

Request to Approve ACCT as Search Firm responsible for NPC's President position

Recommendation:

Staff recommends approval to move forward with the Association of Community College Trustees (ACCT) to support NPC's presidential search process. Anticipated cost is \$25,000, plus any consultant travel expenses/shipping costs, for a comprehensive full-service search.

Summary:

Executive Leadership members (Dr. Jeanne Swarthout, Maderia Ellison, Peggy Belknap, Scott Estes, Paul Hempsey and Dr. Judy Yip-Reyes) held interviews with three search firms that were on various purchasing contracts available for our immediate use:

RH Perry	~	Meeting on November 2 nd , 2020
Cizek Associates, Inc.	~	Meeting on November 2 nd , 2020
ACCT	~	Meeting on November 4 th , 2020

Based on each search firm's presentation, responses to the team interview questions, short proposals, the team feels that the Association of Community College Trustees (ACCT) can provide the best service at a reasonable price point. ACCT is a non-profit educational organization of governing boards, targeted to strictly serve colleges and universities. It is nationally recognized representing more than 6,500 elected and appointed trustees who govern over 1,200 community, technical, and junior colleges in the United States and beyond.

During its presentation, ACCT provided a tentative timeline that meets our July 1st, 2021 anticipated start date for the President position, and offered some initial beneficial recommendations to consider during our search.



Summary of features their services provide (not comprehensive – See Proposal for details)

- Search Organization and Planning
- Institutional Analysis and Profile Review
- Marketing and Advertising Strategy
- Recruitment of Candidate Pool
- Facilitation of Application Review by Search Committee Members
- Candidate Evaluation, Screening and Appointment

Enclosed also are the proposals by the two other search firms—RH Perry and Cizek Associates—for the Board’s information only.



Northland Pioneer College

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Northland Pioneer College
EXPANDING MINDS • TRANSFORMING LIVESSM

**Proposal Submitted to
Northland Pioneer College, AZ**

To Assist with the Presidential Search

November 5, 2020

Submitted by:

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Association of Community College Trustees

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ORGANIZATIONAL PROFILE

Founded in 1972, the Association of Community College Trustees (ACCT) is a national nonprofit educational association based in Washington, DC that represents more than 6,500 trustees who govern over 1,200 community, technical, and junior colleges. ACCT helps to strengthen the capacity of these institutions to accomplish their missions through effective board leadership, education, training, advocacy at local, state, and national levels, and exemplary search services.

With 48 years of experience as the only national nonprofit organization dedicated to providing services to community college boards, ACCT has successfully completed over 500 searches for chief executive officers, including chancellors and presidents. Focusing 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 efficacious process to the Search Committee and College.

As the leading national association focused on community college governing boards, ACCT has the built-in capacity to conduct a comprehensive national recruitment endeavor to bring the most qualified leaders to Northland Pioneer College (NPC). Our full range of services - education, training, conferences, consultations, and advocacy - enables us to build sustainable, collaborative relationships with trustees and understand their institutions from multiple perspectives, thereby strengthening our ability to assist in identifying an institution's new leader.

ACCT Searches has a highly qualified team of experts dedicated to supporting the presidential search for Northland Pioneer College. ACCT is unlike other organizations in that we use a team approach for conducting all searches. The ACCT Searches team brings a powerful combination of a keen understanding of community and technical colleges and hands-on experience in higher education leadership. Furthermore, ACCT Searches prides itself on ensuring that its team is accessible to the Board, candidates, and community members throughout its searches, with a high degree of responsiveness to any questions or concerns.

QUALIFICATIONS AND EXPERIENCE

Northland Pioneer College will have access to our leading national expertise and advanced understanding of best practices in search services. We will work closely with the District Governing Board to meet the unique needs of the presidential search. As a college dedicated to providing strong educational services and growing a highly skilled workforce within the community, identifying competitive candidates who are well-suited for the institution and fit with its distinct culture is essential. Our recruitment is highly tailored to meet the specific presidential position requirements of Northland Pioneer College. ACCT's national office will leverage our full

arsenal of resources and our vast network of current and former leaders in community, state, and technical colleges around the nation for the search.

ACCT's consistently cited strengths include:

- ACCT's ability to attract high-quality candidates -- particularly those who might not respond to an advertisement -- from both two- and four-year colleges/districts/systems.
- ACCT's reputation for professionalism and equity ensure that a national pool of candidates will be broadly inclusive.
- ACCT's unique position within the national community college culture gives ACCT a clear advantage in providing a highly effective recruitment effort.
- ACCT has a proven record of recruitment of minority and female candidates.
- ACCT's structured search practice ensures both internal and external constituents that the process is open and fair, and that the final candidate selected is the best from a national field.

ACCT is the only nonprofit professional search consulting organization that:

- Focuses exclusively on the community college sector.
- Has a 45-plus year history of providing these services to governing boards of community colleges, state systems, and districts throughout the country.
- Has completed over 500 successful searches for executive officers including college presidents, chancellors, campus presidents, vice presidents, and deans.
- Provides comprehensive in-depth background and reference reports on candidates.
- As a national association, has an extensive community college national network.

SCOPE OF WORK

The role of the ACCT Searches Team and Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. Our process builds confidence in the outcome and ensures the quality of the work performed by engaging the Search Committee in every step. The ACCT search process is designed to respond to the selection and support services needed by Northland Pioneer College. Our process is also flexible, allowing it to be tailored for the College's individual circumstances, ensuring a high level of quality and compliance with the guidelines established for presidential searches. Furthermore, our recruitment of candidates is national in scope. As the national organization for community college governing boards throughout the country, we are positioned to have a deep and broad knowledge of both established and emerging leaders throughout the country. Additionally, our recruitment covers the region and state.

Search Organization and Planning

ACCT will...

- Work closely with the Search Committee to assess organizational culture and the future direction of the institution, outline an overall process, and provide expert search guidance and best practice national standards in search services.
- Provide expert guidance to the Search Committee throughout the search process.
- Provide orientation to the members of the Search Committee on their roles and responsibilities, as well as the search process itself.
- Maintain the confidential nature of the selection process.
- Perform all duties as outlined in this proposal and take all necessary steps to begin as soon after the award as is reasonably practicable.
- Work closely and consistently communicate with the Search Committee members on all phases of the search process.
- Provide progress reports that can be shared with the College community.
- Work closely with the College on arrangements for meetings, interviews, campus visits, websites, etc.

Search Committee Development

ACCT will...

- Facilitate initial meeting of the Search Committee to familiarize them with their roles and responsibilities.
- Assist the Search Committee in identifying applicants that best meet the position criteria and qualifications for a short list.
- Coordinate candidates' participation in the interview process.
- Assist with the development of an interview format and candidate questions.

Institutional Analysis and Profile Review

ACCT will...

- Facilitate open public forums to gather information from constituents regarding the challenges and opportunities facing the institution, as well as the ideal characteristics, skills, competencies, and abilities of candidates for the president position.
- Use an online survey instrument to gather additional information from constituents (optional).
- Utilize information from research, interviews, and discussions with the Board and key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Assist in developing an inclusive search process which will engage College constituents.
- Assist the Board in the development of criteria for selection.

