

Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will meet for a Special District Governing Board Meeting open to the public, on **April 30, 2024 beginning at 2p.m.** The meeting will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona. The meeting can also be joined remotely using [WebEx](#). A passcode is required under certain circumstances and it is Apr3024DGB.

One or more Board members and/or staff members may participate in the meeting remotely if necessary.

The public is invited to check on addenda that may be posted up to 24 hours prior to the meetings. Copies of the meeting agenda may be obtained through the Office of the President, Northland Pioneer College, Painted Desert Campus, 2251 E. Navajo Blvd., Holbrook, AZ, telephone (928) 524-7418 or (800) 266-7845 Ext. 7418, at least 24 hours in advance of the meeting. If any disabled person needs any type of accommodation, please notify Farah Bughio at the above address or telephone number at least 24 hours prior to the scheduled start time.

The Board may vote to hold an executive session for discussion or consideration of a personnel matter(s) pursuant to A.R.S. §38-431.03(A)(1). The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). The Board may vote to hold an executive session for the purpose of considering its position and instructing its attorney regarding the public body's position regarding contracts that are the subject of negotiations pursuant to A.R.S. §38-431.03 (A)(4). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Farah Bughio, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 29th day of April, 2024, at 2p.m.

Farah Bughio
Recording Secretary to the Board

NOTICE DISTRIBUTION

1. WHITE MOUNTAIN INDEPENDENT NEWSPAPER
2. TRIBUNE-NEWS & SNOWFLAKE HERALD NEWSPAPERS
3. NAVAJO TIMES
4. KINO RADIO
5. KNNB RADIO
6. COUNTRY MOUNTAIN AIRWAVES [KQAZ/KTHQ/KNKI RADIO]
7. KWKM RADIO
8. WHITE MOUNTAIN RADIO
9. NPC WEB SITE
10. NPC ADMINISTRATORS AND STAFF
11. NPC FACULTY ASSOCIATION PRESIDENT
12. NPC CLASSIFIED AND ADMINISTRATIVE SUPPORT ORGANIZATION PRESIDENT
13. NPC STUDENT GOVERNMENT ASSOCIATION PRESIDENT

M I S S I O N

**NORTHLAND PIONEER COLLEGE
PROVIDES EDUCATIONAL
EXCELLENCE THAT IS AFFORDABLE
AND ACCESSIBLE FOR THE
ENRICHMENT OF COMMUNITIES
ACROSS NORTHEASTERN ARIZONA.**

V I S I O N

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

V A L U E S

INTEGRITY
INCLUSION
ADAPTABILITY
CIVILITY
ACCESS

Governing Board Meeting Agenda

Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

The meeting location will be open to the public at 1:55 p.m. at the latest.
Or you can join on [WebEx](#) (Passcode Apr3024DGB).

Date: April 30, 2024

Time: 2:00 p.m. (MST)

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance	Chair Robinson
2.	Adoption of the Agenda (Action)	Chair Robinson
3.	Call for Public Comment	Chair Robinson
<p>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</p>		
4.	For Discussion and Possible Action:	
	A. Old Business	
	None.	
	B. New Business:	
	1. Executive Session 1	Chair Robinson
	Pursuant to A.R.S. § 38-431.03(A)(1), the Board may vote to enter Executive Session for discussion or consideration of employment with candidates for the Interim President position.	
	2. Action from Executive Session 1	Chair Robinson
	The Board may take action related to the search for an Interim President.	
	3. Executive Session 2	Chair Robinson
	Pursuant to A.R.S. § 38-431.03(A)(4), the Board may vote to enter Executive Session for discussion or consultation with the college attorney in order to consider its position and/or instruct its attorney regarding negotiation of the Interim President contract. The attorney may attend by phone or virtually.	
	4. Action from Executive Session 2	Chair Robinson
	The Board may take action related to the Interim President contract.	
	5. Presidential Search and Timeline	Chair Robinson
	The Board will discuss and consider approving a contract with the Association of Community College Trustees (ACCT) to conduct a search to find candidates for the College President position.	
5.	Announcement of Next Regular Meeting May 21, 2024	Chair Robinson
6.	Adjournment (Action)	Chair Robinson

The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action regarding any items in sections 5 and 6. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

Request Approval to Contract with ACCT for the Presidential Search

Based on personal experience and comments from previous Presidential Search Committee members, the Chair recommends contracting with the Association of Community College Trustees (ACCT) to conduct the search for Northland Pioneer College's next president. ACCT was utilized in the search that resulted in the hiring of President Hazelbaker.

