**

**Proposal-----Pps. 3-8**

**Appendix A: Draft Search Schedule-----Pps. 9-10**

**Appendix B: References-----Pps. 11-12**

**Appendix C: Searches Completed by Community College Search Services-----Pps. 13-16**

**Appendix D: Resumes for James Walker, John Romo and Eva Conrad-----Pps. 17-26**

March 9, 2015

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

Dear Dr. Beam:

This packet is a proposal from Community College Search Services (CCSS) to assist in your search for the new Superintendent/President, El Camino College.

CCSS has been in business since 1995 and has successfully completed over 160 full and partial searches (Appendix C). The company is financially secure and carries its own liability insurance. This proposal addresses the elements of your RFP and summarizes the services we provide, contact information for past clients, resumes for the three consultants assigned to this search and a list of successfully completed searches.

John Romo would be the primary on-site consultant, facilitating the search processes and serving as the search liaison to the College. James Walker and Eva Conrad would provide assistance, including recruiting, as needed. The resumes for John Romo, James Walker and Eva Conrad are included in Appendix D.

We would be pleased to answer any questions you may have about the proposal. Should you award us this contract, we are ready to begin the process at your convenience.

We appreciate the invitation to submit a proposal to assist El Camino College with this important activity.

Sincerely,



James Walker, Ed.D.

### **CCSS Services**

The lead consultant, John Romo, will communicate with the El Camino College representatives in person, by telephone and e-mail on a regular basis. This includes, but is not limited to, regular updates on recruiting and other issues that may arise as part of the normal search process.

Routine services provided by CCSS for a comprehensive search are described in general terms below. All services will be tailored to El Camino College's existing processes and culture.

#### **(1) Conduct Orientation Meeting**

We meet with the appropriate El Camino College representative(s) to collaboratively:

- Develop guidelines for the search process;
- Identify specific aspects of the announcement for the position of the Superintendent/President such as the application process, minimum qualifications and the representative duties for this position; and
- Review the tentative calendar for the search process.

#### **(2) Develop the Position Announcement**

We assist in drafting the position announcement for review, modification, and approval by designated staff after we collaborate with designated El Camino College personnel to develop the following components:

- Desired qualifications;
- Desired personal and professional characteristics;
- Institutional priorities; and
- Challenges, issues and opportunities facing El Camino College in the next five to ten years.

These components serve as a basis for the evaluation of the candidates for both the paper screening and the interviews.

We recommend that the position announcement be primarily distributed electronically in lieu of distributing printed versions. Electronic distribution saves printing costs and ensures that the position announcement is delivered directly to targeted personnel.

#### **(3) Recruit Candidates**

We recruit candidates state-wide and nationally through these processes:

- Solicit nominations of candidates from California community college chancellors, presidents, and other executive administrators and then directly contact all nominated candidates.
- Solicit nominations of candidates from community college chief executive officers across the United States and then directly contact all nominated candidates.



- Contact selected individuals from our firm's database who are known to have the qualifications for and interest in a Superintendent/President position.
- Contact potential candidates when we attend and/or present at community college conferences and leadership institutes.

These targeted recruiting efforts supplement the print and electronic advertisements that El Camino College will place in various online and print media. We provide recommendations to the El Camino College human resources department for national and regional advertising as requested.

**(4) Assist in Candidate Evaluation**

We assist the HR Department in any task as requested, such as assessing the completeness of application materials and screening for minimum qualifications.

We facilitate the paper screening process by providing materials and strategies for committee members' evaluation of the applications and their selection of candidates for first-level interviews.

**(5) Coordinate First-level Candidate Interviews**

We assist the search committee in the development of questions for the interviews and monitor the alignment of these questions with the position announcement. We also assist in the development of materials for the interviews and provide advice on interview facilities, scheduling and protocols.

We contact all candidates selected for interviews to provide the candidates with the information needed to prepare for the interview. During the interview, we greet the candidates, introduce them to the search committee, and generally coordinate the process. If desired, we serve as the Equal Opportunity Officer during the interviews.

Following the interviews, we provide strategies and techniques to assist the committee in its deliberation to select the finalists.

At the conclusion of the first-level interviews we inform all interviewed candidates of their status and brief the finalists on the next steps of the process.

**(6) Assist with College Forums for the Finalists**

If a college forum is desired, we provide advice on the arrangements for the college and/or community forum as well as on strategies for the staff and/or community participants to evaluate the candidates.

## **(7) Prepare Comprehensive Reference Reports for Finalists**

CCSS prepares comprehensive reference reports on all finalists to provide the Governing Board with the information needed to select a new Superintendent/President.

Once the search committee determines the finalists, we obtain signed release forms from the candidates permitting us to contact references provided with each candidate's application as well as any other individuals we deem appropriate to provide honest evaluations of each candidate's strengths and weaknesses. This crucial step protects the district as well as our firm.

CCSS then prepares a detailed reference report that includes three components:

1. Reference checks: Reference consultants call current and former supervisors and peers to obtain in-depth information about the candidates' work styles and accomplishments. About half of the contacted references are provided by candidates and about half are not on the list provided by the candidates. Responses are consolidated in a single narrative related to each question asked.

The lead consultant follows up these reference calls by calling current and former supervisors to make certain that we have all of the crucial background information on the candidates.

2. Internet search: The reference report includes the results of an internet search of the media information related to the candidates' current and former college communities.
3. Background checks: CCSS conducts criminal and civil background checks on all finalists.

## **(8) Facilitate Final Candidate Interviews**

Prior to the final interviews, the CCSS search consultant supplies the Governing Board with a written reference report on each finalist and reviews all salient reference information.

We facilitate final candidate interviews as desired, such as handling the logistics, contacting the candidates, and assisting with interview questions. We contact the candidates not selected by the Governing Board regarding the final outcome of the search process.

## **Distinctive Features of CCSS**

Some of our unique and distinctive qualities as a search firm include the following:

- Since all districts and colleges are different, we tailor our searches to the needs and requirements of the institution. We take pride in our ability to be flexible. Any portion of this proposal can be modified to address a client's specialized needs.

- CCSS consultants respond immediately to any request or emergency.
- A team approach is used in all searches during all phases of the search, from recruiting through final interviews, to ensure that the client's needs are met.
- CCSS consultants communicate frequently with the client throughout the search process.
- CCSS recruits state-wide and nationwide.
- CCSS consultants are available to provide advice on search-related issues, such as protocols for college forums.
- CCSS conducts a comprehensive check of references and provides a thorough written report.

### **Applicant Diversity**

Our reputation for fairness and record on diversity recruitment is very strong. We partially attribute our success to our volunteer efforts in developing and networking with those who aspire to become executive community college administrators. We originated the process of mock interviews and participate in these at the annual conference of the Association of California Community College Administrators (ACCCA). In addition, our consultants have made presentations on leadership issues at ACCCA, American Council on Education (ACE), American Association of Community Colleges (AACC), League for Innovation Executive Leadership Institute (ELI) and the annual ACCCA mentor program retreat.

Our diversity recruitment strategy includes the following:

- Contact community college CEOs nationwide and other community college organizations seeking nominations for the open position and emphasize that the district is seeking a diverse pool of candidates.
- Review advertising sites to ensure the inclusion of sites and publications directed toward women and minority groups.
- Ask all CCSS consultants including our associates in other states to develop a list of strong and diverse candidates to contact about the open position.
- Contact CEOs of minority and women organizations to seek nominations for the open positions.
- Contact minority and women CEOs in California and in other states seeking names of potential candidates.
- Contact the directors of university leadership programs seeking nominations for the open position.
- Contact candidates who have participated in various leadership programs.



### **Consulting Fee**

Our fee for conducting a comprehensive search for the **Superintendent/President, El Camino College**, is **\$21,500**.

The fee includes all of CCSS' expenses as follows:

- All visits to district meetings including all travel expenses;
- Expenses for recruiting candidates;
- Communication with the district representatives;
- Development of search process materials;
- Facilitation and coordination of committee meetings; and
- Comprehensive reference reports for the finalists including civil and criminal background reports and internet searches.

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

- Position announcement printing;
- Candidate travel and expenses;
- All advertising for the position;
- Search committee incidentals; and
- Any rental costs for interview sites.

### **Hourly Cost Considerations**

In response to Section 3, Item 2 of the RFP, in the event the District decides not to do a "total search" services would be provided at an hourly rate of \$125 per hour.

### **Our guarantee**

El Camino College may re-start the search process at any time for any reason at no additional cost. If for any reason the Board is not satisfied with the outcome of the completed search, CCSS will undertake the search again for direct expenses only. Also, if the new Superintendent/President does not succeed in the first year, we will repeat the search for direct expenses only.

**APPENDIX A  
DRAFT SCHEDULE**

**El Camino Community College District  
Timeline for Superintendent/President Search**

**Recruitment begins: June, 2015**

**Position open until filled.**

**Start date: February, 2016**

Date	Task	Responsibility
April	Select/appoint members to "Search Advisory Committee"	Board
April/May	Develop job announcement/brochure including process for applicants to submit paperwork 1 <sup>st</sup> committee meeting	Search Advisory Committee HR CCSS Consultants CCSS Consultants
June	Recruitment begins	CCSS Consultants
June	Recruitment letter sent by CCSS	CCSS
June/July	Develop plans for advertisements	HR CCSS
August/September	National/local advertising	CCSS Consultants
September	2 <sup>nd</sup> committee meeting	CCSS Consultants
September	Finalize rating process	CCSS Consultants
October	Read applications	Search Advisory Committee
October	3 <sup>rd</sup> committee meeting	CCSS Consultants
October	Invite selected applicants for	CCSS Consultants

	interview	
November # of days is contingent on the # of applicants selected for interviews	1 <sup>st</sup> level Interviews	Search Advisory Committee CCSS Consultants
November/December	Invite finalists to Board interviews	CCSS Consultants
December	Prepare reference reports	CCSS Consultants
January '16	Presidential interviews	Board CCSS Consultants
January	Appointment of S/P	Board



## APPENDIX B

### 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

Mr. John Didion, Vice Chancellor, Human Resources  
Rancho Santiago Community College District  
Telephone: 714.480.7489

Dr. Sandra Serrano, Chancellor  
Kern Community College District  
Telephone: 661.336.5104

Dr. David Viar, Superintendent/President  
Glendale Community College District  
Telephone: 818.240.1000 x 5108

Dr. Edward Ortell, former Board President  
Citrus Community College District  
Business 626.914.8821; Residence 626.303.5051

Ms. Mona Field, Trustee  
Los Angeles Community College District  
Telephone: 213.891.2044

Ms. Nancy Pearlman, Trustee  
Los Angeles Community College District  
Telephone: 213.891.2044

Mr. John Zumwalt, Board President  
Sequoias Community College District (College of the Sequoias)  
Telephone: 559.582.1056

Ms. Norma Hernandez, Board member and chair of the search committee  
Southwestern Community College District  
Telephone: 619.482.6301

APPENDIX C

SEARCHES COMPLETED BY COMMUNITY COLLEGE SEARCH SERVICES

Comprehensive Searches

**State Chancellor**

California

**Chancellor**

Coast CCD

Portland Community College

Los Rios CCD

West Valley-Mission CCD

Peralta CCD

Ventura County CCD

South Orange County CCD

Los Angeles CCD (3 times)

Rancho Santiago CCD

Grossmont-Cuyamaca CCD

San Jose-Evergreen CCD

San Bernardino CCD

West Valley-Mission CCD

North Orange County CCD (twice)

Chabot-Las Positas CCD

Yosemite CCD

San Diego CCD

**Superintendent/President**

College of the Siskiyous

Barstow College

College of the Sequoias (twice)

Victor Valley College

Linn-Benton Community College

Citrus College (twice)

Cuesta College

Pasadena City College

Victor Valley College

Long Beach City College

Allan Hancock College

Mt. San Antonio College

Lassen College

Palomar CCD

Cabrillo College

Mt. Hood Community College

Southwestern College (twice)

Napa Valley College

MiraCosta College (twice)

Santa Barbara City College

Imperial Valley College (twice)

College of the Desert

Rio Hondo College

Glendale Community College

Cerritos College (twice)

Antelope Valley CCD

Rio Hondo CCD

Palo Verde CCD

**President**

West Valley College

Portland CC, Southeast Campus

East Los Angeles College

Contra Costa College

Los Medanos College  
Cuyamaca College (twice)  
Santiago Canyon College  
Cerro Coso Community College  
Compton College (Provost)  
Bakersfield College (twice)  
Los Angeles Harbor College  
Grossmont College  
West Los Angeles College (twice)  
Los Angeles Pierce College  
Santa Ana College (thrice)  
West Valley College  
Santiago Canyon College (twice)  
Oxnard College

**Chief Executive Officer**

Intelcom

**Vice Chancellors**

Peralta CCD (Administrative Services  
Planning)  
Contra Costa CCD (Planning & Resource Develop)  
Grossmont/Cuyamaca CCD (Human Resources)  
Ventura County CCD (twice) (Human Resources)

**Vice Presidents**

Los Medanos College (Instruction & Student Services)  
Pasadena Area CCD (Educational Services  
Services)  
Pasadena Area CCD (Student Services)  
Pasadena Area CCD (Human Resources)  
MiraCosta College (Administrative Services)

**General Counsel**

Pasadena Area CCD

Evergreen Valley College  
Los Angeles Mission College (thrice)  
Mission College  
Coastline Community College  
Los Angeles City College (twice)  
Los Angeles Southwest College (twice)  
San Bernardino Valley College (twice)  
Cerro Coso Community College  
Los Angeles Trade Technical College (twice)  
Porterville College  
Reedley College  
Los Angeles Trade Technical College (twice)  
Moorpark College (twice)  
West Hills College, Coalinga

State Center CCD (Educational Services &  
Planning)  
State Center CCD (North Center)  
Coast Community CCD (Human Resources)  
Contra Costa CCD (Human Resources)

Cerritos College (Academic Affairs)  
Antelope Valley College (Administrative  
Services)  
Cerritos College (Human Resources)  
Pasadena Area CCD (Information Technology)  
Pasadena Area CCD (Administrative Services)



**Partial Assistance Searches**

**Chancellor**

San Jose-Evergreen CCD Interim  
South Orange County CCD

State Center CCD

**Superintendent/President**

Southwestern, Interim

San Joaquin Delta, Interim

**President**

Cypress College (twice)  
Diablo Valley College  
American River College  
Cuyamaca College  
Grossmont College  
Brookhaven College (Dallas)

Fullerton College (twice)  
Evergreen Valley College  
Los Angeles City College  
West Los Angeles College  
Santa Ana College

**Provost, School of Continuing Education**

North Orange CCD (twice)

**Executive Vice Chancellor of Administrative Services**

Ventura County CCD

**Vice Chancellors**

Contra Costa CCD (Administrative Services)      Contra Costa CCD (Finance & Administration)  
Contra Costa CCD (Planning & Educational Services)      Kern CCD (Educational Services)  
Contra Costa CCD (Human Resources and Organizational Development)

**Associate Vice Chancellor of Human Resources**

Los Rios CCD

Ventura County CCD

**Executive Vice Presidents/ Vice Presidents of Instruction, Academic Affairs and Student Learning**

Mt. Hood Community College  
Cerro Coso community College  
Porterville College  
Mission College

Portland Community College  
Central Oregon Community College  
Cuesta College  
Mt. San Antonio College

Grossmont College

**Vice Presidents**

Diablo Valley College (Student Services)

Southwestern College (Administrative Services)

Mt. San Antonio College (Administrative Services)

Cuesta College (Student Services)

Cuesta College (Administrative Services)

**Deans**

Cuyamaca College (Administrative Services)

Grossmont College (Communications and Fine Arts)

Grossmont College (Humanities, Social & Behavioral Sciences)

Grossmont College (Administrative Services)

**Directors**

Contra Costa CCD (Human Resources)

Cuesta College (Nursing)

Ohlone College (Human Resources)

Cuesta College (Allied Health)

APPENDIX D

RESUMES for JAMES WALKER, JOHN ROMO and EVA CONRAD

**JAMES W. WALKER**

**Vita Brief**

---

Higher Education and Search Consultant  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]

**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-present)

Professor, El Camino College (1966-1986)

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

**PRIMARY SEARCH CONSULTANT**

Coast CCD, Chancellor: 2014-'15

Moorpark College, President: 2013-'14

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 (Current)  
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



**JOHN ROMO**

**EDUCATION**

M.A., Education Administration  
Bachelor of Arts/German Literature

Univ. of Calif., Santa Barbara  
University of Redlands

**CALIFORNIA CREDENTIALS**

CA Administrative Credential  
CA State Community College Teaching Credential  
CA State Elementary Teaching Credential

**EMPLOYMENT HISTORY**

2008-present Search Consultant, Community College Search Services  
2008-2009 Educational Consultant, College Brain Trust  
2002-2008 Superintendent/President, Santa Barbara Community College District  
1999-2002 Chief Operating Officer, Planned Parenthood Federation of America  
1994-1999 Vice President for Continuing Education, Santa Barbara Community College District  
1986-1994 Vice President for Academic Affairs, Santa Barbara Community College District  
1983-1986 Dean for Academic Affairs, Barbara Community College District  
1980-1983 Assistant Dean of Instruction, Santa Barbara Community College District

**TEACHING AND RELATED EXPERIENCE**

1977-1980 Professor of English and Director of the Reading Study Skills Center, Santa Barbara City College  
1972-1977 Director of the Bilingual Teacher Credential Program, University of California Santa Barbara  
1972-1977 Lecturer and Supervisor of Student Teachers, University of California, Santa Barbara  
1969-1972 Elementary School Teacher, Goleta Union School District (1969-72)

### **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

---

**SEARCHES CONDUCTED OR IN PROGRESS**

- 2010 Rancho Santiago Community College District, Chancellor
- 2010 South Orange County Community College District, Chancellor
- 2011 College of the Sequoias, Interim Vice President, Business Services
- 2011 Kern Community College District, Interim Vice President, Academic Affairs
- 2012 Ventura County Community College District, Chancellor
- 2012 Antelope Valley Community College District, Assistant Superintendent/Vice President Administrative Services
- 2012 Ventura County Community College District, Interim Vice Chancellor Human Resources
- 2013 Ventura County Community College District, Interim Vice Chancellor Business Services
- 2013 Peralta Community College District, Interim Director of Human Resources
- 2013 Coastline Community College District, Interim Dean of Counseling and Special Programs
- 2013 Coastline Community College District, Interim Vice President of Student Services
- 2014 San Jose/Evergreen Community College District, San Jose City College President
- 2014 Coastline Community College District, Interim Dean of Instruction (ESL Center)
- 2014 Coastline Community College District, Interim Dean of Instruction (Library and Learning Resources)
- 2014 Coastline Community College District, Interim Human Resources Director
- 2015 Coastline Community College District, Interim Dean of Health and Consumer Science
- 2015 Coastline Community College District, Interim Director, EOPS
- 2015 Coastline Community College District, Interim Dean
- 2015 Hartnell Community College District, Interim Vice President, Administrative Services
- 2015 Peralta Community College District, Chancellor (in progress)

**SERVICE ON BOARDS AND ORGANIZATIONS**

- Board of Directors, Direct Relief International (2008-15). Board Chair, June 2013-15
- Board of Directors California Family Health Council (2009-15). Chair in 2012
- Board of Directors, Santa Barbara Cottage Health Systems (2006-13)
- Board of Directors, Chief Executive Officers Board of the Community College League of California (2005-08). Chair in 2007-08
- Board of Directors, Community College League of California (2005-08). Chair in 2007-08
- Board of Directors, Guttmacher Institute (2003-08)
- Board of Directors, Santa Barbara Region Chamber of Commerce (1998-08)
- Board of Directors, Santa Barbara United Way (2002-08)
- Board of Directors Foundation for Santa Barbara City College (1986-13)

Board of Directors, Santa Barbara County Schools Partners in Education (2002-08)

John Romo

Page 3

---

### PROFESSIONAL ACTIVITIES

Educational consulting service to educational institutions (Current)  
Representative from the CEO Board on the Chancellor's Consultation Council (2007-08)  
CEO Board representative on the Board of Governors' Interim Chancellor Search Committee (2007)  
CEO Board representative on the Board of Governors' Chancellor Search Committee (2008)

### HONORS

Executive of the Year Award from the Southcoast Business/Technology Council (2008)  
Distinguished Leader Award from the Santa Barbara Hispanic Chamber of Commerce (2008)  
Latino Today Most Influential Latino Award from the "Latino Today" newspaper (2008)  
Proclamation from the Santa Barbara City Council for Educational Leadership (2008)  
SBCC international student recognition for work in the areas of international education and diversity (site dedication-2008)  
University of California, Santa Barbara Gevirtz Graduate School of Education Distinguished Alumni Award (2007)  
Pierre Claeysens Award for Distinguished Service (2004)  
University of Redlands Outstanding Alumni Achievement Award (2002)  
Santa Barbara Hispanic Achievement Council award for leadership and service to the community (1999)  
Latinos for Better Government Community Service Award (1996)  
Distinguished Community Service Award presented by the Anti-Defamation League and the Santa Barbara B'nai B'rith Lodge (1993)  
Selected to serve on a delegation of community college educators to meet with higher education officials in the Soviet Union (1989)



Eva Conrad

~~1000 University Blvd, University of Arizona~~  
~~480 University Blvd, University of Arizona~~  
~~1000 University Blvd, University of Arizona~~

#### EDUCATION

- Ph.D. University of Arizona Psychology
- M.A. University of Arizona Psychology
- B.A. University of South Alabama Psychology

#### ADMINISTRATIVE EXPERIENCE

##### Consultant

July, 2008 – Present

- Facilitate development of Master Plans
  - Citrus Community College District
  - College of the Sequoias Community College District
  - College of Western Idaho
  - Grossmont-Cuyamaca Community College District
  - MiraCosta Community College District
  - Moreno Valley College (Riverside Community College District)
  - North Orange County Community College District
  - Shasta-Tehama-Trinity Counties Joint Community College District
  - Rancho Santiago Community College District
- Facilitate the development of strategic plans and/or other planning processes related to fulfillment of accreditation recommendations and standards:
  - Chaffey College Community College District
  - College of the Sequoias Community College District
  - College of Marin Community College District
  - Community College of Washington D.C.
  - MiraCosta Community College District
  - Modesto Junior College
  - North Orange County Community College District
  - Rancho Santiago Community College District
  - San Luis Obispo County Community College District
  - Santa Barbara Community College District

Shasta-Tehama-Trinity Counties Joint Community College District  
South Orange County Community College District

- Facilitate executive searches

Cerritos College Community College District  
Glendale Community College District  
Los Angeles Mission College  
Mt. San Antonio Community College District  
Pasadena City College Community College District

**President, Moorpark College**

July, 2002 – July, 2008

Serve as the Chief Executive Officer for Moorpark College, a Ventura County comprehensive community college with approximately 14,000 students and facilities on 154 acres.