Marketing and Advertising Strategy

ACCT will...

- Provide advertising and marketing guidance regarding the position and the search process.
- Assist with the development and placement of print and online advertisements in *The Chronicle of Higher Education* and other state and national media, publications, and websites.
- Work with the public information/human relations office to design a web page for the College website containing important information about the search.
- Prominently feature the position and place a link on acctsearches.org, a dedicated national search website.
- Nationally broadcast the position electronically to over 10,000 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.
- Utilize contemporary social media for professionals such as LinkedIn, etc.

Recruitment of Candidate Pool

ACCT will...

- Work 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.
- Directly contact potential candidates and strengthen the pool by recruiting candidates who have a proven track record of success and who fit the Presidential Profile.
- Solicit nominations and applications through outreach to higher education leaders and ACCT's large database of potential candidates.
- Determine interest and seek nominations through direct correspondence to presidents, chancellors and senior staff at community and technical colleges.
- Feature the search on the College website and the ACCT dedicated searches website for the duration of the search.

Facilitation of Application Review by Search Committee Members

ACCT will...

- Utilize a confidential application review portal customized to the needs of the search, which will allow Search Committee members to securely access applications anywhere and at any time during the review period.
- Provide Search Committee members with individual portal log-in credentials to ensure the confidentiality of the review process.
- Provide technical assistance with a high level of responsiveness.

Candidate Evaluation and Screening

ACCT will...

- Facilitate the discussion with the Search Committee in the review and evaluation of applications and the selection of semifinalist candidates.
- Provide the first review of applicant curriculum vitae and resumes, and forward to the Search Committee.
- Facilitate interviews of top candidates with the Search Committee.
- Provide assistance in semifinalist and finalist interviewing (semifinalists can interview in person or via videoconference). This includes working with each institution on logistics and assisting the Search Committee on the drafting of appropriate interview questions.
- Assist with logistics and facilitate campus visits for candidates selected as finalists.
- Assist the Search Committee with a site visit to the final candidate's current campus (optional but highly recommended).
- Provide oral in-depth reference reports on final candidates to the Search Committee.

Facilitation of Appointment

ACCT will...

- Provide the District Governing Board with up-to-date information on finalist contracts and compensation packages.
- Work with the Board to present candidates to the public.
- 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 president.
- Provide expert advice and a plan for successful transition of the new president.

Our promise to Northland Pioneer College: ACCT will work with the Board until a placement is made. In the event of employment termination of the selected candidate within one year, ACCT will redo the search with no additional search fee. However, the College will be responsible for travel costs, reference reports, etc. that are involved with the subsequent search.

Responsive Communication

One of the ACCT search's primary ingredients is communication. Regular progress reports are drafted by the ACCT Lead Search Consultant on behalf of the Board and distributed by the Search Liaison to internal and external constituents via the College website. The Consultant also communicates with the Board Chair by telephone on a regular basis.

The Consultant will notify applicants of their status at each step in the process and will notify semifinalists and finalists of their selection. Candidates selected as semifinalists and who will be interviewed are contacted and their formal permission to contact references is obtained.

At the completion of the search, all the semifinal candidates receive a personal thank you, and members of the Board receive an evaluation form with which they provide feedback on ACCT's search services. ACCT handles all contact with the candidates until a final candidate is selected. 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.

Confidentiality

ACCT understands that maintaining sensitivity and confidentiality is a critical part of a successful search, and we emphasize its importance throughout the search process. All individuals involved in the provision of search services for ACCT, including search and reference consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of College information, and to protect each candidate's personal and professional goals and current position. In an ACCT search, unless mandated by state Sunshine or Open Information laws, the confidentiality of a candidate is maintained until the candidate agrees to return to the institution as a finalist.

Candidate Recruitment

ACCT has a broad scope of experience successfully conducting a range of executive level searches. We will work to identify excellent candidates representing diverse ethnic and cultural backgrounds through a broad advertising and communication strategy. ACCT will advise the College with marketing strategies and recommends that Northland Pioneer College utilize the following national recruitment activities:

- **Personal Recruitment:** One-to-one confidential outreach to outstanding candidates including prominent community college leaders by the ACCT Search Consultant. ACCT has longstanding relationships with the American Indian Higher Education Consortium, the National Council on Black American Affairs, the National Community College Hispanic Council, the American Association of Women in Community Colleges, and the American Council on Education's Center for Advancement of Racial and Ethnic Equity and Office of Women in Higher Education.
- **National Advertisements:** The Chronicle of Higher Education, Community College Week, Asian Pacific Careers, the AACC Times, Hispanic Outlook in Higher Education, Diverse Issues in Higher Education, and Asian Week.
- **Mailings (if requested by College):** A formal request for nominations and the Presidential Profile materials will be sent to national and regional sources identified by ACCT. ACCT utilizes its relationships with districts, community colleges, and other higher education institutions to ensure the broadest possible recruitment efforts.

- **Web Listings:** The announcement of the position would also appear on the internet via the ACCT Searches and College websites, and various educational job posting sites. ACCT will also broadcast the search via email to an extensive database of over 10,000 higher education leaders.

ACCT ensures that its recruitment strategies are respectful to the confidentiality of all potential candidates as well as the institutions involved.

DRAFT TIMELINE FOR A COMPREHENSIVE SEARCH

December 10 or 11, 2020	ACCT Search Consultant facilitates a series of virtual open Public Forums (Administrators, Staff, Faculty, Students, Community members invited to attend) to solicit feedback to inform the development of the draft Presidential Profile. Electronic survey distributed to solicit feedback to assist with the development of the Presidential Profile. Board to Appoint Presidential Search Committee: Recommend 12 – 13 members.
January 28, 2021	Presidential Search Committee Meeting #1: Virtual training and Orientation; Committee receives Draft Presidential Profile and reviews and edits the draft Presidential Profile (3 – 4 hour meeting).
January 29, 2021	Special or Regular Board meeting to discuss, edit and finalize the Presidential Profile.
February 1, 2021	Presidential Profile is posted on NPC and ACCT websites. ACCT and Search Consultant conduct targeted local, state-wide and national one-to-one recruitment of highly competitive and diverse candidates. Advertisements placed.
March 10, 2021	Target Date for Receipt of Applications. Position open until filled.
March 11 – March 17, 2021	Presidential Search Committee members review and rate the top 12 – 15 candidates independently through ACCT's secure web portal.
March 19, 2021	Presidential Search Committee Meeting #2: Presidential Search Committee meets to discuss and select 7 – 8 confidential semifinalists. (5 – 6 hour meeting); Virtual or in-person.
March 30 – 31, 2021	Search Committee Meeting #3: Presidential Search Committee meets for confidential interviews of semifinalists. (Two-day Interview process via video or in-person). Search Committee deliberates and selects 3 - 5 finalists and forwards recommendations to Board of Trustees.