The contract would be awarded based on the Maricopa Community College District RFP #3488-9 and the ACCT proposal dated April 8, 2024, which outlines the Scope of Work, a Draft Timeline for a Comprehensive Search, and membership of the ACCT Search Team.

ACCT services include facilitating open public forums to solicit input for development of a Draft Presidential Profile; training, orientation, and ongoing consultation with the Presidential Search Committee; one-on-one, focused recruiting of high-caliber candidates; national exposure of the search of the ACCT website and at national higher education meetings and on professional social media sites, such as LinkedIn; technical assistance processing applications; and background reference reports on the top three finalists.

The ACCT search fee is \$41,250, plus consultant travel expenses (billed at cost).

NPC will be responsible for the cost of advertising and placing ads, plus candidate travel expenses. This has been the normal process for presidential searches.

The motion does need to include the reference to the MCCCDC RFP number 3488-9.

RFP 3488-9 Executive Search Services Multiple Award

Association of Community College Trustees (ACCT)

1101 17th St. NW, Ste 300
Washington, DC 20036
Contact: Julie Golder
Phone: (202) 775-4466
Email: jgolder@acct.org

Pricing:
President search fee \$40,000 plus expenses
Vice President search fee \$35,000 plus expenses

Greenwood/Asher & Associates

Susanne Griffin – General
Joanna Dawson - Billing
Main Phone: (850) 650-2277
Email: susannegriffin@greenwoodsearch.com
& joannadawson@greenwoodsearch.com

Pricing:
Thirty-three and one-third percent (33.33%) of the successful candidate's first year cash compensation, minimum \$55,000 plus expenses

AGB Search

Contacts: Dr. Rod McDavis
Phone: (202) 776-0856
Email: rod.mcdavis@agbsearch.com

Pricing:
C-Suite Executive Search Fee (President, Provost, Vice President, CFO, General Counsel) - \$65,000 plus expenses
Lower-Level Leaders Search Fee (Deans, Directors, etc.) - \$60,000 plus expenses

Academic Search

Contact: Shawn Hartman
Phone: (202) 332-4049
Email: shawn.hartman@academicsearch.org

Pricing:
Basic Search Fees:

- If the salary for the position \$125,000 or above, a professional fee of \$35,000 plus expenses
- If the salary for the position under \$125,000, a professional fee of \$30,000 plus expenses

Comprehensive Search Fee:

- First two searches in an academic year, a professional fee equivalent to 30% of the initial salary of the individual hired, \$40,000 minimum
- Third and successive searches, a professional fee of 28% of the initial salary of the individual hired, \$40,000 minimum



Northland Pioneer College
EXPANDING MINDS • TRANSFORMING LIVESSM

**Proposal Submitted to
Northland Pioneer College, AZ
To Assist with the Presidential Search**

April 8, 2024

Submitted by:

Julie Golder, J.D.
Association of Community College Trustees
1101 17th Street NW, Suite 300
Washington, DC 20036
(202) 384-5816 (Mobile) | jgolder@acct.org
acctsearches.org



Table of Contents

Organizational Profile	2
Qualifications and Experience	2
Scope of Work	6
Commitment to Diversity in the Search Process.....	11
Technical Approach	12
Draft Timeline for a Comprehensive Search	13
ACCT Searches Team	14
Fee Structure	18
Continuing Support for New Presidents.....	20
Service Guarantee	20

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 board members 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 over 50 years of experience as the only national nonprofit organization dedicated to providing services to community college boards, ACCT has successfully completed over 750 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 District Governing Board, Presidential Search Committee, and College.

As the leading national association that serves 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 board members 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 understanding of best practices. We will work closely with the District Governing Board and Presidential Search Committee to meet the unique needs of the College’s Presidential search. Identifying competitive candidates who are well-suited for the institution and its distinct culture is essential. Our recruitment is customized to meet the needs of the College. ACCT 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 and diverse.
- 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 750 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.