**Executive Vice President of Student Learning, Moorpark College**

August, 1997 – June, 2002

**Vice President of Instruction, San Bernardino Valley College**

July, 1994 - July, 1997

**TEACHING EXPERIENCE**

Adjunct Instructor, California State University Northridge January - May, 2011

Adjunct Instructor, California Lutheran University August - December, 2009

Professor in the Psychology Department, San Bernardino Valley College September, 1976 - August, 1992

**ACCREDITATION AND MATRICULATION EXPERIENCE**

- Chair, Accreditation Progress Report Site Visit. Porterville College. November, 2007.
- Chair, Accreditation Comprehensive Visit. Riverside City College. October, 2007.
- Chair, Accreditation Progress Report Site Visit. Cypress College. November, 2006.
- Chair, Accreditation Comprehensive Visit. Porterville College. October, 2006.
- Chair, Accreditation Progress Report Site Visit. College of Micronesia. April, 2005.
- Chair, Accreditation Comprehensive Visit. Cypress College. March, 2005.
- Chair, Accreditation Comprehensive Visit. College of Micronesia. March, 2004.
- Team Member, Accreditation Site Visit. Santa Ana College. October, 2001.
- Observer for the Commission on Athletics, Western State Conference Program Review. Bakersfield College, November, 2000.

- Team Member, Accreditation Site Visit. American River College. October, 2000.
- Accreditation Liaison Officer and Member, Mid-term Report Steering Committee. Moorpark College, Fall, 2000.
- Accreditation Liaison Officer and Member, Accreditation Steering Committee, Accreditation Self-study. Moorpark College, Fall, 1997.
- Team Member, Accreditation Site Visit. Las Positas College, Spring, 1997.
- Accreditation Liaison Officer and Member, Accreditation Steering Committee, Accreditation Self-study. San Bernardino Valley College, 1996-1997.
- Team Member, Matriculation Technical Assistance Site Visit. Cuyamaca College, 1995.
- Editor, Accreditation Self-study and co-author of the *College Atlas* to support the self-study, San Bernardino Valley College, 1990-1991.

#### HONORS

- Chancellor's Award for Excellence, Ventura County Community College District, 2008
- Visionary Award from the Moorpark Chamber of Commerce, 2008
- Manager of the Year Award from the Academic Senate, Moorpark College, 2008
- First Amendment Award from the Journalism Association of Community Colleges, 2008
- "Top 50 Women in Business" Award from the Pacific Coast Times, 2005 and 2008
- President's Award from the Academic Senate, Moorpark College, 2005
- Leadership Award for Administrative Excellence, Association of California Community College Administrators (ACCCA), 2002
- Certificate of Appreciation, Statewide Puente Project, 1996
- Certificate of Appreciation, SBVC Classified Senate, 1995 and 1996
- Medallion Award from National Council for Marketing and Public Relations, 1993
- Black Faculty and Staff Award (*Women Who Make A Difference*), 1993
- Outstanding Professor of the Year, San Bernardino Valley College, 1990
- Advancement in Academic Rank to Professor, 1990
- Visiting Scholar, UCLA, 1988-1989

#### CONFERENCE/WORKSHOP PRESENTATIONS SINCE 2007

David Bugay, Jim Walker, and Eva Conrad (2011). How to Get the Next Job. Association of Community College Administrators Conference, Long Beach, CA

Deborah Shepley, Pamela Deegan, and Eva Conrad (2011). An Integrated Process for Educational and Facilities Planning. Association of Community College Administrators Conference, Long Beach, CA

Pam Eddinger and Eva Conrad (2009). Succession Planning: Strategies for Positive Transition. Association of Community College Administrators Conference, San Diego, CA

Darroch Young and Eva Conrad (2008). Leadership Development for Student Success. Community College League of California 2008 Annual Convention and Partner Conference, Anaheim, CA.

Eva Conrad, Pam Eddinger, Lisa Putnam, and Timothy Stewart (2007). Shifting the Spotlight from SLOs to Program Improvement. Community College League of California 2007 Annual Convention and Partner Conference, San Jose, CA.

Pam Deegan, Bob Deegan, and Eva Conrad (2007). Lead by Example. California Community College Chief Instructional Officers' Conference 2007. CIOs: Riding the Waves of Change, Monterey, CA.



# **ELS GROUP**



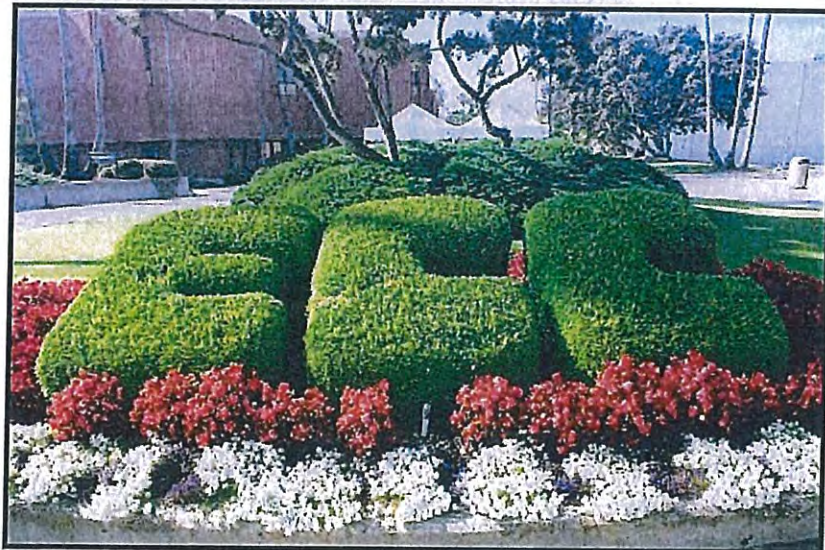


*Educational Leadership  
Search*

NATIONAL SEARCH PROPOSAL  
SUPERINTENDENT/PRESIDENT  
EL CAMINO CCD

for the  
Board of Trustees  
March 4, 2015

**El Camino  
Community College District**



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

Phone: 831.643.0993  
Fax: 831.333.0384  
[ssavage@elsgroup.org](mailto:ssavage@elsgroup.org)



March 4, 2015

Re: Superintendent/President Search

Dear Mr. Beverly and Members of the Board of Trustees:

The ELS Group, LLC is pleased to submit a proposal to conduct the search for the next Superintendent/President, El Camino Community College District.


One of the most important roles of the Board of Trustees is the recruitment and selection of the District's Chief Executive Officer. The search must be well organized and satisfy all legal and ethical standards. The ELS Group, LLC has a proven record of managing an efficient process that results in success.

In support of our clients, we:

- Are available 24/7 to closely work with the Search/Screening Committee in all phases of the search;
- Provide expertise to assist the Board leadership in conducting a nationwide search;
- Ensure the Board's desire for transparency by meeting with all campus and community constituents to gather input for the desired qualities of a successful candidate;
- Assist with the design for advertisements, brochures, and/or announcements;
- Attend conferences and workshops to promote the position;
- Consult with interested candidates on the needs and interests of the District and
- Provide general consulting on issues that may arise.

The above services testify to our strong commitment in support of finding the best educational leader, who is the right fit for your District. We hope to hear from you soon.

Sincerely,

  
Sallie A. Savage,  
Senior Partner

Enclosure





### *Education Leadership Search*

## **National Search for the Superintendent/President El Camino Community College District**

**March 4, 2015**

### **A. Firm Profile**

- The ELS GROUP, LLC
- 1071 Roosevelt Street, Monterey, CA 93940
- Telephone (831)241-8379
- FAX: (831) 333-0384
- Contact: Sallie A. Savage, [ssavage@elsgroup.org](mailto:ssavage@elsgroup.org)
- Federal Tax ID: 32 0228471
- Monterey Business License: #1003
- Limited Liability Company, taxed as a partnership

### **B. Established August 2004**

### **C. Qualifications**

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 22 permanent CEO and high-level administration searches and has produced exceptional results for our clients. The ELS Group has never had a failed search and no selectee has left our client's district within the first 3 years of hire.

The firm's principal partners personally conduct each search and we focus on the institution's unique needs and culture through intense and detailed inquiry. We partner with the Administration, Search Committee, and Human Resources to establish a firm calendar of events and a viable process. We communicate with the Board of Trustees 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.

#### **D. Dedicated Search Consultants**

**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 twenty (20) senior level searches. 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. **Dr. Valeau will serve as the lead 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 served as the principle search consultant for many ELS Group recruitments

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. **Consultant for this search.**

**Sallie A. Savage**, MPA, served as a Director of Human Resources in three California Community Colleges for over 15 years after she retired from the United States Air Force with the rank of Lieutenant Colonel. Her experience is in successful recruiting and personnel management of a multicultural workforce. She has worked extensively in labor contract negotiations and labor management relations. She has performed in professional human resources capacities for over 36 years, including six years as a personnel advisor to the Secretary of the Air Force. Ms. Savage has conducted or participated in 22 senior level searches within the last 36 months. **Technical support for this search.**

## **E. Recent Search History and References**

### **Search for the Chancellor, City College San Francisco (2014)**

- Brice Harris, CCC Chancellor (916) 322-4005  
Chancellor's Office CCC  
1102 Q Street  
Sacramento, CA 95811-6511
- Arthur Q. Tyler, Chancellor CCSF (415) 239-3303  
San Francisco CCD  
50 Phelan Ave. E200  
San Francisco, CA 94112

### **Search for President, LA Harbor College (2014)**

### **Search for President, LA Southwest College (2014)**

### **Search for President, LA Valley College (2014)**

### **Search for President, Los Angeles Valley College, (2011)**

### **Search for President, Los Angeles Pierce College (2011)**

- Francisco C. Rodriguez, Chancellor LACCD (213) 891-2201
- Adriana D. Barrera, Deputy Chancellor, Los Angeles CCD (213) 891-2081  
LACCD  
770 Wilshire Blvd.  
Los Angeles, CA 90017-3896

### **Search for Vice Chancellor, Educational Services and Technology (2014)**

### **Search for Vice Chancellor, Human Resources (2013)**

- Ned Doffoney, North Orange CCD (714) 808-4797  
North Orange County CCD  
1830 Romneya Dr.  
Anaheim, CA 92801

### **Search for Vice President Academic Affairs, Oxnard College (2015)**

### **Search for Vice President Student Development, Oxnard College (2015)**

- Jamillah Moore, Chancellor, Ventura CCD (805) 652-5502  
Ventura County CCD



255 W Stanley Ave. Ste.150  
Ventura, CA 93001

**Search for President, Ventura College (2013)**

- Jamillah Moore, Chancellor, Ventura CCD (805) 652-5502  
Ventura County CCD  
255 W Stanley Ave. Ste.150  
Ventura, CA 93001

**Search for Superintendent President, College of the Desert (2012)**

- Michael O'Neill, Trustee, Desert CCD (760) 320-7985
- Joel Kinnamon, Superintendent President, DCCD (760) 773-2500  
Desert CCD  
43-500 Monterey Ave.  
Palm Desert, CA 92260

**Search for Vice President College and Administrative Services (2012)**

- Joan Smith, Chancellor, Yosemite CCD (209) 575-6508
- Teresa Scott, Executive Vice Chancellor (209) 575-6530  
PO Box 4065, Modesto, CA

**Search for Vice Chancellor Administration and Finance (2012)**

- Debora Blue, Chancellor, State Center CCD (559) 244-5901  
1525 East Weldon Ave.  
Fresno, CA 93704

**Search for Vice Chancellor, Business Services (2010)**

**Search for President, West Valley College (2010)**

**Search for Vice President, Student Services, West Valley College (2012)**

**Search for Associate Vice Chancellor, Human Resources (2012)**

- John Hendrickson, Chancellor, West Valley-Mission CCD (Retired)
- Ed Madule, Vice Chancellor, Business Services (408) 741-2082  
14000 Fruitvale Ave.  
Saratoga, CA 95070-5698

## **F. 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 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 email personalized announcements to hundreds of prospective candidates throughout the United States.
- We have a reputation for building large pools of experienced leaders from diverse backgrounds and cultures.

### **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, to communicate the progress to the Board, 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 Chancellor.

### **Step 7 Candidate's Self Assessment (Value Added)**

We recommend that each finalist take a 25 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 before the final interview.

### **Step 8 Final Interview**

- ELS Consultants remain active through the final phase of the search, and assist the Board in making well-informed decisions.
- We stay in close contact with the finalists to address their questions and concerns.

- We provide support for the Board or its 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, if desired.

### **Step 10 Close Out**

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

## **G. Roles and Responsibilities**

### **ELS Group:**

- Meet with hiring authority to determine the college's leadership needs and desired qualities of the next Superintendent/President.
- Conduct campus-wide focus groups to assess campus community interests in the profile of the next Superintendent/President.
- Meet with Search Committee to establish ideal candidate profile, process schedule, method of advertising, brochure design.
- Communicate weekly or more frequently with the Board representative and Human Resources' Officer.
- Generate an electronic message to all CEOs and HROs in 14 States.
- Using our proprietary data base, contact a network of educators and administrators across the nation to announce the position.

### **District:**

- Provide ELS direct communication with, the hiring authority or representative, the Chair of the Search Committee, and the assigned Human Resources' Officer.
- Assign and formally charge the Search Committee.
- Respond in a timely manner to ELS Group's requests for information and arrangements.
- Provide ELS with the names and home/office/mobile contact information for the District personnel assigned to work with ELS.
- Provide office space to house any on-campus confidential records of the Committee.
- Provide periodic use of a secure conference room for meetings of the Screening Committee and ELS.
- Pay for any print or electronic media that is standard District position advertising.



## **H. Philosophy**

Community College education is vital for a strong society, a prepared workforce, and is a stepping stone for undergraduate and post graduate success. Community college students deserve the best education offered in well managed institutions whose faculty and staffs are dedicated to the task of student learning. Strong leaders with vision are a must.

The ELS Group is committed to helping our clients achieve institutional goals by strengthening their leadership teams through recruiting and placing star quality administrators.

## **I. Fees/Payment Schedule**

The ELS Group fee is \$27,000 for the El Camino Community College District search which includes:

- The cost of all communications, postage, software assistance
- Finalist reference checks/background checks.
- The OPQ, and associated reports for finalists.

### **Added Costs**

Expenses, IRS mileage allowance, coach airfare, lodging not to exceed \$145 per night, for one consultant for required visits to the District.

### **Pay Schedule**

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.

## **J. Proposed Schedule**

The Request for Proposal establishes a tentative schedule for the entire process that extends over eight (8) months. The ELS Group can easily meet that timeline. If the Board of Trustees wishes to truncate that period of recruitment, we can conduct the entire recruitment and selection process within a period not less than 130 days.

## **K. The ELS Group Guarantee**

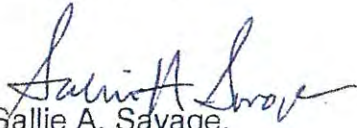
**The search will yield a significant number of highly qualified candidates from across the nation who will represent a richness of diversity and talent.**

**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 Chancellor 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.**

## **L. Purpose**

The ELS Group is committed to recruiting top talent capable of and dedicated to meeting the needs of the El Camino Community College District.

Presented by:

  
Sallie A. Savage,  
Senior Partner





**GREENWOOD/ASHER &  
ASSOCIATES, INC.**



# Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

**PARTNERS:** Dr. Jan Greenwood, Partner, President & CEO  
Metropolitan D.C.: [jangreenwood@greenwoodsearch.com](mailto:jangreenwood@greenwoodsearch.com) or (202) 746-6987  
Dr. Betty Turner Asher, Partner, Vice President & COO  
Florida: [bettyasher@greenwoodsearch.com](mailto: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 2000 searches successfully completed
- Over 500 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, 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  
United States

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

WEB SITE <http://www.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/Associate

Head Coaches  
Athletics Directors

**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 a Healthier Kentucky  
American Psychological Association  
National Industries for the Blind

Aspira  
Jesse Ball duPont Foundation  
Resder's Digest Association  
Collegis  
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

42 Business Center Dr.  
Suite 206  
Miramar Beach, FL 32550  
United States

PHONE (850) 650-2277  
FAX (850) 650-2272  
E-MAIL [janngreenwood@greenwoodsearch.com](mailto:janngreenwood@greenwoodsearch.com)  
[bettyasher@greenwoodsearch.com](mailto:bettyasher@greenwoodsearch.com)

WEB SITE <http://www.greenwoodsearch.com>

**Greenwood/Asher & Associates, Inc.**

**EXECUTIVE SEARCH, CONSULTING, AND TRAINING**

**EXECUTIVE SEARCH AND RECRUITING  
SERVICES PROPOSAL**

*for*

**SUPERINTENDENT/PRESIDENT**



**MARCH 2015**

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

**[jangreenwood@greenwoodsearch.com](mailto:jangreenwood@greenwoodsearch.com)  
[bettyasher@greenwoodsearch.com](mailto:bettyasher@greenwoodsearch.com)**

## TABLE OF CONTENTS

	Page Number
Cover Letter	3
1. Qualifications	5
2. Professional Fees	7
3. Project Lead	8
4. Timeline	9
5. Availability	10
6. Appendix/References	11



# Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

March 5, 2015

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. (G/A&A) the opportunity to present our proposal to provide executive search services for the next Superintendent/President at El Camino Community College District. 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. Dr. Betty Turner Asher, co-owner of G/A&A and partner, and I have both served as tenured professors and presidents of universities.