Week of April 19, 2021	Finalists visit the College for tours, participate in public forums, meet with Direct Reports, etc. Finalists will interview with the full District Governing Board. During deliberations, ACCT provides oral in-depth reference reports on final candidates.
Week of April 26, 2021	Board visits #1 candidate's institution (optional, but highly recommended). ACCT facilitates final negotiations. New President of Northland Pioneer College is announced.
July 1, 2021 or TBD	Start date for next President of Northland Pioneer College.

COMMITMENT TO DIVERSITY

ACCT is committed to fostering the advancement of community colleges, in part, by applying principles of equity and diversity within their organizations and promoting these values within member colleges.

This responsibility can be achieved best when colleges are governed and led by individuals who are attuned to the fact that programs designed for a multicultural student population can help them overcome an environment where discrimination and poverty can serve as deterrents to social and educational mobility, and economic prosperity.

Community colleges are the most diverse and inclusive segment of higher education in the United States. These colleges serve a larger proportion of women, African Americans, Asian/Pacific Islanders, Hispanics/Latinos, Native Americans, LGBTQ students and students with disabilities than any other segment of higher education. Therefore, community colleges are uniquely positioned to foster an environment that honors, respects, and embraces the variety of students attending the nation's colleges and universities. And as such, they have been entrusted with creating educational environments that are safe, respectful, and responsive; and, where the potential of students can be attained at the highest level possible.

ACCT will work to identify excellent candidates representing diverse professional, ethnic, and cultural backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media, and national advertising. Our pools are competitive and diverse – they provide real choice to the Search Committee.

TECHNICAL APPROACH

The ACCT Lead Search Consultant will work with the District Governing Board to provide a plan that is customized to the needs of the Northland Pioneer College presidential search.

	Tasks	ACCT Services/Deliverables	Activities
<u>Northland Pioneer College District Governing Board</u>	<ol style="list-style-type: none"> 1. Define process for conducting search 2. Review and approve Presidential Profile 3. Conduct final interviews, review background information, visit campus of final candidate 4. Select, negotiate contract and make appointment of new president 	<ol style="list-style-type: none"> 1. Assist in defining steps, timeline, approach for search, and be available to the Board 2. Coordinate calendar of activities with the Board 3. Keep Board Chair informed 4. Provide Board with draft Presidential Profile 5. Provide search advice 6. Provide contract & compensation advice/information 7. Provide extensive background information – oral report 8. Provide advice on public/press announcements 	<ol style="list-style-type: none"> 1. Board Meeting 2. Issue a report to the College 3. Approve Presidential Profile 4. Receive regular reports at meetings of the Board 5. Conduct final stage of search, including interviews of finalists, campus visit of final candidate (optional) 6. Negotiate contracts 7. Make appointments
<u>Northland Pioneer College Internal Constituents</u>	<ol style="list-style-type: none"> 1. Provide input on Presidential Profile 2. Make nominations 3. Participate in open public forums for final candidates 	<ol style="list-style-type: none"> 1. Prepare draft Presidential Profile 2. Accept nominations and comments by email from all College constituencies 3. Provide advice on format and visit of final candidates 4. Prepare monthly progress report to keep the College informed 	<ol style="list-style-type: none"> 1. Hold public open forums 2. Post Presidential Profile and contact information on College's and ACCT's web pages 3. Host campus visits 4. Provide input to Board on all candidates
<u>Search Committee</u>	<ol style="list-style-type: none"> 1. Review the Presidential Profile 2. Review applications, interview candidates and recommend candidates to Board 3. Maintain confidentiality 	<ol style="list-style-type: none"> 1. Work closely with the Search Committee 2. Provide search process training 3. Suggest format for reviewing, rating, and discussing all applications 4. Recommend semifinalists 5. Assist with interview questions 	<ol style="list-style-type: none"> 1. Review and rate confidential applications 2. Select semifinal candidates 3. Interview semifinal candidates (confidential interviews; conducted in person or via videoconference)
<u>Search Liaison</u>	<ol style="list-style-type: none"> 1. Assist with preparation for all tasks in coordination with ACCT Search Consultant 2. Arrange all meetings 3. Distribute progress reports 4. Coordinate visits to campus 5. Provide support to the Board Chair and full Board 	<ol style="list-style-type: none"> 1. Provide guidance on all aspects of the search 2. Maintain regular contact with the Search Liaison and work closely in preparation of correspondence, reports, files 3. Communicate with all candidates or follow up on nominations 4. Process applications 	<ol style="list-style-type: none"> 1. Handle logistics for all meetings and visits to the campus 2. Distribute regular progress reports 3. Post position on web page 4. Post advertisements 5. Assist with travel for all candidates

COVID-19 PROCEDURES

ACCT has successfully navigated virtual searches. Any or all aspects of the search process can be managed virtually. We have the technology and experience to support a partial or completely virtual search.

In order to facilitate the needs of our virtual searches, we use the GoToMeeting platform and software for all video conferences. Our team conducts webcam tests with the search committee, as well as with each semifinalist candidate to ensure that all equipment and internet connections are optimal. If a different video conference host is preferred, we are happy to work with the college's IT department to ensure that all virtual components of the search are achieving the same standard of quality we strive for during our in-person searches.

ACCT PERSONNEL

ACCT Searches has a highly qualified team of experts dedicated to supporting Northland Pioneer College in its presidential search.

Principal



Julie Golder, J.D., Vice President of Search Services, has led over 100 senior executive searches for community and technical colleges throughout the country. Julie provides oversight for ACCT's searches, assists with recruitment efforts, manages reference reports, and provides support to ACCT's Search Consultants. 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.

Lead Search Consultant

The role of the ACCT Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. The ACCT Lead Search Consultant responds to the support services needed for the presidential search for Northland Pioneer College, tailoring the process to accommodate individual circumstances. The Consultant works closely with the Search Committee to outline an overall process, set a timeline, and keep all constituencies consistently informed.

The ACCT Lead Search Consultant will make three visits to Northland Pioneer College (either in-person or virtually). Site visits to the institution for a presidential search may include:

- Initial meeting with the District Governing Board for guidance on process, timeline, etc.
- Conducting open forums: gathering information from interviews and discussions with key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Facilitation of discussion in reviewing applications and selection of semifinalists.
- Provision of assistance in semifinalist and finalist interviewing, i.e. facilitation of interviews of top candidates with the District Governing Board.
- Preparing/presenting a candidate summary report and evaluation and recommending those candidates most clearly qualified. Summary reference reports are developed on all final candidates and are presented orally to the District Governing Board.