Networking Capacity and Additional Resources

ACCT boasts an extensive database of over 16,500 community college and university administrators. Our personnel frequent national higher education events, including but not limited to: our own two national conferences, the ACCT Leadership Congress and the National Legislative Summit, both attended by hundreds of presidents and board members annually; the American Association of Community Colleges Annual Convention; the National Conference on Race and Ethnicity in American Higher Education; and the American Council on Education's Annual Meeting, where staff continuously network and often present sessions.

Successful Placements

ACCT has facilitated numerous community college executive searches that have yielded successful placements. Our organization is deeply committed to working with institutions to ensure that a placement is made that meets the College's standards and expectations for future leadership. Successful searches include:

2024 to Date

- Catherine English, Executive Director of the PCC Foundation – Piedmont Community College, NC
- Dr. Ken Ingle, President – Alamance Community College, NC

- Dr. Michael Rodgers, President – Wilkes Community College, NC

2023

- Dr. Nicole Albo-Lopez, Vice Chancellor of Educational Programs and Institutional Effectiveness – Los Angeles Community College District, CA
- Dr. Lisa Armour, Executive Vice Chancellor and Provost – Maricopa County Community College District, AZ
- Dr. Kevin Brockbank, Chancellor – Community Colleges of Spokane, WA
- Dr. Levy Brown, Provost and Vice President of Academic Affairs – Connecticut State Community College, CT
- Mario Castillo, Chancellor – Lone Star College, TX
- Dr. Chemene Crawford, President – Everett Community College, WA
- Dr. Amy Diaz, President – GateWay Community College, MCCCDC, AZ
- Dr. Patrena Elliott, President – Halifax Community College, NC
- Dr. Margaret Ford Fisher, Interim President – Houston Community College, TX
- Anita Hanson, President – Fond du Lac Tribal and Community College, MN
- Dr. Tiffany Hernandez, President – Glendale Community College, MCCCDC, AZ
- Dr. Damon Kennedy, President – Midland College, TX
- Dr. Jim Lancaster, Vice Chancellor of Workforce Development and Adult Education – Los Angeles Community College District, CA
- Dr. Kenneth Lawson, President – Columbia Gorge Community College, OR
- Dr. Kathleen Linaker, President – Riverland Community College, MN
- Peter Lindstrom, Provost and Vice President of Academic Affairs – Community College of Denver, CO
- Dr. Alfred McQuarters, President – Los Angeles Trade-Technical College, LACCD, CA
- Dr. Claire Oliveros, President – Riverside City College, RCCD, CA
- Charles Sasaki, President/Superintendent – Ohlone College, CA
- Dr. Kristina Scott, Vice President of Student Affairs – South Mountain Community College, MCCCDC, AZ
- Dr. Jayda Spillers, Chancellor – Northwest Louisiana Technical Community College, LCTCS, LA
- Dr. Alexander Stewart, President – Sandhills Community College, NC

2022

- Dr. Suzanne Ames, President – Peninsula College, WA
- Dr. Kim Armstrong, President – Clovis Community College, SCCCDC, CA
- Dr. Kevin Beardmore, President – Southeast New Mexico College, NM
- Dr. Alison Buckley, President – SUNY Ulster, NY
- Dr. Stephanie Bulger, President – Lane Community College, OR
- Dr. Cheryl Calhoun, Provost & Vice President of Instruction – Arapahoe Community College, CO

- Dr. Melissa Curtis, Vice President of Student Success – Howard Community College, MD
- Dr. Richard Daniel, President – South Mountain Community College, MCCCDC, AZ
- Dr. Marilyn Flores, Superintendent/President – Río Hondo College, CA
- Dr. Eric Heiser, President – Coconino Community College, AZ
- Chad Lashua, Vice President of Business Services – Gogebic Community College, MI
- Lin Hillis, Vice President of Talent, Inclusion, and Workplace Culture – Kentucky Community and Technical College System, KY
- Dr. James Lemerond, President – Bellingham Technical College, WA
- Dr. Laura McCullough, President/CEO – Maysville Community and Technical College, KCTCS, KY
- Dr. Susan Mills, Vice Chancellor of Educational Services and Strategic Planning – Riverside Community College District, CA
- Dr. Carl Moore, Vice President of Teaching and Learning – Howard Community College, MD
- Dr. Derek Moore, President – New Mexico Junior College, NM
- Dr. Pamela Monaco, President – Ocean County College, NJ
- Dr. Annebelle Nery, President – Santa Ana College, RSCCD, CA
- Dr. Katricia Pierson, President – Crowder College, MO
- Dr. Minita Ramirez, President – Laredo College, TX
- Dr. Dennis Rittle, President – NorthWest Arkansas Community College, AR
- Dr. Jennifer Sabourin, Vice President of Student Services and Athletics – Gogebic Community College, MI
- Dr. George Stalliard, Vice President of Finance and Operations – Lane Community College, OR
- Quintin Taylor, Chancellor – River Parishes Community College, LCTCS, LA