In addition to our corporate headquarters in Florida, our consultants are located strategically around the United States including San Diego and Metro DC. 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. Each of our consultants works on an average of three searches at a time. This workload allows quality service for our clients. Our references speak to our highly personalized services 24/7.

As examples of quality results of our searches, we are proud to have recently provided to our clients placements that included four National Academy members (one at an AAU institution and four at non-AAU institutions). Included in these four National Academy placements were a renowned medical doctor and a female dean of engineering. It is very difficult to recruit National Academy Members for universities that are not AAU. 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 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.

We are very familiar with the higher education environment within the state of California. We have conducted various searches for University of California Davis, University of California Berkeley, University of California San Diego, California State University Stanislaus, Fresno State University and New School of Architecture and Design. We think our experiences at institutions around the nation and our familiarity with the higher education environment within the state of California provide unique qualifications for us to work with you on this search.

In order to prevent recruitment blockage in the market, we do not accept searches for opportunities that could be viewed as competing with each other at the same time. In addition, we do not recruit our placements. The positive result for our clients is that by not having a number of current clients engaged in comparable searches to yours, we are not blocked from recruiting in your market. Since our database and consultants are current in knowing the leaders you may hope to recruit, we are able to proceed with recruitment without blockage.



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

### **CONTACT INFORMATION:**

G/A&A Partners:	Dr. Jan Greenwood and Dr. Betty Turner Asher
Name of Firm:	Greenwood/Asher & Associates, Inc.
Main Office Address:	42 Business Center Dr., Suite 206 Miramar Beach, FL 32550
Phone:	850-650-2277
Fax:	850-650-2272
Cell:	202-746-6987
Email:	<a href="mailto:team@greenwoodsearch.com">team@greenwoodsearch.com</a>
Email01:	<a href="mailto:jangreenwood@greenwoodsearch.com">jangreenwood@greenwoodsearch.com</a>
Email02:	<a href="mailto:bettyasher@greenwoodsearch.com">bettyasher@greenwoodsearch.com</a>

## EXECUTIVE SEARCH SERVICES

You, our client is of utmost importance to us. We listen, we learn and we communicate in a forthright, honest and timely manner. Our responsibility is to bring you highly qualified candidates who match your expectations. We value your knowledge and your openness as together we prepare our recruiting strategies and consider the candidates.

We view our client relations as long term, rather than transactional assignments. For example, often we place a chancellor/president and later are retained to conduct searches for members of the CEO's executive and senior level administrative team. We work in partnership with your clients' unique needs and challenges and customize each search.

Further, we have an equally important responsibility to candidates, prospects and sources on your behalf. We will communicate necessary and timely information to them and act with dignity and fairness at each step in the process.

- 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.) A brief narrative describing how the services named above will be performed and a listing of tasks expected to be completed by ECC personnel.**

We understand that the El Camino College is seeking executive search services for conducting the searches for the next Superintendent/President. We also understand the unique challenges of this search and are prepared to leverage our expertise throughout the process to meet the agreed-upon objectives.

Our experience in executive search and higher education provides us qualifications for completing your search. The founders, Dr. Jan Greenwood and Dr. Betty Turner Asher, and their colleagues have been providing executive search and consulting services for over 148 combined years. Dr. Greenwood has conducted over 600 searches. G/A&A consultants have conducted over 2,000 searches. These searches cover the range of executive positions in higher education – endowed chairs, deans, directors, vice presidents, provosts, presidents, and chancellors – in a variety of disciplines. In addition, Dr. Greenwood and Dr. Asher have both served as university presidents and been full professors.

Examples of clients for whom we have conducted successful Community College CEO searches include

Institution	Date of Search Closure	Position Filled
Lehigh Carbon Community College	06/2014	President
Dallas County Community College District	10/2013	Chancellor
Bucks County Community College	07/2012	President
Anne Arundel Community College	03/2012	President
Columbus State Community College	03/2010	President
Lansing Community College	03/2008	President

Our process is designed to be efficient and effective at 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

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 Community College District 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 Community College District's 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 Community College District, 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 Community College District 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 Educating*, *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 Community College District 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.

We are grounded in the commitments to quality, diversity and accessibility. We are strategic and collaborative partners with our clients and are nimble in our approach to meet our client's



objectives in a timely manner. We know your search for new leadership is a significant undertaking and we would be honored to represent you.

**2. The proposal must include both a “total search cost” AND pricing for selected levels of service – clearly indicating what is commensurate with such service, should the Board of Trustees elect to only have limited tasks performed by your firm.**

We are certainly open to discussing providing only limited tasks; however, our experience indicates that partial search assistance rarely leads to a satisfied client and/or candidates. Recruiting and conducting background information are the bulk of the work and our presence at meetings and coordination of interviews are services we would provide anyway. Our fees are based on the recruitment process regardless of the process the search committee prefers to use.

**For this search, we propose a flat fee of \$77,200.**

**Fees:** Greenwood/Asher & Associates, Inc. is a retained executive search firm, which means we are dedicated to you as a client, to the success of your search, and to closure. Our commitment is to stay with you until you have selected a candidate of choice. We bill all fees over the first three months of the contract period.

Our service is based on one-third of the total first year's estimated cash compensation for the individual employed with a minimum fee of \$60,000, whichever is higher. Our fees are competitively based and industry standard. However, negotiable fee adjustments may occur as a result of further discussion.

Reflecting a strong interest in becoming your search partner, we offer options for your consideration.

- Fixed fees/flat fee
- Maximum amount or not to exceed overall amount
- Negotiated fees

Should other placements result from our search(es), a fee of 25% of the first year's compensation 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. These are difficult to track expenses such as research and internal administration, initial background checks, fax, postage, and photocopying for which there are no receipts.

**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.

**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.



**The following categories** depend on what the search committee and the person with the authority to hire request. It requires conversations with them about what process they want to use including where to hold interviews if in person, number of search committee members and candidates attending the interviews, etc. While the referencing is part of the fee, there are several levels of background checks our clients sometimes elect to use and they range from \$500.00 to \$5,000.00 per candidate. What is used is what the client requests, Many of our clients ask us to provide "not to exceed without prior written approval" amounts for these items. With these considerations in mind, examples of "not to exceed without prior written approval" amounts for budget planning purposes are listed below:

**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. The estimated expense for candidate travel is \$15,000.
- **Advertisements:** These are not a requirement of the firm, but are placed based on the client's request. Most clients budget \$4,000-\$6,000 for advertising (marketing).
- **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 \$650 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. For four finalists, this expense will not exceed \$2,600 and \$5,000 for sole finalist.

### **3. Name(s) and pertinent qualifications of person(s) assigned to the ECC project.**

Dr. Jan Greenwood, partner and president, will be the lead consultant on this project. Dr. Betty Turner Asher, partner and vice president, will assist her. One of our consultants will assist with this search. Technical (computer and video) and administrative staff at the corporate office will support them.

#### **YOUR DEDICATED TEAM LEADER**

**Jan Greenwood (202-746-6987), Leading Partner**

##### **Education**

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



**Additional credentials**

- Harvard's Institute for Educational Management
- Trained in England on Tavistock group methods
- Licensed psychologist in Ohio

**Executive search experience**

- Led strategy and implemented searches for approximately 21 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
- Library named in honor of presidency at Virginia institution
- Earned tenure and full professor
- K-12 experience as a high school teacher and counselor

**Career professional achievements and activities**

- Member, Monmouth University Board of Trustees, Educational and Faculty Affairs Committee and Executive Committee
- Former board member for symphony, opera, ballet, United Way, Regional Plan Association, YWCA
- Founding President of the Long Island Sound Foundation
- Former member of corporate board of the Aquarion Company - Served as Chair of the Environmental, Community & Government Relations Committee and member of the Audit Committee
- Former Board & Executive Committee member, American Council on Education
- Former member, Association of Governing Boards President's Advisory Committee and their Commission on Strengthening Presidential Leadership
- Former Chair, American Association of State Colleges and Universities Policy & Purposes Committee
- Former member, Southern Governors' Association Advisory Council on International Education
- Former Chair, Council of Presidents for Virginia Public Higher Education
- Chair, American Council on Education Executive Search Roundtable
- Secretary, Seascape Board of Directors
- Vice Chair, Majestic Sun Board of Directors

**4. Suggested timeline for a project of this size and scope, with an anticipated starting date of the new Superintendent/President in January, 2016.**

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.

**Tentative Search Schedule**

<b>Date: May 2015</b> <ul style="list-style-type: none"> <li>• Time</li> </ul>	<b>Orientation &amp; Start-up Meeting:</b> G/A&A meets with Search Committee; Ads and position descriptions agreed upon and search process outlined; forums conducted
<b>Date: May 2015</b>	<b>Place Advertisements</b>

<b>Date: Early July 2015</b> • Time	<b>Prospect Review Meeting:</b> Search Committee to review leading prospects for consideration; Select candidates for preliminary review and discuss interview strategies
<b>Date: July 2015</b> • Time	<b>Round-One of Interviews</b> Search Committees & G/A&A will conduct interviews of leading candidates and select candidates for referencing; Discuss referencing strategies
<b>Date: Late July 2015</b> • Time	<b>Reference Feedback Meeting;</b>
<b>Date: Early August 2015</b> • Time	<b>Round-Two of Interviews:</b> Candidates are invited to campus interviews
<b>Date: August 2015</b>	<b>Board Interviews</b>
<b>Date: August 2015</b>	<b>G/A&amp;A and Board Discussions and Recommendations</b>
<b>Date: August 2015</b>	<b>Candidate Selection</b>
<b>Date: TBD</b>	<b>Start Date</b>

#### 5. Availability for this project.

We are available to start this search immediately and have the ability to fast-track, if needed.



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

**Mr. Jerry Prater**

Chair, Board of Trustees  
Dallas County Community College District  
1601 S. Lamar Street  
Dallas, TX 75215  
Phone: 214-378-1602  
Email: [jprater@hphcpa.com](mailto:jprater@hphcpa.com)  
Note: Client for Chancellor Search

**Mr. Bob Ferguson**

Member, Board of Trustees  
Dallas County Community College District  
Director, TD Industries  
13850 Diplomat Drive  
Dallas, TX 75234  
Phone: 972-888-9401  
Email: [bob.ferguson@tdindustries.com](mailto:bob.ferguson@tdindustries.com)  
Note: Search Chair for Chancellor Search

**Mr. Blake Eisenhart**

Trustee, Bucks County Community College  
Unisys  
801 Lakeview Drive, Suite 100 2NE  
Blue Bell, PA 19422  
Phone: 215-986-4011  
Email: [blake.eisenhart@unisys.com](mailto:blake.eisenhart@unisys.com)  
Note: Client for 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](mailto:skaufman@linowes-law.com)  
Note: Chair of Presidential Search Committee

**Mr. Robert Proctor**

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





# **THE HOLLINS GROUP**



# THE HOLLINS GROUP<sup>INC.</sup>

*Executive Recruiting Consultants*

*Chicago • Sioux Falls • Washington, DC  
and a Founding Partner of Glasford International*

March 9, 2015

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

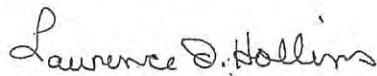
Dear Ms. Beam:

The Hollins Group Inc. is appreciative of the opportunity to respond to El Camino College's Request for Qualifications regarding the institution's upcoming Superintendent/President search.

We have carefully reviewed your materials. As President, I warrant that I have the authority to bind The Hollins Group Inc. to this proposal and all of the requirements, prices and conditions set forth within.

Thank you for your interest in The Hollins Group. We believe that our quarter century of executive recruitment experience will be valuable to El Camino College's recruitment efforts. We look forward to your favorable reply. In the meantime, I can be reached at (312) 606-8000 or lhollins@thehollinsgroup.com.

Sincerely,



Lawrence I. Hollins  
President





**Request for Qualifications**

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

**Submitted by:**

**The Hollins Group Inc.**

**March 9, 2015**

**The Hollins Group Inc. – About Our Firm & Services**

The Hollins Group Inc. (THG), a leading African-American-owned retained executive search firm founded more than a quarter century ago, is pleased to present our Request for Qualifications response 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 – 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 services we typically provide 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 search timeline.
- **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 Screening:** Based on our assessment of candidates against the agreed upon criteria, we will screen 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.
- **Candidate "Narrowing":** 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.
- **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.



### 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.

Over the years, our most successful searches for leaders at the country's leading colleges and universities have occurred when our clients partnered with us in the following ways:

- Assigned a main point of contact from their institution to communicate with our firm.
- Responded quickly to our questions and requests for information.
- Were candid about the professional skills, experiences and backgrounds and the intangibles that a new leader must possess.
- Shared insights about why the position, department/division, institution and local community/region were desirable; were open about less-desirable aspects of the opportunity to avoid surprises later.
- Showed flexibility and reasonableness when scheduling meetings and candidate interviews.
- Ensured that the interview process was as seamless and welcoming as possible to candidates during their in-person visits.
- Made thoughtful, yet timely decisions about whether or not a candidate should move forward in the selection process.
- Possessed the ability to be very competitive and creative in terms of the compensation and benefits package, making the the employment offer as competitive as possible.

### Relevant Experience

Since our founding more than a quarter century ago, we have successfully completed more than 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. 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:** Madison Area Technical College, 2014; City Colleges of Chicago (Kennedy-King College, 2014; Malcom X College, 2011; Olive Harvey College; 2014 and 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 (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:** Elizabeth City-State University; Harris-Stowe State University; Bennett College; 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; Yale University.

#### Consultant Team for ECC

Allen L. Sessoms, Ph.D., Senior Vice President, will be the primary liaison to ECC. He has served in senior management roles in academia and government for more than 30 years. He has been president of three universities (Queens College (CUNY), Delaware State University and the University of the District of Columbia), and the executive vice president of the University of Massachusetts system. He taught at Harvard University for 10 years, first as a faculty member in the Physics department and subsequently as a fellow at the J. F. Kennedy School of Government. Dr. Sessoms served on the Board of Chapman University in Orange California for over a decade. He has also served as the U.S. deputy ambassador to Mexico. In these roles he has vetted and hired dozens of senior executives, including campus leaders. Dr. Sessoms has been awarded honorary degrees by his *alma mater*, Union College (N.Y.), and by Soka University in Japan. A Physicist by training, Dr. Sessoms holds a B.S. degree from Union College, an M.S. from the University of Washington and an M.Phil. and Ph.D. from Yale University, all in physics.

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. He is active in many professional and civic organizations.

Other recruitment professionals who will assist with this project will include (but may not be limited to) **Derrick E. Buckingham**, a Senior Vice President and Managing Director 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.

**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.

**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 (total professional fee). Our professional fee will be billed in three equal monthly installments.

Should ECC wish to engage our firm to conduct specific services (outlined on page 1), they are priced as follows:

Needs Analysis – \$18,000.00

Research – \$18,000.00

Candidate Screening and Candidate Narrowing – \$18,000.00

Referencing and Negotiation – \$10,500.00

On-boarding – \$10,500.00

All normal expenses associated with the search will be included on monthly billings, as incurred.

**Our Availability**

The tentative search timeline on the following page outlines the process we generally follow for an engagement at the level of one like ECC'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***

<b>PROPOSED PROCESS</b>	<b>DELIVERABLE</b>	<b>PROPOSED TIMELINE</b>
<b>I. Define Objectives &amp; Specifications</b>		
<ul style="list-style-type: none"> <li>Establish optimum schedule for the search and updates.</li> </ul>	Search Timeline	April-May 2015
<ul style="list-style-type: none"> <li>Meet with ECC stakeholders to expand understanding of mission, vision, culture and future of organization and relevant experience/qualifications for qualified candidates.</li> </ul>	Position Specification	April-May 2015
<ul style="list-style-type: none"> <li>Develop advertisements, receive approval on them, and post in appropriate national venues.</li> </ul>	Advertisement Copy	April-May 2015
<ul style="list-style-type: none"> <li>Develop secure search website for viewing of application materials by key ECC constituents.</li> </ul>	Private Search Website	April-May 2015
<b>II. Identify, Screen &amp; Investigate Candidates</b>		
<ul style="list-style-type: none"> <li>Solicit, identify, evaluate, diverse group of potential candidates who possess the characteristics and experience sought by ECC.</li> </ul>		Ongoing
<ul style="list-style-type: none"> <li>Design plan and then provide timely acknowledgements of nominations, applications and other correspondence.</li> </ul>	Acknowledgment Letters	Ongoing
<ul style="list-style-type: none"> <li>Submit a list to ECC, along with supporting materials (cover letters, resumes, etc.), of recommended candidates.</li> </ul>	Candidate Report	Sept-Oct 2015
<ul style="list-style-type: none"> <li>Assist ECC in evaluating recommended candidates and in identifying a pool of semi-finalists for initial interviews.</li> </ul>		Sept-Oct 2015
<b>III. Interview &amp; Reference Candidates</b>		
<ul style="list-style-type: none"> <li>Assist with scheduling and coordinating entire interview process with ECC.</li> </ul>	Interview Schedules/ Interview Guide	Ongoing
<ul style="list-style-type: none"> <li>ECC interviews semi-finalists.</li> </ul>		Sept-Oct 2015
<ul style="list-style-type: none"> <li>After semi-finalist interviews, ECC selects finalist(s).</li> </ul>		Sept-Oct 2015
<ul style="list-style-type: none"> <li>Retain outside agency to conduct thorough background investigation and personal referencing on finalists.</li> </ul>	Reference Report	Oct-Nov 2015
<ul style="list-style-type: none"> <li>ECC interviews finalists.</li> </ul>		Oct-Nov 2015
<b>IV. Selection of New Superintendent/President</b>		
<ul style="list-style-type: none"> <li>Assist with developing offer package and other subsequent negotiations, including transition time.</li> </ul>		Oct-Nov 2015
<b>V. Follow-Up Services</b>		
<ul style="list-style-type: none"> <li>THG communicates search outcome to all applicants and thanks them for their interest in ECC/position.</li> </ul>	Close Out Letters	January 2016
<ul style="list-style-type: none"> <li>New Superintendent/President assumes post at ECC.</li> </ul>		January 2016
<ul style="list-style-type: none"> <li>Stay in touch with ECC and Superintendent/President through transition.</li> </ul>		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>
<b>City Colleges of Chicago</b> Chicago, IL	<b>Ms. Stephanie Tomino</b> Vice Chancellor, Human Resources Phone: (312) 553-2987 Email: <a href="mailto:stomino@ccc.edu">stomino@ccc.edu</a>	-Presidents at five of the City Colleges of Chicago
<b>Madison Area Technical College</b> Madison, WI	<b>Mr. Charles E. McDowell</b> Vice President, Human Resources Phone: (608) 243-4137 Email: <a href="mailto:cemcdowell@madisoncollege.edu">cemcdowell@madisoncollege.edu</a>	-President
<b>Harris-Stowe State University</b> St. Louis, MO	<b>Mr. Michael Holmes</b> Chair, Search Committee Phone: (314) 627-6200 Email: <a href="mailto:michael.holmes@rxoutreach.org">michael.holmes@rxoutreach.org</a>	- President
<b>Elizabeth-City State University</b> Elizabeth City, NC	<b>Ms. Ann Lemmon</b> Secretary of the University University of North Carolina System Phone: (919) 962-4592 Email: <a href="mailto:awlemmon@northcarolina.edu">awlemmon@northcarolina.edu</a>	- President





**HYATT FENNELL**



Confidential Proposal

---

# EL CAMINO COMMUNITY COLLEGE

*Superintendent / President*

Hyatt-Fennell  
P.O. Box 214  
Conway, PA 15027  
724-242-0476

**Hyatt • Fennell**  
  
*Executive Search*

MARCH 2015



# Hyatt•Fennell

Executive Search

PO Box 214  
Conway, PA 15027  
724-242-0476

March 9, 2015

Ms. Linda Beam  
Vice President of Human Resources  
EL CAMINO COLLEGE  
16007 Crenshaw Blvd.  
Torrance, CA 90506

via email: lbeam@elcamino.edu

Dear Ms. Beam:

Hyatt-Fennell is pleased and honored to provide the following information in response to your recent Informal Request for Qualifications (RFQ). We would welcome the opportunity to assist the Board of Trustees and the Search Committee at the El Camino Community College District in their search for an outstanding candidate for the position of Superintendent/President. This letter and accompanying information introduces our services and describes how we will work together with you and the search committee to successfully recruit outstanding candidates.