ACCT will utilize one of our expert consultants to assist with Northland Pioneer College's executive search services. Consultant information is listed below:



Cecilia Cervantes, Ph.D., retired as President of Hennepin Technical College (HTC) in MN on June 30, 2015 after seven years of service. She was named President Emeritus by the District Governing Board of the MN State College and University System. With over 42 years of teaching and administrative higher education experience, she also served for six years (2002-2008) as President of College of Alameda in CA and for almost two years (2017-2019) as Interim President of Santa Fe Community College in NM. Additionally, she has been a faculty member, director, dean, vice president, and provost in CO, NM, and TX at Metropolitan State University of Denver, Community College of Denver, Western New Mexico University, Dona Ana Community College, and at El Paso Community College. She has been a leader at the national level as a member of the Board of Directors of the American Association of Community Colleges. She was also a board member of the National Community College Hispanic Council and contributed as Board President. The Eden Prairie (MN) Chamber of Commerce selected her to receive the Athena Leadership Award in 2014. Dr. Cervantes' current professional work focuses on Leadership Development for community college presidents and for governing board members. She also concentrates on transforming colleges by embracing diversity and inclusion, improving student success, and engaging college staff with students and with the community.

Dr. Cervantes earned bachelor and master's degrees from the University of Texas at El Paso and a Ph.D. degree from the University of Colorado. She is a native of El Paso, TX and is bilingual in Spanish and English. She and her husband, Dr. Hermes Cervantes are the proud grandparents of Antonio and Andreas.

Additional consultants are available upon request.

ACCT Searches Support Staff

Andrew Laine, J.D., Association Counsel, provides support on preparing search proposals and contracts, as well as managing vendor certification requirements, tracking search agreement deliverables, and overseeing execution of search services contracts. Prior to joining ACCT, Andrew served as a legislative fellow with the Council of the District of Columbia. He received a Bachelor of Arts in Political Science from the State University of New York at Geneseo and a Juris Doctor from The George Washington University Law School.

Cathy Gray, Search Services Associate, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, she served in various capacities at television stations in Portland, Oregon, including news writing and producing. Cathy holds a Bachelor of Science in Communications and a Bachelor of Arts in Cultural Anthropology from The University of Texas at Austin.

Kory Kinman, MPA, Search Services Associate, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, he served as a human resources assistant for Ivy Tech Community College in Indiana. Kory received a Master of Public Administration from the University of Southern Indiana, and a Bachelor of Arts in English from Indiana University-Bloomington. Kory has worked for ACCT since November 2020.

Reference Consultants

ACCT also maintains a seasoned team of reference consultants to assist with confidential reference checks and background investigations. In-depth summary reference reports are developed on all final candidates and presented orally to the District Governing Board. 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, direct reports, 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.

REFERENCES

Jackie Leven-Ramos, Trustee and Chair of the Presidential Search Committee, Laredo College District Board of Trustees, TX

- Phone: (956) 744-2336
- Email: Jackie.ramos@laredo.edu

Neva Hutchinson, Board and Committee Chair, Chemeketa Community College, OR

- Phone: (503) 508-3110
- Email: nhutch@wvi.com

Paul Bennett, Trustee and Chair, Board Presidential Search Committee, Southeast Arkansas College, AR

- Phone: (870) 550-1155
- Email: pbennett@ramsaylorlaw.com

FEE STRUCTURE

ACCT's fee and expense structure is cost-effective and considers the ethical and judicious use of public funds. **The ACCT search fee is \$25,000, *plus consultant travel expenses and shipping costs*, for a comprehensive, full-service search, and provision of all services outlined in this proposal.**

Detailed Services Included in the Comprehensive ACCT Search Fee:

- **Search Approach Services**
 - All services outlined in proposal.
- **Recruiting Services**
 - Provide one-on-one, focused recruiting of high-caliber candidates.
 - National communications strategy and advertising campaign, national exposure of the presidential search on the ACCT Searches website: acctsearches.org. Cost of placing advertisements is not included in ACCT search fee; see "Possible Additional Expenses" table below.
 - Promotion on professional social media sites such as LinkedIn.
- **Consultant Accessibility**
 - Experienced ACCT Lead Search Consultant.
 - Three site visits by the ACCT Lead Search Consultant to the College (either in-person or virtually). Please note: Lead Search Consultant site visits beyond the three identified will be billed at an additional \$3,000 per visit, plus travel expenses.
 - Unlimited availability on an ongoing basis (telephone, email, etc.).
 - Videoconferencing as requested.

- **Technical Assistance**
 - Process candidate applications.
 - Assist with search organization and timeline development.
 - Develop candidate recruitment, evaluation, screening, interviewing, and site visit materials.
 - Develop search process materials for each step in the search.
 - Work closely with College staff.
- **Background Reference Reports**
 - Provide in-depth summary reference reports on up to three final candidates. In-depth summary reference reports on more than three final candidates will be billed at a rate of \$1,300/candidate, plus teleconference and overnight mail charges.
 - Upon request, provide credit, civil, and criminal background reports at cost using HireRight.

Not included in ACCT's Search Fee:

- **The cost of advertising and placing ads**
- **Candidate travel**

Possible Additional Search Expenses

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

Activity	Estimated Costs
Profile Brochure Mailing: Profile Brochure/Letter regional mailing (first class)	\$1,000
Semifinal Candidate Travel: Six to Eight Semifinal Candidates at \$500-700 each	\$3,000-7,000
Final Candidate Travel: Three to Four Final Candidates/Spouses at \$500-700 each	\$1,500-3,500
Position Announcements (Advertising): National Regional/Local	\$5,000-9,000 \$1,000
Search Committee Incidentals: Refreshments/Meetings, etc. Travel Reimbursement Hotel Meeting Space for Candidate Interviews	\$500 \$200 \$700

Visit to Final Candidate's Current Institution	\$700
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CONTINUING SUPPORT FOR NEW PRESIDENTS

ACCT is committed to the success of the new president of Northland Pioneer College even after the search is completed. To support a successful tenure, ACCT will reach out to the Board Chair for three-month and six-month “check-ups” to assess how the new president is meeting the expectations of the Board and College, as well as determine how ACCT can potentially be of further support in establishing an effective Board-CEO relationship.

ACCT also offers an optional transitional retreat service, three to four months into the tenure of a new president. This transitional retreat is designed to provide the Board with valuable information on presidential on-boarding best practices.

SERVICE GUARANTEE

The ACCT search process is designed to respond to the selection and support services needed for executive searches for Northland Pioneer College. The process ensures a commitment to integrity, confidentiality, and clear communication. The District Governing Board can be sure ACCT’s search process is comprehensive and supported to meet the needs of the College and community.

Thank you for allowing ACCT to submit this proposal to Northland Pioneer College. If you have any questions on the proposal, please contact:

Julie Golder, J.D.
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 Association of Community College Trustees
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 (202) 384-5816 (Mobile) | jgolder@acct.org
 Fax: (202) 452-7845

December 10 or 11, 2020	ACCT Search Consultant facilitates a series of virtual open Public Forums (Administrators, Staff, Faculty, Students, Community members invited to attend) to solicit feedback to inform the development of the draft Presidential Profile. Electronic survey distributed to solicit feedback to assist with the development of the Presidential Profile. Board to Appoint Presidential Search Committee.
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March 11 – March 17, 2021	Presidential Search Committee members review and rate the top 12 – 15 candidates independently through ACCT’s secure web portal.
March 19, 2021	Presidential Search Committee Meeting #2: Presidential Search Committee meets to discuss and select 7 – 8 confidential semifinalists. (5 – 6 hour meeting); Virtual or in-person.
March 30 – 31, 2021	Search Committee Meeting #3: Presidential Search Committee meets for confidential interviews of semifinalists. (Two-day Interview process via video or in-person). Search Committee deliberates and selects 3 - 5 finalists and forwards recommendations to Board of Trustees.
Week of April 19, 2021	Finalists visit the College for tours, participate in public forums, meet with Direct Reports, etc. Finalists will interview with the full Board of Trustees. During deliberations, ACCT provides oral in-depth reference reports on final candidates.
Week of April 26, 2021	Board visits #1 candidate’s institution (optional, but highly recommended). ACCT facilitates final negotiations. New President Northland Pioneer College is announced.
July 1, 2021 or TBD	Start date for next President of Northland Pioneer College.

Value-Added Search Services Overview

President
Northland Pioneer College

RH PERRY & ASSOCIATES
SEARCH COUNSEL TO HIGHER EDUCATION

206 East Chestnut Street, Suite C, Asheville, NC 28801
(828) 785-1394 / www.rhperry.com

RH PERRY & ASSOCIATES

SEARCH COUNSEL TO HIGHER EDUCATION

VALUE-ADDED SEARCH SERVICES

Value-added search services are available individually or in combination with another, and each is priced separately.

Service 1: Developing the Candidate Pool

RH Perry will work with the search committee to develop a tailored, all-inclusive recruitment process that ensures confidentiality, draws together the institution's constituencies, and creates a mandate for the new leader. Using the existing information garnered in the previous search, RH Perry will update the marketing materials and, once approved, advertise the opportunity and conduct sourcing and outreach initiatives to reach a diverse audience.

Institutions conducting their own searches often have difficulty identifying and attracting two elusive groups of prospective candidates: 1) those who are unaware of the opportunity, whom we reach through targeted research and sourcing; and 2) those individuals who are aware, but will not apply or accept nominations due to concern vis-à-vis confidentiality. We can assure a given prospect of confidential consideration to the point of determining a viable candidacy. It is noteworthy that many of the most successful placements initially develop in just this manner.

We design and implement a nationwide, all-inclusive sourcing initiative to identify outstanding prospects that may not be aware of the opportunity. As part of this initiative, we include individuals from our proprietary database, comprised of top candidates from searches the firm has conducted, as well as other outstanding individuals whose careers we have tracked. In addition, we canvas sitting enrollment professionals to develop prospective candidates. Further, we consult with leaders of appropriate associations as well as consortiums and organizations in which the College is a member, to discuss the position and seek nominations of outstanding leaders.

Search counsel prepared to meet in person with the committee upon request, and will be available to the committee chair by telephone and email to answer questions throughout the course of the recruitment. Our website will host a confidential Client Resource Center (CRC) for the assignment, which provides the search committee a convenient and efficient way to review candidate materials and related documentation. Search committee members may access its client resource center (CRC) at any time to read, print and download this information. The CRC has password-protected access that is made available to each member of the Search Committee and the hiring authority.

RH PERRY & ASSOCIATES

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Service 2: Screening of Top Candidates

Based upon the requisite skills and qualifications sought for the position, RH Perry will evaluate the entire applicant pool and identify the top 15 candidates for presentation to the search committee. As part of this screening, we create dossiers for each top candidate, which include:

- Video of candidate interview and transcript.
- Audio and transcript of preliminary reference check summary.

At the request of the College, RH Perry will inform applicants not selected for further consideration in writing or by telephone.

Service 3: Finalist Due Diligence: Background Screening and Reference Checking

At the request of the committee, we will conduct both given and non-given reference checks for each finalist. Typically, six to eight reference checks are necessary to ensure that a candidate is qualified and has a professional and personal reputation that is above reproach and is felt to be a good fit for the position and the institution. The team provides audio and transcripts of these references on the CRC. We also verify terminal degrees, screen publications and perform publicity checks through the *Chronicle of Higher Education*, and other venues. We present summary documents for each of these checks on the CRC.

In addition, we conduct background checks of federal, state, and county public records, driver's license abstracts, and pre-employment credit checks. We investigate and resolve any "red flags" that may arise, and report results verbally to the hiring authority.

RH PERRY & ASSOCIATES

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Cost for services

RH Perry Value-Added Search Service	Cost
<p>Service 1: Developing the Candidate Pool</p> <p>At the outset of the assignment, and working in tandem with the search committee and hiring authority, RH Perry updates the marketing materials, recruits candidates, and provides the search committee with a password-protected client resource center to house the applications. The flat fee for this service is \$27,000, billed in two equal retainers.</p>	\$27,000
<p>Service 2: Screening for Top Candidates</p> <p>At the conclusion of the recruitment period, RH Perry will evaluate the entire candidate pool and identify the top 15 candidates who most closely meet the criteria set forth in the position profile. For each top candidate, RH Perry will provide a candidate video interview and a reference check. The flat fee for this service is \$12,000, which is billed upon completion.</p>	\$12,000
<p>Service 3: Finalist Due Diligence</p> <p>Conduct finalist due diligence for selected candidates: at least six written reference interview reports, of which at least two are from non-given references; terminal degree verification; publicity and media checks, and background investigations for civil and criminal records. The flat fee for this service is \$3,500 per finalist, billed upon completion.</p>	\$3,500 per finalist
<p>Expenses</p> <p>We bill at cost for direct expenses related to any advertising the firm places for the position, and any travel and lodging in conjunction with in-person meetings with the search committee. In addition, we charge a one-time fee of \$5,000 for indirect expenses for research, postage and overnight delivery, phone/video communications, and administration.</p>	
<p>Cancellation Terms</p> <p>This agreement may be terminated at any time by either party giving the other party at least two weeks' written notice of such termination. Upon such termination, our total fee would include (in addition to the fees already billed) that portion of our remaining flat fee calculated on a pro rata basis for the time elapsed since our most recent billing. We also bill expenses incurred up to the date of termination.</p> <p><i>RH Perry offers a one-year guarantee if all three Value-Added Search Services are contracted for a search.</i></p>	

PROPOSAL

FOR



Northland Pioneer College

RETAINED EXECUTIVE SEARCH SERVICES

FOR THE

PRESIDENT POSITION

November 3, 2020

OFFERED BY

CIZEK ASSOCIATES, INC.

PROFESSIONAL RELATIONSHIPS... OUTSTANDING RESULTS

BACKGROUND & QUALIFICATIONS OF THE FIRM

Cizek Associates, Inc. enjoys a national presence, is headquartered in Phoenix and has offices in Chicago and California. Founded in 1992, Cizek Associates is a privately held, woman-owned, Arizona corporation and is one of the oldest and most well-respected retained executive search firms in the industry. We have completed over 1000 searches in the private and public sectors to include manufacturing, consumer packaged goods, technology, higher education, non-profits, and healthcare. In a typical year, we will recruit Presidents and Chief Executives, Chief Operating Officers, Vice Presidents, Directors and Senior Managers in most functional areas and across broad sectors of industry.