Hyatt-Fennell will handle the 'heavy-lifting' of the search process from seeking prospects to evaluating applicants. We will present qualified candidates to you for review, evaluation and interviewing. Hyatt-Fennell will save you hours of staff and administration time by utilizing their nationwide contacts to find the perfect individual for the College. We will work with you throughout the entire search process and into the transition to assure a successful outcome. All our searches are based on meeting the needs of our clients. We partner with you and become your advocate with candidates during the process in order to recruit top academic leaders. We have a proven track record and have been successful in our searches.

We welcome the opportunity to assist El Camino Community College District in its search for the next leader of the College and look forward to speaking to you to answer any questions you might have.

Sincerely,

*Cheryl Hyatt*

Cheryl Hyatt  
Partner, Hyatt-Fennell

# Hyatt•Fennell

Executive Search

PO Box 214  
Conway, PA 15027  
724-242-0476

March 9, 2015

Ms. Linda Beam  
Vice President of Human Resources  
EL CAMINO COLLEGE  
16007 Crenshaw Blvd.  
Torrance, CA 90506

via email: lbeam@elcamino.edu

Dear Ms. Beam:

Thank you for the opportunity to submit a proposal to assist El Camino Community College District in the search for its next Superintendent/President. We would be honored to help you in this process. We have been assisting institutions in finding senior administrators across the United States and internationally for many years. We know the higher education market well and are extremely proud of our search process and services.

As a trusted search partner **Hyatt-Fennell** has conducted over 150 searches since 2009. Our clients return to us often to conduct additional searches for other positions. In the past five years, the partners of Hyatt-Fennell have conducted 16 Presidential searches. We choose to conduct a minimum number of presidential searches (no more than 3) a year because of the time commitment required to perform a thorough search.

Marylouise Fennell, Cheryl Hyatt and Robert Kaffer have been working together as colleagues assisting colleges and universities for almost twenty years. In 2009, the three merged their successful search firms to better serve the higher educational community. Prior to merging, the partners worked independently in their own search firms serving the higher education industry for three decades. Marylouise, Cheryl and Robert have been conducting higher education searches nationally and internationally for 60 years combined. Over one hundred and thirty institutions trust Hyatt-Fennell to source their ideal candidate. Hyatt-Fennell has eight full-time employees and three (3) offices: Conway, PA (main), West Palm Beach, FL, and Denver, CO. Each member of our staff have many years of experience and are considered experts in their particular area of expertise. In addition to our full-time staff, Hyatt-Fennell employs numerous other individuals who bring a wealth of knowledge in their field to our extensive search process. Our skilled team is rich in higher education and recruitment experience, and will provide exceptional research, analytical, and administrative support to the process.

We have a strong interest in working with the El Camino Community College District to find the perfect fit in a Superintendent/President for the College. We appreciate and understand your values and mission and would proudly promote such to prospective candidates. We are your partners...you are important to us. You are not "just another client"!

Hyatt-Fennell's tested and reliable process is flexible by design in order to fit the culture and meet the needs of each institution. Our niche is higher education institutions. Each organization's needs are different and we work closely with you to enhance your searching process and give you a guarantee that together we will find the perfect person. Our flexible consultative approach ensures that your search is tailored to meet the specific needs of the university, sponsors, board of trustees, management team, faculty, Search Committee, and other key decision makers.

We pride ourselves on accessibility and our reputation as intermediators who value the role that confidentiality plays in relationship with clients and applicants. Hyatt-Fennell's experienced, nationally known professionals work directly with you to build and expand the candidate base and bring qualified individuals into the search who may not be active and visible in the job-market or on job-boards. We are also aware of the professionals who are ready for their next challenge. Our commitment is to build upon your success. We adopt an aggressive, creative approach to identify the best possible leadership candidate. You will be presented with highly-qualified candidates that meet your requirements and who will enhance your institution and its mission.

## **THE PROCESS**

From the initial stages of the search, beginning with the establishment of a timeline that is integrated with your calendar, we will make every effort to maintain an effective working partnership with all members that are involved in the search. We work closely with you to assure a smooth, accurate and timely process. To ensure that the College's involvement is not encumbered by the day-to-day mechanics of the process, our services as counsel in the early stages of recruiting and vetting are labor-intensive. We will be responsible for all correspondence received for the search within a twenty-four hour period seven days a week. We acknowledge nominations and reach out to those who have been recommended. We address each inquiry with a response encouraging applications and we follow through with formal applications in a timely manner. We work closely with any internal candidates to assure their anonymity from the campus community throughout the process until the final phase. We have a special process to follow when an internal candidate is presented. We keep individuals informed of their status throughout the entire search process. Hyatt-Fennell has a special mission to serve higher education institutions and will be cognizant of each area where sensitivity is important. Our search consultants are involved and manage every step of the search process from scheduling meetings and interview logistics, advising on strategic and salary issues, interview assistance and achievement of committee consensus.

## **DETAILED OUTLINE OF RECOMMENDED SEARCH PROCESS**

The steps of the process are outlined below. For additional detail, please refer to the draft timeline.

### **Needs Analysis, Position Profile and Ad**

A senior consultant from Hyatt-Fennell will spend time developing an in-depth understanding of the position and the current activities of the College. We will meet with Board members, key administrators, faculty, staff, and anyone else that you deem appropriate to be interviewed. We will meet with the Search Committee to educate them on the process and put in place the timeline with definitive dates for each step. Compensation and benefits package will also be discussed.

### **Candidate pool**

Hyatt-Fennell will conduct thorough recruiting that creates a strong candidate pool using your position profile and ad. This is achieved by using our extensive networks, encouraging nominations by constituents of the educational community and a variety of external sources, and by planning an appropriate advertising strategy which includes extensive use of postal, social media and online advertising. We make a concerted effort to recruit widely to enhance your candidate pool with qualified candidates.

Through requested documentation (cover letter, resume and a candidate profile that is completed by each qualified applicant providing additional information about their skills and organizations) and telephone/skype pre-screen interviews with each qualified candidate, Hyatt-Fennell will refine the pool to a group of professionals deemed to be top candidates. From the outset, we will have monitored the compensation levels of likely top candidates to avoid mismatches between candidates' expectations and those of the College.

### **Evaluation**

Hyatt-Fennell will share all applicant information received with the committee for review. Hyatt-Fennell will discuss top candidates paperwork and pre-screen interview information and facilitate the process to narrow the list of candidates to a group of semi-finalists. Once a group of semi-finalists has been chosen, Hyatt-Fennell will assist with the preparation of questions to be asked during the semi-final interviews. We will also coordinate each step in the semi-final and final process with the candidates and the contact at the College.

Interviews will be conducted with each candidate chosen as semi-finalists and finalists. Hyatt-Fennell will coordinate and facilitate the semi-final interviews. We will also contact semi-final candidates' listed references and will participate in finalist selection meetings with the committee. For those candidates who are chosen as finalists, non-given references will be contacted as part of a rigorous due diligence and intensive background checking.

A disclosure statement is provided and signed by each finalist giving us permission to conduct all due diligence screenings including reference checks, credit, criminal and legal, degree verifications and position verifications checks.

### **Final decision, offer, and transition**

Hyatt-Fennell will work with both the candidate and the College to negotiate a positive outcome to the process. We research and compare salary levels to industry data advising the College of appropriate ranges for given size and type of institution. We discuss the compensation range for the position and assure that each candidate presented to El Camino will accept the offered range.

If requested, we will help to facilitate the meeting at which the finalists are discussed to answer questions, report on the due diligence, and otherwise serve as a resource for selection process. Hyatt-Fennell also works closely with the Chair of the Board and the selected candidate to create a positive outcome during the offer.



**Proposed Search Process and Timeline for  
EL CAMINO COMMUNITY COLLEGE DISTRICT ~ SUPERINTENDENT/PRESIDENT**

<b>Research &amp; Sourcing</b>	Pre-Search Study Approval of Executive Search Ads Campus Visit by Hyatt-Fennell  Research and Sourcing Recruiting  Telephone and Skype Screening Interviews by Hyatt-Fennell and Confidential employment and reference checks
<b>Selection</b>	Search Counsel and Committee Meet to Review Top Candidates / <i>Committee Selects Semi-Finalists</i>  Committee Interviews Semi-Finalists <i>Committee Selects Finalists</i> <i>Committee makes recommendation of finalists to Board</i>
<b>Evaluation</b>	Due Diligence and Formal Reference Checks on Finalists  Campus Visits by Finalists / Interviews of Finalists
<b>Appointment</b>	Offer / Closure / Start Date Established

**PROPOSED FEES**

Our fees are competitive – our mission and commitment is to help higher educational institutions succeed. Hyatt-Fennell would charge El Camino Community College District a **total fixed fee of \$75,000 plus expenses** for this search. This fixed fee includes administrative, research, and clerical services as well as in-depth client consultation and campus orientation, assistance with job description, salary compensation review, advertising strategy, recruitment, pre-interviews, candidate vetting, assistance with candidate reviews, coordination and facilitation of any required interviews, reference checks, and background checks. There is no administrative fee over and above the fixed fee.

The fee will be paid in 3 installments as follows: The first fee (\$25,000) due upon signing the contract; the second fee (\$25,000) once candidates are first presented on paper to the Committee; and the final payment (\$25,000) when the selected candidate has accepted the position. Invoices are due and payable upon presentation. Hyatt-Fennell will continue the search until a candidate is selected.

**GUARANTEE**

Should the selected candidate leave the position anytime during the first year, Hyatt-Fennell will assist the College and conduct a replacement search for the cost of expenses only.

**EXPENSES**

Hyatt - Fennell will charge for direct (out-of-pocket) expenses, which we make every effort to keep costs to a minimum. Expenses not included in above fee include direct, out-of-pocket expenditures (consultant travel, lodging and related expenses) incurred on the institution's behalf. These costs are dependent upon the number of trips our consultant makes to meet with the Search Committee. The College will be billed for these expenses as incurred on a monthly basis. There are no hourly/per diem rate charges. Expenses are based on out-of-pocket expenditures and charged on a cost basis supported by documentation.



These expenses include:

- The cost of all consultant travel and related expenses (including, but not limited to, meals, parking, tips, mileage, lodging, and rentals). Semi-Final and Final candidates will also be reimbursed for travel and related expenses required to be present for interviews;
- Charges for all advertisements, express delivery, long distance telephone, printing, mailings; and
- Due diligence charges incurred for services performed: i.e., criminal record searches, credit checks, etc.

Hyatt-Fennell maintains insurance and are in compliance and current with the following: General Liability Insurance, Workers' Compensation and Employers Liability Insurance, and Professional Liability.

### **PROFESSIONAL STAFF**

Hyatt - Fennell will provide all the staff time necessary to complete the search in a successful manner. **Dr. Marylouise Fennell** will oversee the search process and provide assistance in contacting individuals seeking nominations and applications and affiliated higher educational associations nationwide. She will assist in the recruiting of candidates and confidential reference checks. **Cheryl Hyatt** will coordinate the national search, run the day-to-day search operations, interview candidates, make formal presentations to the Board and Committee, and facilitate each step as outlined in the process.

**Dr. Robert Kaffer, Mr. Tom Kennedy and Mrs. Sharon Denardo** will provide assistance throughout the search process. Our professional staff will gather information from candidates and keep them informed throughout the process, conduct reference calls, verify resume information, and co-ordinate the process with the candidates. We also have a team of researchers to provide support in ad placement and telephone and online recruitment. Our search consultants and staff are 100% committed and will devote as much time as needed to ensure this search moves to a swift and successful completion.

**Marylouise Fennell, Partner**                      412-638-8814                      [mfennell@hyatt-fennell.com](mailto:mfennell@hyatt-fennell.com)

Dr. Marylouise Fennell has spent over 40 years in higher education administration and search and is one of the best-known and most highly respected consultants in the field. She is past president of Carlow University in Pittsburgh and serves as senior counsel to the Washington, DC-based Council of Independent Colleges. She has been an independent search consultant for more than twenty years and has consulted widely throughout the world where she worked with many colleges, universities and non-profits. Marylouise has written numerous articles for the higher education community (<http://www.hyatt-fennell.com/pages/articles.html>). Dr. Fennell presently sits on four College Boards and is the Chair of the Board of two of these institutions. Dr. Fennell is based in West Palm Beach, FL.

**Robert E. Kaffer, Senior Consultant** 412-242-0476                      [bkaffer@hyatt-fennell.com](mailto:bkaffer@hyatt-fennell.com)

For 20 years Bob has been active in higher education executive search where he was president of a firm that tailored search services to each institution's specific needs. Earlier in his higher education career he directed an inter-institutional cooperation of two private universities in the USA and served as CEO of both colleges, and later as president of the merged institution. Bob is a highly respected consultant to college and university presidents and spent more than 10 years as the chief hiring officer at Regis University. Dr. Kaffer is based in Denver, CO.

**Cheryl Hyatt, Partner**    724-242-0476    [chyatt@hyatt-fennell.com](mailto:chyatt@hyatt-fennell.com)

With over 20 years of executive search consulting experience, Cheryl has been responsible for successfully recruiting and advising senior administrative professionals for educational and non-profit organizations. She brings thirty years of management and organizational leadership experience to her role with clients. Cheryl's breadth of experience, knowledge, and contacts makes her sought after professionally in her field. Mrs. Hyatt also sits on various non-profit boards offering a variety of expertise to each organization.

Ms. Hyatt has been the lead consultant for senior level administrative searches for the past three years. She is available to the College throughout the process seven days a week until completion. While Hyatt-Fennell does conduct many executive level searches each year, they choose to limit the number of Presidential searches and as such can devote all the time that is necessary at each step in the process to the College. As the lead consultant, Ms. Hyatt has successfully completed seven (9) presidential searches within the past three years.

**Tom Kennedy, Senior Consultant**    303-877-8978    [tkennedy@hyatt-fennell.com](mailto:tkennedy@hyatt-fennell.com)

Mr. Kennedy has over 40 years of experience in higher education. He has spent the past 30 years consulting with over 100 colleges and universities, both nationally and internationally. Tom's proficiency includes higher education leadership, student affairs, development, and collaborative partnerships. By working closely with members of the Council of Independent Colleges (CIC) for over 20 years, Tom has working familiarity with the culture and challenges of small private colleges. He has been vice president of Regis University (CO), as well as a president of an entrepreneurial unit

Sharon DeNardo, Senior Consultant 724-601-9310

sdenardo@hyatt-fennell.com

Sharon will work closely with clients as well as candidates to assure the search process is both seamless and confidential to all parties involved in a professional manner. Sharon has over thirteen years of experience working one on one with all constituents, individuals, businesses and agencies, in a Pennsylvania Senate Office as well as all levels of State Government. Over these years, Sharon has been able to create, build and maintain a high level of trust with the various people while maintaining the highest level of confidentiality.

#### REFERENCES

Dr. Earl Brooks  
President  
Trine University  
Angola, IN  
260-665-4101  
Brookse@trine.edu

Dr. Robert Head  
President  
Rockford College  
Rockford, IL  
815-226-4010  
rhead@rockford.edu

Justice Carol Corrigan  
Supreme Court California  
Past Chair, Board of Trustees  
Chair of the Search Committee  
415-865-7074  
Carol.Corrigan@jud.ca.gov

Judith McDonald  
Chair, Presidential Search Committee Chair,  
Board of Trustees Mount Saint Mary's College  
Los Angeles, CA  
626-799-5098  
judithmcd@mac.com

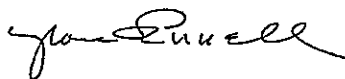
Dr. Scott Miller  
President  
Bethany College  
Bethany, WV  
President-Elect  
Virginia Wesleyan College  
304-829-7111  
smiller@bethanywv.edu

Dr. Richard T. (Tom) Ingram  
President Emeritus  
Association of Governing Boards (AGB)  
Potomac, MD  
302-226-1868  
TomIngram1@verizon.net

Mr. John F. Hodge  
Co-Chair, Search Committee  
Chair, Board of Trustees  
Thomas More College, KY  
President, Century Construction, Inc.  
859-331-6626  
jhodge@centuryconstructioninc.com

We would be pleased and honored to assist you in this process and advocate on your behalf with candidates. Thank you again for the opportunity to present our proposal. For additional information about our firm, our staff, and our services, please visit our website at [www.Hyatt-Fennell.com](http://www.Hyatt-Fennell.com). We would be pleased to answer any additional questions and assist you in this important search.

Sincerely,



Marylouise Fennell  
Partner  
Hyatt – Fennell, Executive Search

## Recent Searches

Albertus Magnus College, CT  
Ancilla College, IN  
Archdiocese of St. Louis, MO  
Assumption College, MA  
Avila University, MO  
Baldwin Wallace University, OH  
Benedictine University, IL  
Bethany College, WV  
Brescia University, KY  
Briar Cliff University, IA  
Cabrini College, PA  
Cardinal Stritch University, WI  
Carlow University, PA  
Catholic Residential Services, WI  
Charles R. Drew University of Medicine & Science, CA  
Chatham University, PA  
Christian Brothers University, TN  
College of Mount Saint Vincent, NY  
College of New Rochelle, NY  
College St. Benedict - St. John, MN  
College of Saint Elizabeth, NJ  
College of Saint Mary, NE  
Columbia College, SC  
Columbia College of Chicago, IL  
Corning Community College, NY  
Council of Independent Colleges, DC  
Covenant House, DC, GA, LA, NY, PA  
Culver Stockton College, MO  
Elmira College, NY  
Eureka College, IL  
Felician College, NJ  
Flintridge Sacred Heart Academy, CA  
Fontbonne University, MO  
Franklin Pierce University, NH  
Gannon University, PA  
Geneva College, PA  
Georgian Court University, NJ  
High Point University, NC  
Holy Family University, PA  
Holy Names University, CA  
Huntington University, IN  
Immaculata University, PA  
Indiana Tech  
Jamestown College, ND  
Jane Adams Hull House Association, IL  
Keuka College, NY  
Kings College, PA  
Laboure College, MA  
Lake Erie College, OH  
LaRoche College, PA  
Marygrove College, MI  
Marymount California University  
Marywood University, OH  
Medaille College, NY  
Mercy College of Health Sciences, IA  
Mercy College of OH  
Mercy High School, NE  
Messiah College, PA  
Midway College, KY  
Mount Mary College, WI  
Mount Mercy College, IA  
Mount St. Joseph University, OH  
Mount St. Mary's College, CA  
National Catholic Education Association NCEA  
Neumann College, PA  
Newman University, KS  
Niagara University, NY  
Notre Dame College, OH  
Ohio Dominican University  
Oregon College of Oriental Medicine  
OSF Healthcare  
Our Lady of Holy Cross College, LA  
Our Lady of the Lakes University, TX  
Oxford International School, Panama  
Pittsburgh Council on Higher Education, PA  
Point Park University, PA  
Presentation College, SD  
Quincy University, IL  
Regis College, MA  
Regis University, CO  
Ringling School of Art and Design, FL  
Rivier College, NH  
Rockford College, IL  
Sage Colleges, NY  
Saint Ambrose University, IA  
Saint Francis University, PA  
Saint Joseph's College, IN  
Saint Joseph's College, NY  
Saint Mary-of-the-Woods College, IN  
Saint Mary's College, IN  
Saint Mary's College of California  
Saint Mary's University of Minnesota  
Saint Peter's University, NJ  
Saint Vincent College, PA  
Saint Xavier University, IL  
Siena College, NY  
Siena Heights University, MI  
Silver Lake College, WI  
Simmons College, MA  
Sisters of Charity Foundation of Canton, OH

Lourdes College, OH  
Maria College, NY  
Marian University, WI  
Starr King School for the Ministry, CA  
Stevenson University, MD  
Stonehill College, MA  
The IDEA Center, KS  
Thomas More College, KY  
Thiel College, PA  
Trine University, IN  
University of Bridgeport, CT  
University of Detroit Mercy, MI  
University of Great Falls, MT  
University of Mary, ND  
University of Saint Francis, IL  
University of Saint Mary, KS

St. John Fisher College, NY  
St. Thomas University, FL  
St. Vincent's College, CT  
University of Scranton, PA  
University of St. Thomas, TX  
University of the Incarnate Word, TX  
University of Vermont  
Urbana University, OH  
Ursuline College, OH  
Viterbo University, WI  
Walsh University, OH  
Wesley College, DE  
Wheeling Jesuit University, WV  
Zamorano University, Honduras  
University of St. Thomas, TX  
University of the Incarnate Word, TX

***Positions***

President  
Provost  
VP for Academic Affairs  
VP for Business Affairs and CFO  
VP for Continuing and Professional Education  
VP for Enrollment Management  
VP for Finance and Administration  
VP for Graduate and Professional Studies  
VP for Institutional Advancement  
VP for Student Affairs  
Academic Dean  
Dean, Art & Sciences  
Dean, Business  
Dean, College of Natural Science  
Dean, Faculty  
Dean, Liberal Arts, Education and Social Sciences  
Dean, Professional and Graduate Studies  
Dean, School of Nursing

Dean, School of Theology and Ministry  
Dean, Women's College  
Director, Doctor of Physical Therapy Program  
Director, Development  
Director, Financial Assistance  
Director, Institutional Advancement  
Director, Institutional Research  
Director, Ministry  
Director, Nursing  
Director, Nursing and Health Sciences  
Physician Assistant Program Director  
Chair, Doctor of Physical Therapy Program  
Chair, Nursing Department  
Chair, Physical Therapy Program  
Executive Director, Institutional Advancement  
Assistant Director, Nursing  
Associate Vice President, Global Engagement  
Physical Therapy Faculty

***Thank you for your support. Cheryl, Weezie & Bob***





**PPL, INC.**





*Serving California Community Colleges Since 1978*

[www.PPLPros.com](http://www.PPLPros.com)

March 9, 2015

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.

PPL believes strongly that it provides "the best of both worlds." The firm's history of service, with only a few exceptions, has focused exclusively on community colleges of California. However, the PPL's reach in executive recruitment is much broader. As described in this proposal, contacts are cultivated and maintained across the country, so that the search for the District's Superintendent/President will result in a large, diverse, and highly qualified pool of applicants.

PPL would customize its services to meet your District's needs. We suggest practices and resources that have been successful, and we caution about those that we have found to be problematic. PPL partners with the District to pursue an effective process, with a final selection of a new Superintendent/President who will serve the Palomar CCD well, hopefully for years to come.

This proposal will have **Dr. Donald F. Averill**, President of PPL, serving as Co-Consultant for your search. Dr. Averill has conducted searches since 2008 at Barstow, Mt San Antonio, Los Angeles Harbor and Los Angeles Trade Technical Colleges, West Kern CCD, and Palo Verde College. PPL Senior Associate **Dr. Lisa Sugimoto** will serve as Co-Consultant for your search. Dr. Sugimoto began with PPL searches 2012 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. Dr. Sugimoto was the lead consultant in the search for the most recent Superintendent/President at Victor Valley CCD. The full team of PPL consultants will strive diligently to see that the needs of the District are met. In that regard, should Drs. Averill or Sugimoto not be able to perform for some unforeseen reason, another PPL officer will quickly step into provide a seamless flow of services.

This proposal sets a fee for comprehensive search services at **\$26,000**. 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. Averill. He may be reached by cell phone at (909) 553-6085 or e-mail at [daverill@pplpros.com](mailto:daverill@pplpros.com). We look forward to the opportunity to serve you and your District's executive leadership needs.

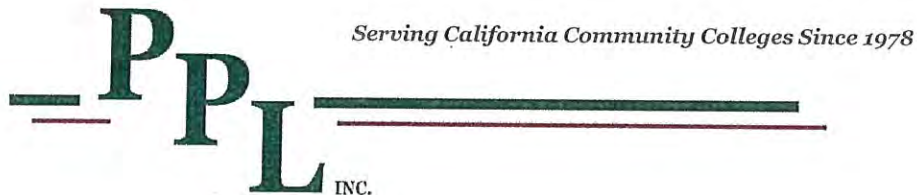
Sincerely,

Dr. Donald F. Averill, President





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



**Dr. Donald F. Averill, Co-Consultant and PPL President**  
*with*  
**Dr. Lisa Sugimoto, Co-Consultant and PPL Senior Associate**

[www.PPLPros.com](http://www.PPLPros.com)

***March 9, 2015***

## *Successful Searches*

**PPL** 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. We have provided interim administrators for most districts and in many areas and levels of administration.

Since 2001, we have conducted successful chief executive officer searches for the following:

- Mendocino-Lake Community College District – Marilyn Brock ('01), Kathryn Lehner ('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)
- Gavilan Community College District – Steven Kinsella ('02)
- Victor Valley Community College District – Patricia Spencer ('03), Roger Wagner ('14)
- 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 Tribley ('12)
- Feather River Community College District – Ron Taylor ('08), Kevin Trutna ('13)
- 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)
- Bakersfield College – Sonya Christian ('12)
- Antelope Valley Community College District – Ed Knudson ('13)
- Napa Community College District – Ronald Kraft ('13)
- Los Angeles Trade Technical College – Laurence Frank ('13)
- Mira Costa Community College District – Sunita Cooke ('14)



PPL has also conducted formal searches for vice presidents of instruction, student services, human resources, and information systems, as well as a number of other community college district positions.

### ***PPL Consultant Team to El Camino Community College District Search***

Drs. Donald F. Averill and Lisa Sugimoto are Co-Consultants assigned to the search. A brief outline of their career in education follows.

#### **Dr. Don Averill**

In 2008, Dr. Averill joined PPL Inc. as Vice President for Southern California Services and Co-Owner of PPL. Dr. Averill now serves as the President of the company. He has successfully concluded executive searches at West Kern CCD, Mt. San Antonio CCD, Barstow, CCD, Los Angeles Harbor College, Los Angeles Trade-Technical College, and Palo Verde CCD. In 2008, Don retired after a 47 year career in California public education, Don served as the Superintendent/President of Palo Verde CCD and the Chancellor of the San Bernardino CCD, and he also served in executive management positions at Glendale CCD and the Coast CCD. Dr. Averill was instrumental in the development of economic development programs in California and funded and built two community colleges. He also served as the Chief Human Resources Officer at Glendale CCD for eight years. Don began his career in secondary education, as a high school Business Education teacher and work experience coordinator. 1977 marked his introduction to his long and successful career in the California community colleges.

Don earned an undergraduate degree in Business Administration at CSU Los Angeles, a Master's degree in Educational Administration and a Doctorate in Organizational Management at University of La Verne.

#### **Dr. Lisa Sugimoto**

In 2012, Dr. Sugimoto joined PPL, first as an Associate Consultant and later as a Senior Associate. She has successfully concluded executive searches at Palo Verde CCD, Kern CCD for the president of Bakersfield College, Antelope Valley CCD and Victor Valley CCD. Lisa began her community college career at Pasadena City College (PCC) in a part-time classified support staff position. Later, she was hired as a full-time counselor. She also taught Finite Business Math and Bookkeeping/Accounting in the Business Department at PCC. She accepted a position at Cerritos College where she successfully wrote one of the first Transfer Center Grants awarded to 19 California community colleges. Later, she was appointed Dean of Counseling and Student Support Services at Long Beach City College (LBCC). In 2003, she returned to PCC as the Vice President of Student and Learning Services and eventually, in 2009, was named Interim Superintendent-President. After her interim role she accepted the responsibilities as the Vice President of College Advancement and in 2011 retired after 35 years of service in the California communi-



ty colleges.

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.

## ***Scope of Services***

### ***Preparation: Customizing the Search***

PPL is successful in conducting executive searches and 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; Developing a timeline (See below for sample timeline); Involve constituents and community in the process; Identifying role of constituents in the decision making process; Determining expectations of the new executive; Identify challenges facing the District/College and the prospective executive; orient the Search Committee; coordinate all search activities with the Office of Human Resources; review and agree to roles and responsibilities of all parties involved, as outlined by the District

PPL respects the long and exemplary service that El Camino College has provided to the South Bay area of Los Angeles and the challenges it has assumed in assuring that access to community college programs and services were available in the Compton community. Our consultants acknowledge the challenges you have faced in providing these services and the successes you have had in maintaining comprehensive community college offerings throughout your service area. Every effort will be taken to address the issues of your recent accreditation, the challenges still remaining at the Compton Educational Center and the transition of new leadership after the long and successful career of the current Superintendent/President.

PPL anticipates that the District will perform the following with appropriate support of the consultants: 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

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.

### ***Initial Organization and Identification of Desired Characteristics of Executive***

Following approval of the Consultant contract by the Board, PPL Consultants will meet 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. The Search Committee members are then identified. The District should be aware that, if the Board formally appoints rather than acknowledges the Search Committee, the Committee must meet under the provisions of the Brown Act.

Appropriate District/College parties meet with the Consultants to review process and timeline. The Consultants then meet with the appropriate District department (e.g., Human Resources, Marketing, Public Information, IT, etc.) to establish communication processes related to the search and selection 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 and its importance will be reinforced 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.

The Consultants assist 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. The Consultants dialogue with the 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. The Consultants also collect 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 in the next CEO.

The Consultants assist the District/College to prepare a draft brochure announcing the search. Content may include: A brief position description; institutional strengths, challenges and opportunities facing the new CEO; expected qualifications, experience, skills, and characteristics of the executive; compensation information; and application procedures. The Consultants also assist the District/College to prepare a search website, which includes all brochure information, but expands upon information about the District/College and community, typically through links to other internal webpages and external websites. The PPL Consultants will be available to answer



inquiries. The 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.

### ***Advertising & Recruitment***

The Consultants assist the District/College 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.

The District announces the opening externally and internally and requests nominations. Brochures are published and mailed (hard copy and electronic) by the District with the assistance of the consultants 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; confidentially 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.

The assigned PPL Consultants prepare updates for the Board regarding the status of the search and appears, as requested, at Board meetings.

### ***Facilitation of Screening & Interviewing Processes; Recommendation of Candidates to Board***

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

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

The District receives applications and, with the assistance of the Consultants, 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.

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

**As directed by the Board, The Consultants may conduct reference checks on candidates to be interviewed, from the list of references provided with the application materials. If reference checks are done, the Consultants share any identified concerns with the Search Committee. Such calls are thorough and not limited to only two or three per candidate. PPL does not outsource reference checking; all calls are made by PPL consultants. Note that limitations on reference checking may be made by an applicant to maintain confidentiality of the candidacy until s/he reaches finalist status. Limitations on the number of reference checks may also occur as a result of the number of applicants selected for an interview and the timeline agreed to between PPL and the District.**

The 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 the Search Committee forward the final candidates *unranked*.

### ***References, Final Interviews, Site Visit, Selection, Contract Negotiation and Expectations***

The District notifies applicants who are and are not invited for the **finalist interview** and makes arrangements for interview day activities.

If requested, the Consultants summarize for the Board each finalist's strengths and weaknesses as perceived by the Search Committee.

The Consultants assist the Board, as requested, in developing questions, procedures and rating forms for interviewing the finalists.

The Consultants conduct extensive reference checks and Internet/social media background checks on the finalists and prepare confidential reports that will be shared with 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 the candidate's leadership qualities or experience; this extends



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 selected candidate and the District.

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

The finalists are interviewed by the Board and the best qualified candidate is identified. If a site visit to current place of employment of the finalist(s) is desired, The Consultants assist 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, The Consultants can assist in contract negotiations, orientation of the new executive, and establishing mutual expectations.

### ***Sample Search & Selection Timeline***

4/13/15	<u>Board of Trustees Approval of Consultant Agreement</u>
TBA	<u>Board of Trustees Conducts Workshop with PPL Consultant (Special Meeting?)</u>
NLT 5/8/15	<u>College Community Submits Search Suggestions for Board's Consideration</u>
5/18/15	<u>Board Approves Vacancy Announcement for the Position</u>
NLT 5/22/15	<u>District/PPL/College Community Initiates Position Advertisement &amp; Promotion</u>
	<b>Deadline for inclusion in initial review of applications is set for <u>April 26, 2013.</u> (Recommend advertising vacancy as "open until filled.")</b>
8/19-21/15	<u>Search Committee Develops Screening/Interviewing Criteria and Rating Forms</u>
8/24-27/15	<u>Preparation of Applications for Search Committee Review</u>
9/7-11/15	<u>Search Committee Reviews Applications &amp; Selects Candidates to be interviewed;</u> <u>District HR Office Notifies Candidates &amp; Schedules Interviews</u>
	<b><u>NLT 9/11-24/15 Consultant Conducts Brief Reference Checks on Selected Candidates</u></b>
9/21-25/15	<u>Search Committee Interviews Selected Candidates; Finalists Recommended</u>
9/28-10/5/15	<u>PPL Conducts Extended Reference/Other Checks on Finalists</u>
10/27-29/15	<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>
11/15/15	<u>Board Approves Appointment and Employment Contract</u>
1/1/16	<u>New President Begins Employment (or as soon as possible)</u>

## **Cost Proposal**

PPL will conduct the entire scope of search services for a total amount that includes all professional services of the Consultants and all necessary campus visits. Fees are as follows:

Description	Fee
Customization; Initial Organization, Brochure Design, Committee Work	\$5,500
Advertising and Recruitment	\$5,500
Evaluation Tools/Screening/First Interviews/Recommending Finalists	\$6,000
In-Depth Reference Checking/Reports: <b><u>First Interviews &amp; Finalists</u></b>	<b><u>\$6,500</u></b>
Evaluation Tools, <b><u>Final Interviews</u></b> , Selection, Contract, Mutual Expectations	<b><u>\$2,500</u></b>

- Consultant travel expense reimbursements by the District include mileage and appropriate meals. Should some search activities be held on several consecutive days (e.g. Committee interviews, Board interviews), lodging may also be necessary. *All travel expense reimbursements will not exceed \$3,000.* If the Consultants' involvement is required for the *site visits to the campus of the finalist candidate(s)*, there will be additional travel costs.
- Some Districts are requiring *extended background searches* to include a Department of Justice Review, which the District typically conducts through Live Scan, and full Credit Checks. If the Credit Check service is desired, *there will be an additional fee.*
- PPL mileage reimbursement is in keeping with the IRS business mileage rate allowable for claims as a business tax deduction, which is presently \$.575 per mile.
- PPL has initiated a new service entitled "Transition Services." A consultant from PPL will facilitate a workshop with the new Superintendent/President and the Board to establish Board and Superintendent Goals, develop and agree to the evaluation process for the new Superintendent/President, and identify expectations and operational procedures to provide for a smooth transition. This workshop will be offered at **\$2,500** plus travel expenses for the Consultant. This is an optional service.

**Summary: Total Professional Fees     \$26,000                    Expenses (not to exceed)     \$3,000**



**APPENDIX A:**

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

Title District/College	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 Ehmann	Board Chair Bill Elliott: (530) 283-1478 bill.elliott@digitalpath.net
Sup/President Siskiyou Joint CCD 800 College Ave. Weed, CA	Carl Ehmann	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 Victor Valley CCD 18422 Bear Valley Rd. Victorville, CA 92395	Lisa Sugimoto Dean Colli	Board President: Joseph W. Brady (760) 245-4271 <a href="mailto:jbrady@thebradcocompanies.com">jbrady@thebradcocompanies.com</a>
President LA Harbor College LA Trade-Tech College LA CCD 770 Wilshire Blvd. Los Angeles, CA 90017	Don Averill Dean Colli Lisa Sugimoto	Deputy Chancellor Adriana Barrera (213) 891-2081; <a href="mailto:barrerad@email.laccd.edu">barrerad@email.laccd.edu</a> Adm. Analyst/HR Shawn Tramel (213) 891-2281; <a href="mailto:stramel@email.laccd.edu">stramel@email.laccd.edu</a>
Sup/President Lake Tahoe CCD One College Dr. So. Lake Tahoe, CA 96150	Carl Ehmann 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 <a href="mailto:TrusteeHaggerty@mtsac.edu">TrusteeHaggerty@mtsac.edu</a>
Sup/President Sonoma County CCD 1501 Mendocino Ave. Santa Rosa, CA 95401	Carl Ehmann Robert Griffin	Board Chair Rick Call: (707) 541-2214 <a href="mailto:rickc@powerindustries.com">rickc@powerindustries.com</a> Karen Furukawa, VP/HR: (707) 527-4302 <a href="mailto:kfurukawa-schelereth@santarosa.edu">kfurukawa-schelereth@santarosa.edu</a>
Sup/President West Kern CCD 29 Emmons Park Dr. Taft, CA 93268	Dean Colli Don Averill	Board Chair Billy White: (661) 747-6947 <a href="mailto:bwhite@taftcollege.edu">bwhite@taftcollege.edu</a> Former Board Member Carolyn Hosking: (661) 763-4922 <a href="mailto:chosking@taftcollege.edu">chosking@taftcollege.edu</a>
Sup/President Palo Verde CCD One College Dr. Blythe, CA 92225	Don Averill	Board Chair Edmundo Gonzales: (760) 326-2837 <a href="mailto:egonzales@paloverde.edu">egonzales@paloverde.edu</a>
President Bakersfield College Kern CCD 2100 Chester Ave. Bakersfield, CA 93301	Dean Colli Lisa Sugimoto	Chancellor, Sandra Serrano: (661) 336-5104 <a href="mailto:sserrano@kccd.edu">sserrano@kccd.edu</a>

### ***Testimonials from Recent Search Experiences***

***“Keeping the client informed was excellent, as is the timeliness of communication.” “My colleagues and I are especially complimentary of PPL’s reference checks. They are comprehensive and substantive.”***

Dr. Sandra Serrano, Chancellor—Kern Community College District

***“Very organized. Very helpful and professional. Kept the committee on task.”***

West Kern Community College District





**KULPER & COMPANY,  
LLC.**



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

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

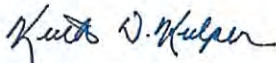
March 9, 2015

Dear Linda:

Thank you for requesting information from KULPER & COMPANY with regard to the upcoming search for the next president of El Camino College (ECC). We are pleased to provide our response which is attached to this letter of transmittal.

We appreciate your interest in soliciting our bid for this important search for ECC and look forward to working with your colleagues should our firm be the winning bidder.

Sincerely,



Keith D. Kulper  
President



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

1) KULPER & COMPANY Qualifications and Experience

**Keith D. Kulper**, President, Bio—Appendix I

**Denise M. Kenny-Kulper**, Ed.D., Chief Administrator

Denise holds an Ed.D., from Columbia University Teachers College and recently retired from full time teaching at the Whitehouse School where she was engaged in teaching special education. During this time Denise consulted for over 20 years to Educational Testing Service in Princeton, NJ in support of the PRAXIS national teacher's examination. Denise works on all administrative matters for KULPER & COMPANY.

Our search support team includes a seasoned group of independent consultants and senior search consultants. Our senior search consultants include former university presidents and chancellors, one of whom is a two-time university president and honored member of the National Academy of Engineering. We will be glad to supply more details about the support team members at the appropriate time.

Head Office Location

56 Poplar Dr.  
Morris Plains, NJ 07950  
973 285 3850  
[www.kulpercompany.com](http://www.kulpercompany.com)

Years in Operation

18. KULPER & COMPANY, LLC., founded March 10, 1997, has been privileged to serve the executive search needs of universities, companies and Non-Profit organizations. We are proud of the outcomes we achieve and the enthusiasm we have for the work. We are focused on producing long-lasting results on behalf of our client and candidates.