One of our specialty practice areas is higher education. We came to the world of higher education recruitment by referral with a search for a Chief Academic Officer/Provost in 1996. This higher education institution is still an active client of ours. We share this with you because it is a testament to the quality of the relationships we establish and maintain. Our understanding of the higher education environment, combined with knowledge of how successful business operates in the private sector, has positioned us strongly to assist you in identifying, attracting and evaluating the best possible candidates for Northland Pioneer College.

Addressing our higher education client organizations exclusively, they range in size from large to small, from stand-alone colleges and universities to systems, and our work includes recruiting assignments for positions based in rural to urban communities, coast to coast. The same degree of effort and professionalism is applied regardless of College, University or System size and we pride ourselves on our completion rate.

RECRUITING - National resources available to the firm are a significant feature, and of the utmost importance to our clients. Because in large part of each of our consultant's longevity in the search business, we are well connected within industry. We know accomplished leaders, many of whom we track, and we are literally a phone call away from making a key contact. In addition, our three offices communicate with each other and collaborate on assignments. Along with our already established network, we conduct **new research** for each assignment designed to meet specific search parameters, enabling us to quickly identify, reach, and recruit those candidates **NOT** 'on the market.' These approaches are the focus and core of our work.

ADVERTISING – It is up to you. Most of our client organizations routinely post-employment opportunities as an in-house search methodology to advertise their own searches. If you advertise your search, all responses come to us and are put in the same bucket with those we have proactively recruited. We are happy to assist you with your advertising efforts. We do understand that professionals seeking new opportunities are accustomed to looking at a variety of major publications for this sort of information.

NETWORKING - Our Candidate Activity Index™ is utilized as a component of our research phase. We believe - as do our clients - that a good, qualified candidate remains so regardless of circumstances brought about by business decisions designed to create more efficient organizations (i.e. mergers, reorganizations, downsizing, budget cuts, etc.). Therefore, we do maintain a database composed of individuals with outstanding merit and whose backgrounds complement our firm's search practice specialty areas. Containing information on several thousand professionals, the system is continually updated and includes those open to considering new opportunities.

Firm and Principal memberships past and present include the Association of Executive Search Consultants, American Psychological Association, American Management Association, Financial Executives Institute, International Coaching Federation, American Association of Community Colleges, American Council on Education, League for Innovation in the Community College, and the Association of Governing Boards of Universities and Colleges.

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PRINCIPAL PROFILES

Marti J. Cizek – President and Founder, Cizek Associates, Inc.

Marti has been in the retained executive search business since 1987 and has worked extensively with client organizations in both the private and non-profit sectors. She has successfully filled various and numerous executive positions ranging from president and chief executive officer to vice president, director and manager.

Prior to founding Cizek Associates in 1992, Marti's experience includes several years with a prominent retained executive search firm based in Phoenix, preceded by executive sales and marketing positions with one of Arizona's major computer retailers, where she became a General Manager. Before relocating to Arizona, Marti was involved in the domestic wholesale distribution of imported brass and copper from the orient and finished leather goods from the interior of Mexico. She has done consulting work for the American Red Cross, including the development of a national sales training program for its tele-recruitment divisions. Education includes a BS and MS in Industrial Psychology. Community involvement is ongoing and includes several years as Board Director of the Greater Phoenix Urban League (Executive Committee) and Board Trustee of the Southwest College of Naturopathic Medicine and Health Sciences (Chair – Governance and Board Development Committee, currently Trustee Emeritus). Marti has been recognized in Who's Who in Business for seven consecutive years. The firm is repeatedly listed in Ranking Arizona's Top 10 in Business and The Business Journal's Book of Lists executive search firm category.

Sheila Lehker – Senior Vice President, Cizek Associates, Inc.

Since 1996, Sheila has worked in the human resources field, gaining broad experience consulting with senior leadership regarding their most important asset, their people. Sheila's experience stems from holding strategic and operational positions within service, wholesale and retail industries. Prior to joining Cizek Associates, Sheila's experience focused on organizational consulting work including assessment, top talent recruiting, and executive coaching.

She has owned successful consultancies including a search firm serving aerospace, technology, manufacturing and higher education. She has worked for two premier global consultancy firms, Lee Hecht Harrison and Right Management, specializing in helping businesses execute plans to develop people resources, maximize performance and successfully drive profits. With an early background in marketing and sales, administration and operations, Sheila successfully partnered in the formulation of two startup/expansion businesses and was instrumental in growing those businesses to become recognized leaders in their industries.

Sheila holds a Bachelor's in Business Management and a Master's degree in Organizational Management with a focus on leadership development. She is an active volunteer in the community, presenting to young adults, and women's and business groups, on a variety of topics and interests.

Edward G. Linskey, Jr. - Senior Vice President, Cizek Associates, Inc.

Since 1996, Ed has managed numerous senior executive placements with particular emphasis in finance and at the board level. He specializes in executive placements in California and with technology companies nationwide. Prior to entering the executive search profession, Ed's career included line management positions with Pacific Bell and the Bechtel Group of Companies. He became Chief Financial Officer for a technology startup and later for a high tech manufacturing firm in Silicon Valley. His experience includes working with startup companies employing as few as 20 people with less than \$1 million in revenue to Fortune 500 companies such as TransUnion Corporation, with over \$4.5 billion in assets.

Ed holds a BA from Fordham College, and an MBA and a Masters in International Affairs from Columbia. He is an active member of the Financial Executives Institute and a decorated Colonel in the Foreign Area Officer Program of the United States Army Reserve. He has also served as board director for several nonprofit organizations.

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John T. Cizek – Senior Advisor, Cizek Associates, Inc.

John returned to executive search consulting in 1986 after more than four years as Corporate Director of Human Resources for the Marmon Group, a \$5+ billion, highly diversified manufacturing and financial conglomerate. His principal responsibilities included headquarters staffing, as well as the recruitment of general management and senior financial executives for each of the firm's 80 different companies. Prior to Marmon, John spent over five years with A.T. Kearney, a large, broad-line international management-consulting firm, where he served as Vice President of their executive search group. His search assignments covered virtually all functional areas and segments of the business community.

Earlier experience includes three years as Corporate Director of Employee Relations for Roper Corporation, a \$500 million manufacturer. John also spent almost 14 years with R.R. Donnelley & Sons Company, the country's largest printing company, beginning as a Staff Psychologist, with subsequent assignments in Recruiting and Placement and finally as Group Personnel Manager, at the divisional and headquarters level. John's education includes a Bachelor's degree from the University of Illinois and a Master's degree in Psychology from the State University of Iowa. Memberships have included the Human Resources Management Association of Chicago and the American Psychological Association. John has also served on several nonprofit boards.