Recognized Awards / Certifications / Memberships / Qualifications

KULPER & COMPANY is a licensed professional services firm in the State of New Jersey. We were the first executive search firm in the state to become ISO registered; an internationally recognized quality process system used by companies, consulting firms and other organizations. We are active in many professional associations including the National Academy of Inventors led by Florida State University, Tampa FL,; PICMET Portland University International Technology Management Association, Advisory Board Member; Dean's

KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

Advancement & Advisory Board, Cotsakos College of Business, William Paterson University, AACSB accredited—Chair, DAAB Nominating Committee; Speaker NYC session 2014; Central European University MBA Cohort; Speaker NYC; George Mason University MBA Cohort—multiple times; Speaker; Stevens Institute of Technology Howe School-multiple times; supporter, NJ R&D Council, supporter and speaker, NJ Association of Corporate Growth.

We have successfully completed multiple senior level search assignments for academic institutions, corporations and Non-Profit organizations. Our hired candidates enjoy long tenure and are frequently asked to take on additional responsibilities as well as being promoted. We are a boutique search firm averaging 4 search assignments per year. Because of this we are able to focus intensively on each assignment and thus exceed the expectations of our clients by introducing more qualified candidates than anticipated by them while providing steady guidance and support from start to finish.

Experience in Retained Search in Higher Education

Our academic searches have included:

Dean of Business  
Dean of Engineering  
Dean of College of Liberal Arts  
Dean of the Graduate School  
SVP Provost Academic Affairs  
Vice President Research, NYU Polytechnic  
Vice Provost Research  
Director Finance and Audit/CFO  
Director Institutional Research (For VP Student Affairs, Enrollment and Chief Operating Officer)  
Director Sponsored Research  
Director University Libraries  
University Registrar  
Chaired Professor Systems Engineering  
Chaired Professor Engineering Management  
Professor, Civil Engineering and Director CUSP—NYU Polytechnic

Our clients include state universities and independent colleges: Illinois Institute of Technology, Stevens Institute, NYU Polytechnic, Worcester Polytechnic, Clarkson University, SUNY Polytechnic, Montclair State University, Fairleigh Dickinson University, Norwich University, St George's University Medical School and others.

We are proud of our ability to attract outstanding women candidates and candidates from diverse ethnicities; including research directors of federal



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

agencies and national academy members. We make use of ENCORE search software to keep track of all candidates, documents and information related to each search assignment we accept. We are very experienced working with the Human Resources Department to provide them with necessary details of each applicant. We work closely with the search committee chair and search committee members throughout every step of the search process. In addition to frequent phone or SKYPE calls we also provide regular weekly progress report updates detailing candidate statistics and summary project status. This report is provided to the search chair, hiring executive and HR executive.

ECC President Search

I will lead the search on behalf of KULPER & COMPANY from start to finish. Every search is unique so we work hard to tailor the project plan to the exact needs of the search. We begin with a review of the outline of our search process to help structure project milestones and deliverables; please see **Appendix II**. When we meet with the search chair we will use the search process to formulate a draft of the project plan for the ECC search. We have a great deal of experience successfully working with senior level decision makers and search committee members. We will focus on the exact needs of ECC and bring forward a group of candidates who will have the necessary experience and strong motivation to come to ECC as the next president. We will work very closely with the chair through every step of the search process.

**2. Costs for Consulting Service**

Our fees are based upon 1/3 of the first year total cash compensation of the hired candidate; please see **Appendix III**. If we are retained to conduct the search for ECC we plan to provide all services as outlined in our consulting agreement. Because of the importance of this search to ECC we strongly believe that it is in your best interest to work closely with KULPER & COMPANY on all aspects of the search from start to finish as outlined in the consulting agreement; we do not offer partial search consulting service.

**3. KULPER & COMPANY representatives responsible for search**

(Please see response to Item 1)

**4. Project Plan Timeline and Scope**

Based upon the projected completion date of January 2015, we would anticipate completing all preliminary work on the search during spring 2015.

KULPER & COMPANY, LLC

56 Poplar Drive

Morris Plains, NJ 07950

973 285 3850

Upon commencement, we will focus on gaining a thorough understanding of what the search committee defines as the ideal candidate for the next president of ECC. Based upon these discussions and coupled with our own research we will create a draft of the position description for review and approval by the search committee. The position description is a very helpful and important document. It includes details about the history and current vision of ECC along with summary points describing the key performance indicators of the position, experience required by qualified candidates and other important information that anticipates questions from qualified candidates about ECC and the job.

We will announce the search after the position description is approved; we would recommend late spring of 2015 or early summer 2015. We will then commence outreach to potential candidates by way of our proprietary contact network (5,000 members worldwide), specific sources of potential candidates ( e.g., current community college presidents and board members), direct phone contact with pre-qualified candidates and through advertising on appropriate websites. Once we have an initial group of qualified candidates we present information about them to the search committee chair for review and follow up phone calls by search committee members to the candidates. We continue to present "first round" candidates until the chair gives us the signal that the search committee is ready to select semi-finalist candidates. We recommend that semi-finalists be interviewed by the search committee and if appropriate be invited to campus for a brief visitation and series of interviews. Generally it takes about 12 weeks to progress to this part of the search process. By October 31, 2015, we will be ready to invite finalist candidates to campus for in-depth discussions and presentations to the ECC community. During this time we complete reference reports for the finalists. Assuming the hiring decision makers are satisfied we will be in good position to make a job offer to the leading candidate on or about December 15, 2015.

**5. Availability to commence the search**

We will be ready to move forward with the search immediately upon selection of our firm.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

**6. References**

- Jerry M. Hultin, NYU Senior Fellow and former president, NYU Polytechnic  
[jmhultin@gmail.com](mailto:jmhultin@gmail.com)
- Dr. Katepalli Sreenivasan, President, NYU Polytechnic  
[katepalli.sreenivasan@nyu.edu](mailto:katepalli.sreenivasan@nyu.edu)
- Dr. Harvey Kahalas, Dean, Stuart School of Business, Illinois Institute of Technology  
[Kahalas@stuart.iit.edu](mailto:Kahalas@stuart.iit.edu)

KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

Appendix I.

**Keith D. Kulper BIO**



**Keith D. Kulper** is founder and president of KULPER & COMPANY, LLC, a retained executive search firm located in Morristown, NJ, in operation since 1997. KULPER & COMPANY accepts and completes senior level academic and corporate search assignments. “

*“KULPER & COMPANY, where academia meets corporate innovation”.*

Prior to KULPER & COMPANY, Mr. Kulper was Vice President and Group Manager in the Corporate Banking Corporate Services Division of **Midlantic National Bank**. In that capacity he held progressively more responsible sales, marketing, product management and client relationship development responsibilities. Near the conclusion of his time at Midlantic, Mr. Kulper was member of the company-wide restructuring team led by former McKinsey partners who paved the way for the sale of Midlantic to **PNC**. At the outset of his career, Mr. Kulper was a member of the Financial Systems Division of **Chemical Bank** in New York City. He is a “cum laude” graduate of **Boston College**. In 1993, he graduated from **The Stonier Graduate School of Banking**.

Mr. Kulper is active in his community. He serves as the Class Rep (1970) in the **Delbarton School** Alumni Association, as well as being a supporter of the Delbarton Arts Council and member of the Delbarton Parents of Graduates Association. In 2010, he was elected to the *Delbarton Hall of Honor*.

Mr. Kulper was a member of the **Harvard College Parents Leadership Committee**, while his daughter Kendall, was a student at Harvard College. He currently serves on the Dean’s Advisory Board of the Cotsakos College of Business at **William Paterson University** in Wayne, NJ. Keith and his wife Denise are previous presidents of the **Villa Walsh Academy** Home School Association and co-founders of the Villa Walsh Parents of Graduates Association. Mr. Kulper is a founding member of the **Liberty Science Center** finance committee and frequent speaker on the topic of “Effective Executive Search Consulting”. He is a member of the **Morristown Field Club** where he plays tennis. He enjoys golf, gardening, music, collecting fine art and hiking.

KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

Appendix II.

KULPER & COMPANY, LLC

Executive Search

**SEARCH PROCESS**

Preliminary Steps:

- Initial Client Meeting or telephone conversation is held.  
Discussion emphasis: Client expectations for “search success”, including proposed compensation package for hired candidate, preferred modes/frequency of communication relative to the search process, candidate assessment and match with hiring needs. Client organization background, strategic initiatives and culture.
- Client receives, reviews, signs and returns KULPER & COMPANY search assignment “**Consulting Agreement**”, exclusively retaining KULPER & COMPANY to conduct search assignment.
- **Initial retainer billed/client payment made.** SEARCH ASSIGNMENT OFFICIALLY COMMENCES. Subsequent retainer installments billed based upon agreed schedule; all payments “Net/10” basis unless otherwise agreed.
- Search Assignment “**Position Specification**” prepared by KULPER & COMPANY and reviewed by lead client representatives (hiring executive, HR Director) and search committee team members, prior to final approval of the Position Specification. Once the position specification is approved it is professionally edited and proofread in preparation for finishing by our graphic designer.
- **Search Project Plan & Timeline** is discussed in detail with client representatives. Online advertising program is discussed and approved by HR along with candidate assessment approach to be used by KULPER & COMPANY and the client interview team.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

Search Commences

1. "Potential Candidate" research and identification effort begun. Key Research Sources: KULPER Candidate Data Base Advisory, Contact Network, "on-line" industry sources, directories, professional associations and other sources.
2. "Potential Candidates" preliminarily qualified via telephone and/or video or face to face interviews.
3. First Round "Qualified Candidates" presented to the client interview team: Candidate CV/Resume, Cover letter and KULPER Candidate Assessment.
4. Regular written "**Search Progress Updates**" provided to key client representative on weekly basis.
5. Client selection of semi finalist candidates in consultation with KULPER. Semi finalist candidates visit with client interview team for face to face discussions; client provides tour of their facility/campus operation.
6. "**Finalist**" **Candidate(s)** selected by the client and invited back for final interviews and meetings.
7. KULPER & COMPANY conducts background and reference investigation. Technical elements: personal credit, most recent employment/compensation history, driving and academic record. Additional Options: Criminal background, Drug testing Qualitative elements: "360 Comments" from Bosses, Peers and Direct reports. Written background reference investigation of finalist candidate(s) completed by KULPER & COMPANY after finalist candidate(s) provide written permission by signing and returning "Candidate Reference Permission Form".
8. "Finalist" candidate compensation package specifics (salary, benefits and starting date) discussed in detail with the Client. Confirmation of proposed starting salary and incentive bonus terms provided to KULPER & COMPANY by the Client.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

9. **Verbal “job offer”** made to “finalist candidate” by Client or KULPER & COMPANY. If “verbal offer” requires further negotiation prior to acceptance, KULPER & COMPANY lead search consultant discusses with Client and “finalist” candidate to facilitate verbal agreement. Written job offer letter is not prepared until verbal agreement settled.
10. Written **Job Offer Letter** prepared by Client, (with assistance of KULPER & COMPANY, if desired), and forwarded to finalist candidate for review and written acknowledgment.
11. **Finalist candidate accepts written job offer.** KULPER & COMPANY informs semi finalist candidates that another candidate was hired. Search Assignment is complete and final retainer is paid by client. “**Client Satisfaction**“ survey form is sent to all client search team members involved with the search. “**Candidate Satisfaction**” survey is sent to hired candidate and optionally, to semi finalist candidates for quality review and analysis. KULPER & COMPANY periodically contacts hired candidate and hiring manager thereafter.

**Hired Candidate “On Boarding” Option**

“On Boarding” is handled by an independent provider specializing in this important service. Client engages organization with assistance from KULPER.

KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

Appendix III.

KULPER & COMPANY, LLC

Executive Search

**SPECIMEN**

CONSULTING AGREEMENT

**AGREEMENT** made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2014 by and between:

**KULPER & COMPANY, LLC**, a New Jersey Limited Liability Company, having its principal offices at 56 Poplar Drive, Morris Plains, NJ 07950, hereinafter referred to as "Kulper & Company"; and

\_\_\_\_\_, having offices at \_\_\_\_\_, hereinafter referred to as "the Client".

**WITNESSETH**

**WHEREAS**, Kulper & Company is in the business of conducting executive search assignments for the purpose of achieving the best possible match between the business requirements and objectives of the Client and the qualifications and talents of executive candidates, all consistent with the highest ethical standards; and

**WHEREAS**, the Client wishes to exclusively retain Kulper & Company to conduct an executive search assignment for a Position as hereinafter defined and upon the terms and conditions contained herein;

**NOW, THEREFORE**, in consideration of the mutual covenants stated herein, and for other good and valuable consideration, receipt of which is hereby acknowledged, the parties hereto agree as follows:

1. **Retention of Kulper & Company by Client.** The Client hereby retains Kulper & Company on an exclusive basis to conduct an executive search assignment to fill the position of \_\_\_\_\_ (hereinafter referred to as "the Position") in accordance with the Position Specifications to be developed.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

2. **Position Specifications.** Position Specifications will be developed jointly by Kulper & Company and the Client through extensive discussions with individuals designated by the Client. Position specifications will be prepared in writing and submitted to the Client for approval and appended to this Agreement prior to the search beginning.

3. **Commencement of Search.** Upon acceptance and approval of the Position Specifications, the execution of this Agreement by the Client, and payment of the initial retainer, Kulper & Company will commence the search to fill the Position.

4. **Strategy.** Kulper & Company will establish a strategy to support its research efforts in identifying potential candidates based upon the Position Specifications. The Client agrees that any candidates identified by the Client will be referred to Kulper & Company for processing.

5. **Candidate Processing.**

A. Kulper & Company will initiate communication with potential candidates to determine their initial interest in the Position, and will simultaneously pre-screen their qualifications. Any potential candidates identified by the Client must be referred to Kulper & Company for processing. After identifying one or more candidates on the basis of interest and satisfactory prequalification, Kulper & Company will conduct extensive personal interviews. Kulper & Company will conduct a background investigation prior to the introduction of a candidate as specifically detailed in Section 11.E. of this agreement. Only those candidates who, in Kulper & Company's opinion, match the Position Specifications most closely will be introduced to the Client.

B. Candidates meeting the Position Specifications will be introduced to the Client by way of a detailed written presentation. Kulper & Company may elect to be present for all first interviews of qualified candidates by the Client representative and/or interview team. Kulper & Company will remain available to the Client to clarify any issues concerning any presented candidate.

C. A review session will take place between Kulper & Company and the Client to discuss the presented candidate after conclusion of the first interview. The primary purpose of this review session is to determine the suitability of the candidate for the Position and if subsequent interviews should be scheduled.

D. Upon selection of a finalist candidate, compensation package specifics (salary, benefits and starting date) are discussed in detail by the Client and Kulper & Company to determine if a verbal job offer should be presented. The verbal job offer is made to the finalist candidate by Kulper & Company. If the verbal job offer requires further negotiation prior to acceptance, Kulper & Company will discuss options with the Client and finalist candidate to facilitate verbal agreement.



KULPER & COMPANY, LLC

56 Poplar Drive

Morris Plains, NJ 07950

973 285 3850

E. A written job offer letter is prepared by the Client and forwarded to the finalist candidate for review and written acknowledgment.

**6. Kulper & Company Fee Arrangement.**

A. (i) For and in consideration of the services to be provided by Kulper & Company to the Client under the terms hereof, the Client shall pay to Kulper & Company a fee which will be one-third (1/3) of the total first year compensation arrangement concluded by the Client with the hired candidate. The total compensation of the hired candidate, for the purpose of calculating the fee due and payable to Kulper & Company shall include, but not necessarily be limited to the annual base salary, any bonus (including signing bonus), and any other performance bonus available as part of the annual compensation arrangement. In no event will the fee be less than \_\_\_\_\_.

(ii) For the purpose of calculating the initial and interim payments to be paid by the Client to Kulper & Company under the terms of this Agreement, the parties hereto stipulate that the expected total first year compensation arrangement between the Client and the hired candidate will be \_\_\_\_\_. In the event the actual total first year compensation arrangement shall be different, the final payment due under the terms hereof will be appropriately adjusted upward or downward. The minimum retainer payment due Kulper & Company by the Client under the terms of this agreement is \$\_\_\_\_\_.

B. (i) An initial retainer in the amount of \_\_\_\_\_ is due upon the execution of this Agreement. The initial retainer shall be considered earned upon the execution of this Agreement and will be applied to the fee calculated in accordance with subsection A.

(ii) An interim retainer in the amount of \_\_\_\_\_ is due forty-five (45) days from the date of the execution of this Agreement and will be applied to the fee calculated in accordance with subsection A of this section.

(iii) A third retainer equivalent to difference between the sum of the initial and interim retainers and the minimum retainer payment due Kulper & Company by the Client, is payable by the Client ninety (90) days from the date of the execution of this Agreement.

(iv) Upon completion of the search, Client written job offer is accepted in writing by the hired candidate, a final retainer may be billed to the Client to account for the difference between total retainers paid and the difference due to Kulper & Company by the Client under the terms of Section 6A.(i) of this Agreement.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

C. Kulper & Company will bill for reimbursement of out-of-pocket expenses reasonably incurred and directly related to the search assignment, which is the subject of this Agreement. Out-of-pocket expenses include reimbursement of telecommunications costs, specific research materials acquired by Kulper & Company in conjunction with the search assignment, and candidate meeting expense (travel, meals, lodging). Reimbursement of any other out-of-pocket expenses will require prior approval by the Client.

D. Payment of all fees billed by Kulper & Company is due upon receipt of the invoice. If at any time an invoice for fees and/or out-of-pocket expense reimbursement is not paid within 30 days, all activities by Kulper & Company regarding this Agreement shall be suspended until such payment is made.

E. Kulper & Company will have the right to receive the fee calculated in accordance with this Agreement for any and all candidates identified and submitted by Kulper & Company under this Agreement who are hired by the Client within a period of eighteen (18) months from the termination of this Agreement.

**7. Miscellaneous Issues Affecting Compensation.**

A. If more than one candidate is hired from those identified and submitted by Kulper & Company under this Agreement, the fee for each such candidate shall equal one-half (1/2) of the fee stated in Section 6.A. of this Agreement.

B. If any changes are made to the Position Specifications during the term of this Agreement and/or there are any changes in ownership or structure of the Client that are determined by Kulper & Company to be reasonably substantial and therefore require additional effort by Kulper & Company beyond that initially contemplated for this Agreement, such change will be set forth in a "Change of Position Specifications Order" form by Kulper & Company which shall also set forth any appropriate adjustment to the Compensation calculation in Section 6 of this Agreement. Kulper & Company may suspend its efforts under this Agreement until such time as the "Change of Position Specifications Order" has been countersigned by or on behalf of the Client; however, failure to suspend its efforts shall in no event be deemed a waiver of the rights of Kulper & Company under the terms of this Agreement. If such "Change of Position Specifications Order" is not countersigned by or on behalf of the Client within ten (10) days of submission to the Client, Kulper & Company shall have the option to terminate this Agreement under the terms of Section 9 hereof.

**8. Exclusivity.** The retention of Kulper & Company by the Client shall be exclusive until such time as this Agreement shall be properly terminated in accordance herewith.

**9. Cancellation.** Either party shall have the right to cancel this Agreement by written notice to the other at the addresses set forth at the beginning of this



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

Agreement, or at such other address as the parties shall designate in writing. In the event this Agreement is canceled by the Client, the Client shall be responsible for any unpaid portion of the total fee as described in subsection 6.A.(i) of this Agreement as well as reimbursement of any out-of-pocket expenses incurred by Kulper & Company to the date of cancellation. For the purposes of this Agreement, the total fee to be paid under subsection 6.A.(i) shall be referred to as the Total Retainer. Upon cancellation of this Agreement by the Client, the Client shall pay to Kulper & Company a proportionate amount of the Total Retainer calculated by dividing the Total Retainer by twelve (12) and multiplying the quotient by the number of full weeks expired after the latter of the execution of this Agreement. In the event that at the time of cancellation twelve (12) full weeks have expired after the latter of the execution of this Agreement, Kulper & Company shall be entitled to receive its full fee as determined in accordance with subsection 6.A.(i). In no event shall the compensation payable to Kulper & Company under this subsection be less than \_\_\_\_\_.

**10. Ethical Statement.** Kulper & Company observes the principles of equal opportunity employment and does not unlawfully discriminate against qualified candidates. Kulper & Company reserves the right to terminate this Agreement if it acquires information to the effect that the Client has falsely characterized its organization or has misled candidates.