SELECTED HIGHER EDUCATION CLIENTS

SUNY Broome Community College
Ridgewater College
College of Western Idaho
University of Nevada – Las Vegas
College of Southern Nevada
Great Basin College
Truckee Meadows Community College
Laramie County Community College
Minnesota State Community and Technical College
St. Cloud State University
Rochester Community and Technical College
Pima Community College
Alexandria Technical & Community College
Western Nevada College
Solano Community College
Yavapai College
Maricopa Community Colleges (all ten colleges)
Maricopa County Community College District (system)
Nevada System of Higher Education (system)
Minnesota State Colleges and Universities (system)

SELECTED HIGHER EDUCATION SEARCHES

Provost & Executive Vice Chancellor
President & CEO
Vice President of Academic Affairs
Vice President of Student Affairs
Chief Enrollment & Student Success Officer
Dean of Liberal Arts
Dean of Health Sciences
Vice President Student Life and Development
Associate Vice Chancellor for Student Affairs
Chief Academic Officer/Provost
Chief Financial Aid Officer

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Vice Chancellor for Information Technologies
 Vice President Administrative Services
 Vice President for Community Relations
 Vice President for Diversity
 Vice President Academic Affairs/Chief Operations Officer
 Executive Dean of Instruction
 Director of Distributed Learning Technologies
 Advancement Director
 Vice President of Student Affairs
 Director of Facilities Management
 Executive Dean - Campus President
 Chief Development Officer
 Vice President Economic & Workforce Development
 Chief Information Technologies Officer
 Marketing Director
 Diversity Recruitment Consulting Project
 Director Human Resources
 Vice President Economic Development & Community Assessment
 Vice President Finance (CFO) and Facilities
 Vice Chancellor Human Resources
 Chief Human Resources Officer
 Executive Development Initiative *
 Talent Management Initiative *
 White Paper – Benchmarking the Community College President Position *
 On-boarding *
 Executive Coaching *

* CAI also provides executive assessment, development, and coaching. Please visit:

www.talentdevelopmentteam.com

By design, we limit the number of similar functional area searches we conduct at any one time because we want to make sure we can provide our undivided attention to each one, as opposed to conducting several similar assignments simultaneously (e.g. conducting multiple president searches at the same time) which inevitably means that you are sharing a candidate pool with another of our clients, a scenario that is NOT in your best interest.

THE SEARCH PROCESS

I POSITION PROFILE

A successful recruiting effort is dependent upon the consultant's understanding of what is expected of the position being searched. We initiate the assignment by holding detailed discovery discussions with the ***Search Committee, Board*** and other ***stakeholder groups*** to determine the professional and personal qualifications of the desired candidates. Through a directed feedback process we become completely familiar with the organization, the content and objectives of the position, and the experience and personal requisites of the individual. This data gathering is accomplished either in person, or virtually via online survey participation. It will be particularly important to focus on the necessary characteristics of the individual in three areas:

- The professional background and orientation of potential candidates, whether academic or business
- The managerial, administrative and leadership issues to be addressed in the search
- The formal and informal attributes sought in the personal and professional style of the successful candidate

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The results of our discussions will become the subject of a formal **Position Profile** detailing the characteristics of candidates to be sought and including relevant challenges and opportunities facing the position. The **Position Profile** serves as the foundation for the performance of the search, as well as the basis for evaluation of candidates.

II RESEARCH PROCEDURE: DEFINING THE UNIVERSE

Each engagement has as its first step a well-organized research process. The development of the **Position Profile** guides us in defining the universe of potentially acceptable candidates and sources to be contacted during the course of the assignment. Generally, we seek to identify those potential candidates whose skills and experiences have been gained in similar environments and who have held similar positions.

III SOURCING AND IDENTIFICATION

It is axiomatic that most desirable candidates are not actively seeking new employment and must be searched out and convinced that the position is a wise career move. Those individuals identified by our firm in the research phase, augmented by our own applicable network sources, and combined with any advertising the client organization incorporates, creates the potential candidate universe. As appropriate, prospects and sources are contacted by a combination of the following approaches - phone, mail and email. Nominations from these qualified sources result in the identification of a relatively large population of prospective candidates and the screening process begins.

IV SCREENING

The screening process is crucial because it establishes the slate of prospects to be considered by examining and comparing their credentials to the **Position Profile**. The process ultimately results in providing the client organization with a number (usually not less than seven and not more than fifteen) of qualified prospects for consideration.

As the sourcing and identification phase gains momentum, the screening phase concurrently begins. A certain number of interested persons will lack qualifications and be eliminated upon critical examination of their backgrounds. We have the objective with those who possess the required credentials and qualifications of stimulating their interest in pursuing the matter further. Once serious interest is confirmed, we conduct a telephone interview with the individuals to fully explore their professional and personal qualifications. Remaining prospects will be further examined in detail, and of this group, the best suited and qualified will be recommended by our firm to the Search Committee/Client/Board.

V INTERIM REPORT

Prior to the hiring institution's actual semi-final candidate interview process, we present an **Interim Report** to the Client that provides data for a complete review of those individuals identified as prospective candidates. The Interim Report documents the entire search process to date and gives the committee an opportunity to evaluate specific backgrounds, discuss areas of interest and make recommendations, allowing us to better focus our efforts and fine tune the remainder of the search process.

VI CONSULTANT OR SEARCH COMMITTEE – SEMI-FINALIST INTERVIEWS

While the number of individuals to be interviewed as semi-finalists is variable and based on the uniqueness of the search, we typically recommend Search Committee members each select their top prospects identified in the Interim Report. This process usually results in more than five individuals who now become semi-final candidates and are either interviewed by Cizek Associates or are interviewed by the client/search committee.

If we interview semifinalists for you, we travel to each candidate's city or utilize live audio-video technology and evaluate the suitability of each individual utilizing a formal interview format. The **Position Profile**, originally developed at the onset of the assignment, serves to focus and direct our interviews and the qualifications explored for evaluation. Our evaluation concentrates on three specific areas including technical qualifications, professional and managerial experiences and personal attributes.

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Not all institutions want this level of service. It is the client's prerogative to replace this step with Search Committee semi-finalist interviews. The Search Committee develops a list of interview questions and conducts each semi-final candidate interview at a confidential interview location. We encourage clients to take advantage of live audio-visual technology. To us, the difference between face-to-face and live audio-visual technology interviews at this stage of the search is negligible.

VII REFERENCE CHECKING AND CANDIDATE ASSESSMENTS

This step is critically important. While other venues accurately reflect 'what' a person has accomplished during a career, reference checking reveals 'how' a person achieved these accomplishments. Although some references are obtained beforehand (we conduct public domain background checks early in the recruitment process, presenting any findings in the Interim Report), a complete background check is typically conducted once the client has made final candidate selections, but before final candidate interviews take place. In our reference checking, we routinely go off-list. We can verify educational credentials, professional attainments, and dates of employment, and hold discussions with peers, superiors and subordinates at places of employment both past and present. We also offer **criminal, credit, civil and driving** background checks.

We utilize a range of assessment instruments created exclusively for organizational use, providing us with a scientific and necessarily objective index of specific characteristics, offering insights into candidate strengths and their potential value to your organization. Areas of evaluation may include **individual skills** - what candidates can contribute; **values and motivation** - why candidates do things; and **workplace behavior** - how candidates do things. With your permission, each and every final candidate presented to you undergoes an assessment.

The Reference Report (generally submitted to the hiring supervisor or Board only) includes a listing of all reference contacts, all reference comments, appraisal data (if candidates have been assessed) and any recruitment factors that may challenge a client's ability to successfully recruit a top candidate. All information offers a formal introduction of the candidates to the institution and provides informational points of departure for the final interview process.

VIII THE INSTITUTION INTERVIEWS FINAL CANDIDATES

Arrangements are made for the final candidates to visit the client location/s and be interviewed by all appropriate individuals and stakeholders associated with the institution to weigh in on candidate suitability and fit for your organization. During final candidate interviews, a significant partner often accompanies the candidate and arrangements are made for a local tour to evaluate the community as a place to live. We are available to coordinate the specific interview schedules between you and the candidates, and arrange for necessary travel and lodging reservations, if required. Dependent upon the current travel climate, we may assist you in arranging these final candidate interviews virtually.

IX CANDIDATE COMPENSATION

The specific compensation range for the position is established by the hiring organization. We conduct the search guided by these parameters, simultaneously keeping the institution closely apprised of actual compensation levels of potential candidates and practices in the marketplace.

X NEGOTIATIONS

Although the successful selection of the desired candidate is the province and responsibility of the client organization, our firm is continually involved and can serve as the intermediary in arriving at specific salary and other employment conditions. Working through the third-party consultant is often desirable for both the institution and candidate and offers some tactical assurances in arriving at a mutually agreed upon package.

XI PROJECT TIMETABLE

A typical search engagement may require 90 to 180 days from the time the engagement begins until the selected candidate is in place. The primary objective of the search is to ensure a quality outcome. Consistent with this, the timetable may vary depending upon the scope and complexity of the project. The vast majority of our search assignments are completed within this timeframe. We expect to work with the client on the specific timeline for this

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search and hope to have an agreed upon schedule before recruitment begins. Below is an example of a minimum timeframe necessary in a search.

- A minimum of four weeks for recruitment and advertising – 6 weeks is ideal
- A minimum of two weeks between application deadline and presentation of Interim Report
- One week for search committee to review Interim Report and make semi-final candidate selections
- Two weeks between selection of semi-final candidates and semi-final candidate interviews to provide enough time for candidates to make travel arrangements (this can be shortened if live audio/video technology is utilized for semi-final candidate interviews)
- One week for semi-final candidate interviews
- Two weeks between selection of final candidates and final candidate interviews to provide enough time for candidates to make travel arrangements and our completion of comprehensive reference checking
- Selection of successful candidate

XII FOLLOW-UP

We provide follow-up (**informal onboarding**) for at least 12 months to ensure that the candidate has integrated smoothly and is performing to expectation. The institution is given support in following both the orientation and progress of the successful candidate. The new executive is counseled and coached to facilitate the transition from the old job to the new one. We also offer **Formal Onboarding** as an additional service. Formal Onboarding is priced separately and is not provided in this proposal.

AGREEMENT LETTER/CONTRACT, PROFESSIONAL FEE, PROJECT EXPENSE and INSURANCE

Effective January 1, 2019, Cizek Associates, Inc. offers a flat fee structure for all of its engagements. We also bill our out-of-pocket expenses. We bill fees and expenses monthly, with the first third of the fee billed upon project engagement. Invoices are due and payable upon receipt.

We are currently offering a significant discount through December 31, 2020. The professional flat fee for our services is 20% of the high end of the hiring range for the position being searched.

Our out-of-pocket expenses include outside research, consultant travel expense, interview expense, outside reference checking, assessments, and support services. Out-of-pocket expenses are reimbursable and are billed in similar fashion. Out-of-pocket expenses are a “pass-through”, are never adjusted or estimated, and do NOT include our operational overhead. Expenses are variable and typically total around \$5,000 but can go as high as \$20,000 if we are reimbursing candidates for travel expenses. Expenses are audited during the course of every assignment.

You, of course, retain the right to cancel the engagement at any time, in which case your obligation would be only for our accrued expenses and fees to the point of cancellation.

Cizek Associates, Inc. is exclusively a retained executive search and assessment firm. As management consultants, we never work on a contingency basis.

Cizek Associates, Inc. maintains a range of professional insurance policies including Worker’s Compensation, Professional Liability and General Liability. Certificates of Insurance are available upon request. Since our founding in 1992, we have never had an insurance claim filed against us.

PROFESSIONAL AND ETHICAL COMMITMENTS

First of all, if candidates we recommend are rejected, we will conduct another search, charging only out-of-pocket expenses. In fact, it is our goal to complete your search successfully. Client satisfaction is everything to us.

If, due to circumstances within our control as executive search consultants (e.g. material facts falsified and presented as true), a successful candidate leaves the institution's employ within 12 months of his/her start date, **Cizek Associates, Inc.** will conduct another search free, charging only out-of-pocket expenses. If extenuating circumstances are present and a candidate leaves within the first 12 months of employment, Cizek Associates will make every effort to craft a solution that will satisfy client needs. Continuation or restart of a search must begin within 12 months of the conclusion of the original search.

Cizek Associates, Inc. will not solicit interest from a placed candidate for a minimum of two years from the date of successful placement.

Cizek Associates, Inc. policy discourages the practice of parallel processing - the simultaneous presentation of the same final candidate to more than one client institution, unless our client/s authorize this practice.

Cizek Associates, Inc. is an Equal Employment Opportunity management-consulting firm. We do not discriminate on the basis of race, sex, color, creed, religion, age, national origin, disability, protected veteran status, marital status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership in a local commission as defined by law. In addition, we encourage applications from women, minorities, persons with disabilities, and individuals with protected class status and ***we make every effort to identify and attract qualified women, under-represented and diverse candidates who meet specific client requirements.***

Cizek Associates, Inc. Proprietary and Confidential Information: **Cizek Associates, Inc. (CAI)** and the Client agree that CAI retains the right to assert the defense of confidentiality of information on all requests to release information. Confidential information shall include (A) any trade secret information, know-how, invention, software program, and similar information in existence prior to the formation of the Contract or prepared by CAI as part of the duties imposed upon it under the Contract but not provided to the Client as a Contract deliverable; (B) any non-public business information including personnel data, historical customer information and data, historical cost information such as budgets, operating expenses and capital costs, and projected capital additions; (C) financial statements, business plans, strategic plans, proprietary market information, analyses, compilations and any other strategic, competitively sensitive information including personal notes made by employees of CAI; and (D) any advice, information, exhibits, documentation or any other information that CAI or the Client reasonably expect would be protected by the attorney-client privilege or work product doctrine or other applicable privilege.