**11. Standards of Performance.**

A. Kulper & Company will provide its best efforts to identify, qualify, and present one or more candidates considered by Kulper & Company to most closely match the Position Specifications. Those best efforts are intended to result in a written job offer by the Client to the finalist candidate.

B. Kulper & Company makes no Guarantees expressed or implied, as to the number of candidates submitted or the timing of such submissions. Additionally, Kulper & Company makes no Guarantees that any candidates will be hired as a result of this Agreement. When it becomes apparent that no candidates can be presented who meet the specifications, or the length of the search will differ considerably from that originally anticipated, Kulper & Company will promptly advise the Client and offer alternative courses of action. If such alternative course of action cannot be agreed upon, and/or Kulper & Company believes the Client will not benefit from continuation of this Agreement under existing conditions, termination will be initiated by Kulper & Company, and the terms of cancellation as described in Section 9 of this Agreement will apply.

C. The completion date for the search assignment shall be defined as the date that a written job offer is acknowledged in writing by the finalist candidate, or the date of cancellation as defined in Section 9 herein.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

D. KULPER & COMPANY agrees to offer the Client a *guarantee of satisfaction* in connection with the provisions of this agreement. Should it become necessary to conduct a replacement search or any additional work for the Client not specified in this Agreement, we will promptly discuss the circumstances with the Client to determine an appropriate course of action. Provided the Client has faithfully met all provisions of this Agreement, KULPER & COMPANY will take all necessary actions to assure the Client's satisfaction with the outcome of this Agreement. Provided that KULPER & COMPANY, has faithfully met all aspects of this Agreement and that the reason(s) for additional work are not associated with any negligent or careless action on the part of the firm, KULPER & COMPANY may, with the Client's prior approval, bill the Client for additional work not specified in this Agreement.

E. Kulper & Company will use its best efforts to assure the accuracy of all information pertaining to a submitted candidate. More specifically, once written permission is obtained from the candidate, Kulper & Company will conduct the following pre-employment reference investigations on all qualified candidates presented to the Client.

- (i) Personal Credit History
- (ii) Verification of most recent employment and compensation
- (iii) Investigation of current Division of Motor Vehicles Driving Record
- (iv) Academic and Professional Certification verification

F. If it is determined, at any point, that such information is inaccurate, and/or contains candidate misrepresentation, such discrepancy will be promptly reviewed by Kulper & Company, the Client, and the candidate to determine further action.

**12. Indemnity.** The Client agrees to hold harmless and indemnify Kulper & Company from any and all liability arising from performance of this search assignment.

**13. Mutual Representations.**

A. The parties shall each designate a representative that shall be the contact for the other during the term of this Agreement. Said designated representative shall have complete authority to make all decisions with reference to this Agreement and shall be available promptly, as necessary, for any communication with regard to this Agreement.



KULPER & COMPANY, LLC

56 Poplar Drive  
Morris Plains, NJ 07950  
973 285 3850

B. Kulper & Company will provide frank, timely communication to the Client regarding the progress of the assignment, which is the subject of this Agreement.

C. The Client may provide to Kulper & Company, during the Position Specification development process, the names of any organizations and/or individuals that should not be contacted by Kulper & Company in connection with this Agreement. Kulper & Company will, in turn, define any organizations and/or individuals that it cannot contact, for its ethical reasons, that normally could be considered in connection with this Agreement.

D. If either party, at any point during the progress of this Agreement, develops information that could materially affect the subject of this Agreement, such information shall be immediately communicated to the other party.

E. Kulper & Company agrees to maintain the confidential information of the Client.

**IN WITNESS WHEREOF**, the parties hereto have set their hands on the day and the date first above written.

**KULPER & COMPANY, LLC**

**(CLIENT)**

By: \_\_\_\_\_  
Keith D. Kulper, President

By: \_\_\_\_\_



**RALPH ANDERSON &  
ASSOCIATES**







5800 Stanford Ranch Road  
Suite 410  
Rocklin, California 95765  
916.630.4900

March 4, 2015

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

Via Email: [Lbeam@elcamino.edu](mailto:Lbeam@elcamino.edu)

Dear President Beverly and Members of the Board of Trustees:

Ralph Andersen & Associates is pleased to submit this proposal to the El Camino College to conduct an executive search for your next Superintendent/President. **The Board will be well served by our recent experience dealing with Executive searches for community colleges.** 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.

## Philosophy Concerning Community College CEO Searches

At Ralph Andersen & Associates, our goal is to provide personal service and practical solutions. Our philosophy is simple – recruiting top talent and leadership for Community Colleges 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.

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

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 that match the leadership and institutional needs of the College. 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.

## Ralph Andersen & Associates' Qualifications & Educational Related Experience

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 43 years. With each new assignment, we earn our reputation as one of the premier local government consulting organizations. **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. Dr. Nicki Harrington, Chancellor Emeritus Yuba Community College District, joined the firm in 2013.**

Our experience in community college CEO searches has included the following:

- Allan Hancock Joint Community College District
  - Superintendent/President (Backgrounds) (2013)
  - Vice President of Student Services (Background) (2013)
- Cerritos Community College District – President/Superintendent (2008)



- Coast Community College District
  - Vice Chancellor of Educational Services and Technology (2010)
  - Vice Chancellor of Finance and Administrative Services (2010)
- Community College League of California – President/Chief Executive Officer (2005)
- Marin Community College District – Superintendent/President (2010) *(Brochure Attached)*
- Merced Community College District
  - Human Resources Director (Backgrounds) (2014)
  - Vice President of Student Services (Backgrounds) (2014)
  - Vice President of Instruction (Backgrounds) (2014)
  - Superintendent/President (2012)
  - Vice President of Administrative Services (Backgrounds) (2013)
- Pasadena Area Community College District – Superintendent/President (Current Search) *(Brochure Attached)*
- Peralta Community College District – College President, College of Alameda (Partial Search) (2014)
- Sierra Community College District
  - Chief Human Resources Officer, Assistant Superintendent (Outreach Assistance) (2014)
  - Superintendent / President (most recently 2010) *(Brochure Attached)*
- West Valley-Mission Community College District – President of Mission College (Partial Search) (2013)
- Yosemite Community College District, California
  - College President, Modesto Junior College (2012)
  - President of Columbia College (2013)
  - Vice Chancellor of Human Resources (2014)
  - Vice President of College and Administrative Services, Modesto Junior College (2014)
- Yuba Community College District, California
  - President of Woodland College Backgrounds (2014)
  - Vice President of Yuba Community College Backgrounds (2014)

## Overview of Our Approach and Methodology

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the District, should include some of the following: We recommend that the Board of Trustees appoint a first level search committee made of College and community constituents. We support and assist the Board of Trustees, Human Resources, and the Search Committee throughout all phases of the search and selection process. We assist the Board of Trustees, Search Committee with the development of position profile (Recruitment Brochure) based on the Leadership and College needs. We will work with the College'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 College. We will facilitate an office review for minimum qualifications and 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. An in-depth reference and verification will be made on the finalist. We will assist the Search Committee in all phases of the semi-finalist interviews. In addition, we assist the Board in all phases of the final interviews. 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. If requested, we will assist the Board with the contract negotiation with the selected candidate.

## 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 El Camino College will be focused primarily within California but will also include national outreach. **The base search fee will be \$24,500\***. 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 four (4) final candidates, including verifications.
- Support and assist the Board of Trustees, Human Resource Department, and the Search Committee throughout all phases of the search and selection process.
- Assist in developing selection process and calendar.
- Support and assist in the development and advertisement of the position announcement, including distribution of position announcement/information to prospective candidates.
- Support and assist the Human Resource Department in candidate recruitment beyond the scope of standard district practice. Conduct confidential personal recruitment, as directed.
- Work with screening committee and Board of Trustees in defining screening and interviewing procedures and criteria.
- Assist in preparation for campus visits, as required.
- Assist Human Resources and the search committee with in-depth reference checks of finalist candidates.
- Be available for general consultation.
- The successful firm shall be required to physically attend a minimum of three (3) Board meetings. The District also requires that the firm's assigned staff member be physically present during the initial interview.
- Assist with final selection and contract negotiations with the selected candidate as directed by the Board.

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.

As requested in the College' RFQ, below is a table with the base fee broken down by task. It is understood that the College will use the table below should the Board of Trustees elect to only have limited tasks performed by the firm.

Tasks	Base Fee*
Task 1 – Review Project Management Approach	\$2,300
Task 2 – Develop Position Profile	\$4,500
Task 3 – Outreach and Recruiting	\$9,000
Task 4 – Candidate Evaluation	\$4,200
Task 5 – Search Report	\$1,500
Task 6 – Selection	\$2,500
Task 7 – Negotiation	\$500
Task 8 – Close Out	Included
<b>Total</b>	<b>\$24,500</b>

\*Supplemental to Base Fee: Expenses related to consultant travel for visits by the Search Team 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, El Camino College will be responsible for all candidate (finalist and semi-finalist) expenses related to on-site and off-site interviews.

Ralph Andersen & Associates will bill El Camino College in three equal installments as follows:

- One-third of the base fee, plus any supplemental charges, at start-up;
- One-third of the base fee, plus any supplemental charges, after initial pass of candidates presented to the College; and
- One-third of the base fee, plus any supplemental charges, after the finalist is selected.

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 College would be expected to pay for the reimbursement of all incurred costs.

## **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. El Camino College will have Mr. Stan Arterberry as the Project Director on this search for a new Superintendent/President. Dr. Nicki Harrington will assist Mr. Arterberry in this project. 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 and Dr. Harrington will assist with this search project. 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 retired as Chancellor of the West Valley Mission Community College where served from 2002 to 2008. 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 Buttimer Distinguished Administrator Award from the Association of California Community College Administrators (ACCCA).



**Nicki Harrington, Ed.D., Senior Consultant** – Dr. Nicki Harrington has been in education for over 38 years, having held faculty and administrative positions in both two and four year colleges and universities in several states. Dr. Harrington's administrative experience includes three Chief Executive Officer positions, spanning 15 years in Oregon and California, in Superintendent/President and Chancellor positions. Most recently, she served as Chancellor of the Yuba Community College District, retiring in 2011. Her teaching experience includes community college teaching in Nursing and the Health Sciences, teaching at the Bachelor's level in Business Administration, and mentoring Masters and Doctoral degree students. She has conducted Executive coaching and Board development as well as executive searches. Born in Ohio, Dr. Harrington grew up in the Midwest, earning her Bachelor's degree at the University of Michigan in Ann Arbor. She holds

two Masters Degrees, from California State University and the University of San Francisco, and a Doctoral degree in Educational Leadership from the University of San Diego.

Dr. Harrington assisted Mr. Arterberry with the Presidential searches for Mission College, College of Alameda, and Pasadena City College.



**Ms. Heather Renschler, President/CEO** – Ms. Renschler, President/CEO of Ralph Andersen & Associates, has been with the firm for more than 30 years and is the firm's Chief Executive Officer. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 18 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 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. Team members may include: Ms. Teresa Heple, Ms. Diana Haussmann, Ms. Hannah Jones, Ms. Hillari Bynum, and Mr. Garrett Seuell.



## Timeline

If retained by El Camino College, Ralph Andersen & Associates would complete the search in approximately six (6) months from the execution of the agreement between El Camino College and Ralph Andersen & Associates. 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 Superintendent/President Search Committee. Negotiation with the top candidate will take an additional few weeks after finalist interviews. It is understood that the College's anticipated starting date of the new Superintendent/President is in January 2016. 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.

## Availability

Ralph Andersen & Associates is available to being this search upon notification to proceed.



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

Respectfully Submitted,

Handwritten signature of Heather Renschler in cursive.

Heather Renschler  
President/CEO

Handwritten signature of Stan Arterberry in cursive.

Stan Arterberry  
Senior Consultant



## Attachment A

### References & Recent Searches

Mr. Arterberry was the Project Director for the following recent searches: 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.

- Cerritos Community College District, California
  - President/Superintendent
  - Board / President/Superintendent Retreat
- Allan Hancock Joint Community College District, California
  - President/Superintendent (Backgrounds)
  - Vice President of Student Services (References)
- Coast Community College District, California
  - Vice Chancellor of Educational Services and Technology
  - Vice Chancellor of Finance and Administrative Services
- Marin Community College District, California
  - Superintendent/President
  - Board / Superintendent/President Retreat
- Merced Community College District, California
  - Director of Human Resources (Backgrounds)
  - Superintendent/President
  - Vice President of Administrative Services (Backgrounds)
  - Vice President of Instruction (Backgrounds)
  - Vice President of Student Services (Backgrounds)
- Pasadena Area Community College District
  - Superintendent/President (Current Search)

- Peralta Community College District
  - › College President, College of Alameda (Partial Search) (Current Search)
- Sierra Community College District, California
  - › Superintendent/President
  - › Chief Human Resources Officer, Assistant Superintendent (Outreach Assistance)
- West Valley-Mission Community College District, California
  - › President of Mission College (Partial Search)
- Yosemite Community College District, California
  - › College President, Modesto Junior College
  - › President of Columbia College
  - › Vice Chancellor of Human Resources
  - › Vice President of College and Administrative Services, Modesto Junior College
- Yuba Community College District, California
  - › President of Woodland Community College (Backgrounds)
  - › Vice President of Yuba Community College (Backgrounds)

References for Mr. Stan Arterberry, Project Director, 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 (Retired)  
 (209) 402-2310  
 email: metcalfv@yosemite.edu  
 Recruitment: President, Modesto Junior College

- **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  
Dr. Ron Taylor, Superintendent/President (*Placement*)  
(209) 384-6101  
ron.taylor@mccd.edu  
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  
Albert Moore, Associate Vice Chancellor HR & Advancement  
408-741-2060  
albert.moore@wvm.edu  
Professional Relationship: Mr. Arterberry held the position of Chancellor from 2002 to 2008





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





- ☛ 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.

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](mailto: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 (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 Arterberry 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](http://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](http://www.ralphandersen.com), or on the College of Marin website, [www.MARIN.edu](http://www.MARIN.edu).

*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.*

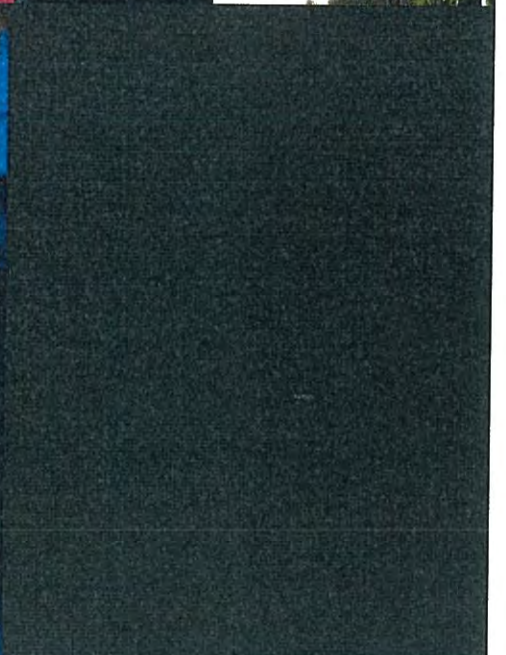
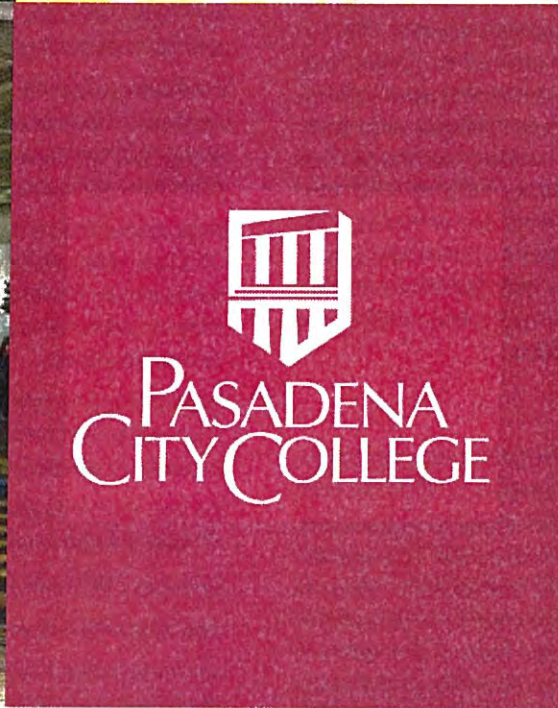
COLLEGE OF  
MARIN



# PASADENA CITY COLLEGE

*is accepting applications for the position of*

## **SUPERINTENDENT/ PRESIDENT**





The Pasadena Area Community College District Board of Trustees is seeking a leader who is committed to the comprehensive community college and who has demonstrated skills in leadership and governance in order to carry on the institution's tradition of outstanding service to the greater Pasadena community. The Office of the Superintendent-President has three major responsibilities:

- To provide educational and professional leadership for the faculty, staff, and student body;
- To account to the Board of Trustees for the daily operation of Pasadena City College and implementation of the Board's policies; and
- To partner with our community to strengthen and improve programs and services for students.



## The Position

The Superintendent/President is the chief executive officer of the District and the College and reports to a seven-member Board of Trustees elected by community residents of their respective geographical areas. The Superintendent/President is the administrative leader of the District and, therefore, is responsible for overseeing the operations of the entire District. These responsibilities include planning, assessment, budget, supervision of academic programs and administrative and student services, and the evaluation of key administrative personnel to make certain the institution is meeting the educational needs of the students and community. The Superintendent/President represents the District to community groups; business and industry; local public elementary and high school districts; federal, state, county and city agencies; public and private colleges and universities; and potential donors to the Foundation.

## About the District

Established in 1924, Pasadena City College (PCC) has been serving the San Gabriel Valley for over 87 years. PCC enrolls more than 30,000 students each semester and offers 60 academic and 76 Career and Technical Education programs. The main college campus occupies an idyllic 53-acre site, while the Community Education Center and Child Development Center are located in separate facilities. The College is renowned for its high student transfer rate, national mathematics and forensic honors, and extensive study abroad offerings. PCC is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of School and Colleges. For more information, go to [www.pasadena.edu](http://www.pasadena.edu).

## Mission

The mission of Pasadena City College is to provide a high quality, academically robust learning environment that encourages, supports, and facilitates student learning and success. The College provides an academically rigorous and comprehensive curriculum for students pursuing educational and career goals as well as learning opportunities designed for individual development. The College is committed to providing access to higher education for members of the diverse communities within the District service area and to offering courses, programs, and other activities to enhance the economic conditions and the quality of life in these communities.

## Opportunities and Challenges

The District currently faces a number of opportunities and challenges of central concern for the Superintendent/President, including:

- Overseeing the District's response and follow-up to the Spring 2015 Accreditation Self Study, site visit, and ACCJC recommendations;

- Capturing the imagination of the campus community and inspiring it to approach the future with boldness, excitement, and confidence;
- Transforming the College into a more agile, flexible, nimble, forward-looking institution offering relevant, community-responsive educational programs with current curriculum, technology, pedagogies, and delivery modes, including e-learning;
- Establishing a new and strengthened set of working relationships between both the Board of Trustees and the College, and among the College's internal constituencies; building consensus and buy-in through collegial dialogue and support of participatory governance structures;
- Being accessible to the community and creating new and strengthened collaborative relationships between the College and a wide range of community organizations, chambers of commerce, businesses, elected officials and boards, cultural organizations, and educational institutions in the San Gabriel Valley/Los Angeles basin;
- Determining and achieving the appropriate balance among the College's three major educational emphases: degree/transfer programs, career and technical education programs, and basic skills preparation;
- Dealing effectively and creatively with the fiscal constraints and budget realities of the current economic climate, especially in California;
- Enhancing PCC's role in economic development efforts;
- Advocating for policy and legislation on local, state, and national levels;
- Completing major improvements in the infrastructure for campus information technology by overseeing migration of an outdated set of uncoordinated systems into a centralized system that provides an up-to-date, technology-rich learning and administrative environment with contemporary virtual capabilities;
- Optimizing the effectiveness of PCC's human capital through improvements to the organizational structure, expansion of faculty and staff development, and support for proactive recruitment of a diverse faculty and staff with the upcoming large number of projected retirements;
- Addressing the need to update laboratories as part of a more systematic program of renovation, maintenance, and replacement of outdated facilities;
- Expanding outreach to the local community to ensure effective educational pathways for youth, adult students, veterans, the unemployed, and students from area high schools in the District;
- Uplifting the campus climate with an emphasis on higher levels of collegiality, common purpose, and participation in shared governance;
- Integrating programs and activities addressing sustainability into all facets of the College District's functioning; and
- Completing updates to the Educational Master Plan as it carries implication for academic planning and the planning of facilities, technology, personnel, and College advancement.



## Desired Minimum Qualifications

Pasadena Area Community College District (PACCD) seeks a Superintendent/President with the qualifications, demonstrated professional capabilities, and personal qualities that, in effective combination, will enable him or her to lead the College in successfully addressing the challenges and pursuing the opportunities outlined above.

## Education and Experience

- A master's degree from an accredited institution;
- The demonstrated sensitivity to and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of community college students and residents of the communities served by the District; and
- Senior administrative-level experience in a reasonably related executive position (e.g., education, business industry, government, non-profit, etc.).

## Preferred Qualifications

- A doctorate degree (or the equivalent) from an accredited institution;
- Five years of senior administrative/leadership experience in progressively more responsible positions with a strong record of achievement; having this experience at the higher education level;
- Teaching, student services, or fiscal service experience in a post-secondary institution;
- Experience working with local and/or state legislative bodies and governmental agencies;
- Experience working in/with multi-ethnic communities; and
- Knowledge and understanding of cultural competence and its application in the community college setting.

## Professional Characteristics

- Demonstrated ability and experience as both a leader and a strong manager; to be both visionary and realistic (i.e., to strike an effective balance between pursuing the "big picture" while simultaneously managing an entire institution effectively); a record of demonstrated competence as an executive leader and manager;
- Through a balance of academic, business-related, and community experience, the ability to unite and inspire a diverse community around a set of common goals; able to move the College forward while respecting the traditions of PCC, maintaining a strong academic program;
- Demonstrated fiscal competence and the ability to handle complex budgetary issues, including the appropriate distribution and expenditure of grant monies;
- Demonstrated skill in proactive fundraising for educational and/or nonprofit purposes;
- Demonstrated ability to maintain a reasonable balance between fiscal realities and instructional imperatives, and support for educating faculty and staff on budget issues;
- Successful experience in establishing effective organizational structures, attracting and supporting individuals for PCC leadership positions who are highly qualified and who support the goals and collegial environment desired for the College;
- Demonstrated ability to be a firm and prompt decision maker in all types of situations; to listen carefully; to take all perspectives into consideration, to prioritize, and to communicate the decision clearly and persuasively to all concerned. This must include the ability to say "no" under difficult circumstances and maintain support for this stance based on data, evidence, and student-centered principles;

- Demonstrated commitment to participatory governance and collaborative decision making;
- Successful experience as an inspiring communicator in all forms – listening, responding, speaking, and writing in settings both large and small, public and private; open to diverse opinions, viewpoints, perspectives, and thoughts; knowledgeable of civil rights;
- Broad experience with the major aspects of stewarding campus buildings / educational facilities, funding, design, construction, renovation, and maintenance. This should include knowledge of and support for the effective use of information technology throughout an educational system;
- Knowledge and understanding of the complexities of California's community college system, and PCC's unique characteristics; and
- Commitment to PCC's shared values: a passion for learning, a commitment to integrity, an appreciation for diversity, a respect for collegiality, and a recognition of our heritage of excellence.

## Personal Qualities

In addition to professional characteristics, and in order that they may be most effectively used for the College's strengthening, the Superintendent/President is also expected to possess, indeed exemplify, certain essential personal qualities:

- A natural openness leading to accessibility, transparency in work, and an honest trust and investment in consensus-building and shared governance;
- A love of students, accompanied by the desire to be a visible and recognizable presence on the campus and a supporter of student-centered programs; a high respect for the work of faculty, classified staff, and administrative colleagues, leading to a determination to seek multiple avenues for professional development;
- Integrity and respect for all persons; a true and unshakable belief in the value of diversity of all sorts, for both the principles of fairness and the resulting increase in societal strength;
- Excellent communication skills with a demonstrated ability to listen respectfully and empathically to a variety of constituents groups, synthesize input, make decisions, and share information broadly to build consensus and support for action;
- An inclination towards innovation and creative thinking; balanced by recognition of the values of stability and tradition;
- A bold and ambitious personality, yet unsullied by egotism, with a natural tendency to always share the credit and take the blame, rather than vice versa;
- The desire to be, and also have the institution be, an active and contributing member of the broader community; and,
- The ability to make a long-term commitment to PCC, its educational master plan, and the students and communities it serves.

In addition, important to this appointment are all the attributes of an individual that are conventionally expected. These include trustworthiness, high ethics and integrity, confidence, humility, common sense, patience, strong interpersonal skills, high energy, and a sense of humor.





## Environmental Elements

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with District personnel, students and/or private representative in moving forth the District's mission. Reasonable accommodation is available upon request.

## Salary

Commensurate with experience. Generous fringe benefits include fully paid medical, dental, and vision for employees and their dependents, and life insurance for the employee. This is an exempt position and is not subject to overtime.

## Conditions of Employment

- Successful completion of background and fingerprint clearance and TB screening.
- Proof of eligibility to work in the United States and signing of loyalty oath per government codes 3100-3109.
- Meeting applicable eligibility requirements under CalPERS or CalSTRS if you are a current or former member.
- Board of Trustees approval.

## Application Process

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. The Search Consultant's review of applications will begin February 13, 2015. Candidates are strongly encouraged to submit early in the process. Applications will be accepted until the position is filled. However, to be considered in the first round of application review, applicants are encouraged to submit all required documents by February 12, 2015, at 4:00 p.m.

Applications must include:

1. **Cover Letter:** Individuals interested in this position will state in a (seven pages or less) letter of application specifically why they are interested in the position, how they meet the qualifications, the professional characteristic, personal qualities, and how they would address the challenges and opportunities identified 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, 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.**
5. **Confidential Data Sheet** (available on Ralph Andersen & Associates' website at [www.ralphandersen.com](http://www.ralphandersen.com)). Interested candidates may apply as follows:

Via E-Mail  
[apply@ralphandersen.com](mailto: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 submittal. 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 Screening Committee will begin February 18, 2015 with only the most highly qualified candidates invited to continue on in the selection process. The Board of Trustees expects to interview Semi-Final Candidates during the week of March 17-20, 2015.

The Board of Trustees expects to invite final candidates for a two-day campus visit during the week of April 6-10, 2015. It is expected the Superintendent/President will join the District July 1, 2015. References will not be contacted until mutual interest is established.

Should you have any questions regarding this position or the recruitment process, please call Stan Arterberry at (916) 630-4900 or (707) 567-4402, or Dr. Nicki Harrington at (530) 277-8690. Confidential inquiries are welcomed. If you have additional questions about the College, please contact Dr. Vicki Nicholson, Human Resource Consultant, Board of Trustees at (909) 214-8440 or go to [www.pasadena.edu](http://www.pasadena.edu).

## Additional Information

The Immigration Reform & Control Act of 1987, Public Law 99-603 requires that employers obtain documentation from every new employee which authorizes that individual to accept employment in this country. This requirement applies to both United States citizens and aliens. Any employee who is unwilling/unable to fulfill this requirement will not be employed.

Pasadena Area Community College District will not sponsor any visa applications.

If accommodations are needed for the application process in compliance with the Americans with Disabilities Act, please contact Dr. Vicki Nicholson.

It is the policy of the PACCD that all candidates for employment need to be cleared for employment through the process of background check and verification of prior employment, references, and credentials.

Crime awareness and campus security information are available from Campus Police and Safety. (Public Law 101-542)

The Pasadena Area Community College District does not discriminate in the educational programs and activities operated by the District, or in employment procedures and practices of the District. The Policies of Title IX as developed to date are available for inspection during normal business hours at the District Office at 1570 E. Colorado Blvd., Pasadena, CA 91106.

The Board of Trustees reserves the right to extend time limits or reinstate the search process at any time. Moreover, the Board of Trustees may choose to pursue an external appointment pursuant to the guidelines set forth in Title 5 regulations. The Pasadena Area Community College District is an equal opportunity employer. Finally, the District encourages applications from under-represented minorities and the disabled.

PASADENA AREA COMMUNITY COLLEGE DISTRICT – Equal Opportunity, Title IX, Section 504 Employer.





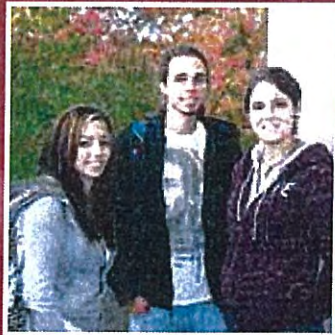
# SIERRA COLLEGE

*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 the 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.

**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](http://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](mailto: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 or 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.



**RPA, INC.**



**El Camino Community College District**

Proposal for the  
Identification, Recruitment, and Placement  
of the

**Superintendent/President**

March 5, 2015

Submitted by



2895 South Reach Road

Williamsport, PA 17701

[www.rpainc.org](http://www.rpainc.org)

800.992.9277

Proposal completed and submitted by:

A handwritten signature in cursive script that reads "Richard Allen".

---

Richard Allen  
President

570-321-6111 / [email@rpainc.org](mailto:email@rpainc.org)





## Search Experience

A list of presidential/chief executive officer searches facilitated by RPA Inc. can be found below.

American Association of Community Colleges	President	2010
Anoka-Ramsey Community College/Anoka Technical College	President	2012 – 2013
Asnuntuck Community College	President	2013 - 2014
Harrisburg Area Community College	Campus Vice President, Harrisburg	2014 - 2015
Northern Virginia Community College	Provost-Alexandria Campus	2009
Northern Virginia Community College	Provost-Loudoun Campus	2009 - 2010
Northern Virginia Community College	Provost-Manassas Campus	2011 - 2012
Northern Virginia Community College	Provost, Medical Education Campus	2014 - 2014
Quinebaug Valley Community College	President	2013 - 2014
Rochester Community and Technical College	President	2012 - 2013
Thomas Nelson Community College	Provost of the Historic Triangle Campus	2015 - Present
Three Rivers Community College	President	2013 - 2014
Tidewater Community College	Provost, Norfolk Campus	2013 - 2014

## About Our Firm

RPA Inc. is one of the preeminent executive recruitment and consulting firms for higher education institutions and nonprofit organizations. Richard Allen founded RPA Inc. in 1988 with the specific mission of assisting institutions of higher education in recruiting highly qualified senior personnel and in enhancing capacity to raise philanthropic income. The organization has grown steadily in the intervening years to become a comprehensive consulting firm offering services that include recruitment consulting for the identification and placement of top administrative and cabinet level officers, specialized consulting for recruitment of development staff at all levels, and management and fundraising consulting. Originally a sole practice, RPA Inc. now employs a full staff in its administrative office in Williamsport, Pennsylvania and has a cadre of senior consultants who are present or former top administrators of higher education institutions, nonprofit organizations, and for-profit businesses throughout the nation. These senior consultants bring broad-based, hands-on expertise to the service of all RPA Inc. clients. Supporting the senior consultants is a group of trained recruitment specialists who manage the logistics of the search and make initial contact with potential candidates. The primary tool utilized is a proprietary database of professionals that includes virtually every institution of higher education in the nation as well as major national and international nonprofits.

### 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.

### **Diversity**

RPA Inc. makes a conscious commitment to assure inclusion and diversity in all search projects. To address full access to opportunities, RPA Inc. includes language in all advertisements encouraging participation by ethnic and cultural minority members and members of protected groups such as women and physically challenged individuals. Direct contact on behalf of client institutions includes ground mail, telephone calls, and email directed to individuals in minority and protected groups. That the RPA Inc. inclusion strategy is successful is reflected in candidate pools, which are composed of 22% to 73% members of ethnic or cultural minorities or members of protected groups, with the variance in range dependent on the specific desirability of the position. Women comprise anywhere from 11% to 53% of the average candidate pool.

### **Transparency**

RPA Inc. has developed a search process that provides high levels of inclusion in the planning stages and keeps relevant constituencies as well informed of the progress of the recruitment project as is consistent with institutional and candidate need for confidentiality. Initial information gathering sessions allow institutional stakeholders to provide input to the search process regarding the needs of the institution and the ideal position qualities. The criteria developed are presented for approval by the client and then serve to guide the recruitment process, demonstrating to constituents of the institution that their concerns are impacting the identification of potential new leaders and giving credibility to the final appointment.

### **Confidentiality**

RPA Inc. adheres to a strict confidentiality policy regarding both institutional and candidate information. This policy is maintained by initially establishing confidentiality procedures that include ethical agreements and mechanisms for informing constituents without exposing privileged data. The primacy of the institution's decision-making is preserved, and candidates can explore the opportunity without jeopardizing present employment. RPA Inc. has designed its search process to maintain complete confidentiality of candidate information until the time finalist candidates are invited to the institution.

## **Your Search**

### **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 hiring authority 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, 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.

### Search Process

The following graph can be used as a general guide of the deliverable and timeline.

Month 1	Month 2	Month 3	Month 4
<ul style="list-style-type: none"> <li>• Orient the search committee to the search process and discuss a comprehensive plan for a successful recruitment process</li> <li>• Assist in the development and presentation of the charge to the committee</li> <li>• Perform a two-day on-site recruitment analysis, including information exchange sessions with key institutional constituents, to develop a profile for the ideal and successful candidate</li> <li>• Develop, in consultation with the committee, a position description and an institutional profile</li> <li>• Provide and adhere to a firm, written timetable for the search process</li> <li>• Design, prepare, suggest, and place national and regional advertisements</li> <li>• Provide written reports, in addition to verbal updates</li> </ul>	<ul style="list-style-type: none"> <li>• Begin contacting targeted individuals in our well-established national recruitment network to discuss your opportunity and secure candidates, nominations, and networking referrals</li> <li>• Build the candidate pool with qualified and diverse candidates</li> <li>• Assist the search committee in defining candidate characteristics and developing candidate ranking forms</li> <li>• Post all candidate materials on a password protected website for your review, at a date specified at the start of the search</li> <li>• Screen and evaluate applications internally</li> <li>• Conduct 45-60 minute telephone prequalifying interviews with top candidates to establish a pool of qualified semifinal candidates</li> <li>• Continue to provide written reports, in addition to verbal updates</li> </ul>	<ul style="list-style-type: none"> <li>• Provide telephone consultation with you as you evaluate the applicants and select semifinal candidates</li> <li>• Conduct interviews between our Senior Consultant and your choice of approximately six semifinal candidates</li> <li>• Conduct reference work on all semifinal candidates</li> <li>• Provide telephone consultation with you to review the results of the semifinal candidate interviews and the reference work as you choose the finalists who will be invited to participate in finalist neutral-site interviews</li> <li>• Assist you in planning finalist neutral-site interviews</li> <li>• Participate in finalist neutral-site interviews</li> <li>• Continue to provide written reports, in addition to verbal updates</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in planning on-site interviews of selected candidates</li> <li>• Debrief with each finalist after the on-site visits</li> <li>• Provide telephone consultation as you review the finalist candidates and select a chosen candidate to make an offer to</li> <li>• Conduct necessary background investigations and complete final reference checks</li> <li>• Serve as facilitator during job and salary negotiations</li> <li>• Notify all candidates of the outcome of the search, and thank those who submitted nominations, provided references, or assisted during the search</li> <li>• Provide a final written report, listing all work completed by RPA Inc. to close the search</li> </ul>





## Search Fee Structure

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 \$68,500. 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.

Should you decide that you would be interested in a lower level of services, RPA Inc. would be willing to discuss alternate search options that would best fit your needs.

### Computation of Fee

RPA Inc. does not provide price points for individual search services. The criterion applied is completion of the work, which, depending on the search, the nature of the position, and the outcome of research into the pool of professional talent available may vary dramatically in terms of the time that must be devoted. Instead the firm assigns a highly experienced lead consultant and a search coordinator, and supports their efforts with additional staff as needed to achieve or exceed the full deliverables outlined in a search contract. For this process a set fee is established which includes costs of telephone, mail and electronic communication, and development of a password protected, secure website for presentation of candidates materials, and all incidental expenses associated with the search process, excluding costs of consultant or candidate travel and cost of commercial advertisement of the position.

Travel costs vary depending on the geographic region from which candidates must be brought to the client site. In general travel costs are in the \$6,000- \$10,000 range.

Advertising costs are strongly influenced by the choice of venues. Online only advertising may run as high as \$2,500-\$3,000 but is more likely to fall into the \$1,000-\$2,000 range. Print advertising is significantly more expensive and may run to \$3,000-\$6,000 depending on the venues selected by the client. We do not note any specific advantage to print advertising.

### Hiring Guarantee

Should the initial candidate pool assembled according to the criteria established by the institution not yield a satisfactory individual, RPA Inc. will continue to network and market the position without additional consulting fees until a satisfactory candidate is identified. However, should the institution materially alter the criteria agreed upon prior to the initiation of search activities, including job title, supervisory lines, salary, or core qualifications, and such change causes the parties to





be unable to find a suitable candidate with the newly established requirements from the pool of candidates already developed, RPA Inc. reserves the right to charge additional fees in order to develop a candidate pool meeting the new criteria. Moreover, should the actions of the institution cause a significant delay in completion of any activities specified in the detailed search schedule provided at the start of the search, RPA Inc. assumes no responsibility for search closure or maintenance of the candidate pool.

Should a candidate appointed to the subject position be found within the first year of employment to perform in an unsatisfactory manner, RPA Inc. reserves the right to attempt to counsel and advise the client and the employee first, without charge, to ascertain if the situation can be corrected. If this is unsuccessful, RPA Inc. will re-advertise and re-network the position without further consulting fees. Similarly, if a candidate is terminated for cause within the first year and such cause is of a nature that RPA Inc. should have, in the course of its reference and background investigations, identified the potential to impair the individual's performance, the firm will re-run the search without further consulting fees. In both cases, costs of commercial advertising, travel, and other expenses associated with the search process will be billed separately at cost.

### **Search Staffing**

**Richard Allen**, RPA Inc. Founder, President and Principal, will serve as your Senior Consultant. Richard has an exceptional record with more than 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.

Once selected as the search firm of choice, RPA Inc. will assign a search coordinator to manage the search 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.

### **Suggested Timeline**

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.

### **Availability**

RPA Inc. is prepared to begin services immediately.



## **Appendix**





## References

### **Anoka-Ramsey Community College/Anoka Technical College**

Principal Contact: Dr. Sue Collins, President of Vermilion Community College and Search Committee Chair

Address: 300 Spirit River Drive South, Cambridge, Minnesota 55008

Phone: 218-471-0015

Email: [scollins@nhed.edu](mailto:scollins@nhed.edu)

Scope of Work: Completed a search for a new President within the Minnesota State Colleges and Universities (MnSCU) System.

### **Northern Virginia Community College**

Principal Contact: Dr. Melvin Schiavelli, Executive Vice President for Academic and Student Services

Address: 8333 Little River Turnpike, Annandale, Virginia 22003

Phone: 703-323-3195

Email: [mchiavelli@nvcc.edu](mailto:mchiavelli@nvcc.edu)

Scope of Work: Completed the search that placed Dr. Schiavelli as the Executive Vice President for Academic and Student Services. We also facilitated searches for a 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; Associate Vice President for Workforce Development; Dean for Learning and Technology Resources at the Annandale Campus; Dean for Communications and Human Studies at the Loudoun Campus; and Provost (Chief Campus Officer) for the Medical Education Campus. Currently assisting with a search for a new Vice President for Workforce Development.

### **SUNY College of Agriculture and Technology at Cobleskill**

Principal Contact: Ms. Olive Scott, Chair of the College Council and Chair of the Search Committee

Address: Route 7, Cobleskill, New York 12043

Phone: 518-234-4586

Email: [opscott2@gmail.com](mailto:opscott2@gmail.com)

Scope of Work: Facilitated a search for a new President.