2021

- Dr. Sunem Beaton-Garcia, President – Chippewa Valley Technical College, WI
- Dr. Augustine Boakye, President – Essex County College, NJ
- Dr. Randall Esters, Chancellor – Louisiana Delta Community College, LCTCS, LA
- Tammy Few, Vice Chancellor, Human Resources and Employee Relations – Riverside Community College District, CA
- Dr. Glendon Forgey, President – Frank Phillips College, TX
- Dr. Michael Gavin, President – Delta College, MI
- Dr. Chato Hazelbaker, President – Northland Pioneer College, AZ
- Dr. Peter Jordan, President – Dutchess Community College, SUNY, NY
- Dr. Stacey Moore, President – York Technical College, SC
- Dr. Deidre Peaslee, President – Saint Paul College, MN
- Ms. Kate Smith, President – Rio Salado College, Maricopa Community Colleges, AZ
- Dr. Ricardo Solis, President – South Texas College, TX
- Dr. Vincent Solis, President – Brazosport College, TX

- Dr. Thomas Striplin, President – Eastern West Virginia Community and Technical College, WV

SCOPE OF WORK

The role of the ACCT Searches Team 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 Presidential Search Committee in every step. The ACCT search process is designed to respond to the selection and support services needed by Northland Pioneer College. 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 Board 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 Board and Presidential Search Committee throughout the search process.
- Provide orientation to the members of the Presidential 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 the search timeline and take all necessary steps to begin as soon after the award as is reasonably practicable.
- Work closely and consistently communicate with the Board and Presidential 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.
- The College is responsible for posting notice for all meetings when notice is required per local regulation.

Presidential Search Committee Development

ACCT will...

- Facilitate initial meeting of the Presidential Search Committee to introduce members to each other and familiarize them with their roles and responsibilities. ACCT will share a special guide it has developed with ground rules and best practices for Presidential Search Committee engagement in the search process.

- Assist the Board and Presidential 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* along with 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 a diverse community of over 16,500 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.
- Utilize social media for professionals, such as LinkedIn.

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.
- Prominently feature the position and actively recruit at national gatherings/meetings including the American Association of Community Colleges (AACC) Annual Meeting and

Presidents' Academy, American Council on Education (ACE) Fellows Program, African American Presidents' Roundtable, National Conference on Race and Ethnicity in American Higher Education (NCORE), and other appropriate higher education gatherings, conferences, and meetings.

- 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 Presidential Search Committee Members

ACCT will...

- Utilize a confidential application review portal customized to the needs of the search, which will allow Presidential Search Committee members to securely access applications anywhere and at any time during the review period.
- Provide Presidential 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 Presidential 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 Presidential Search Committee.
- Facilitate interviews of top candidates with the District Governing Board.
- Provide assistance in semifinalist and finalist interviewing (semifinalists can interview in-person or via videoconference). This includes working with the institution on logistics and assisting the Board and Presidential Search Committee on the drafting of appropriate interview questions.
- Conduct webcam tests with all candidates prior to videoconference interviews. ACCT has a guide that can be shared with candidates on preparing for videoconference interviews.
- Assist with logistics and facilitate campus visits for candidates selected as finalists.
- Assist the Board with a site visit to the final candidate's current campus.
- Provide oral in-depth reference reports on final candidates to the Board.

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 the search does not result in a successful placement, or the selected candidate's employment is terminated for cause within one year for reasons that should have been identified by ACCT during the search assignment, ACCT will redo the search one time with no additional search fee. However, the College will be responsible for travel costs, reference reports, etc. that are involved with the subsequent search. Any additional searches beyond the one redone search specified above must be mutually agreed upon between ACCT and College and will incur additional search fees, plus travel costs, reference report costs, etc.

ACCT will neither recruit nor invite, for a minimum period of three years, candidates that we have successfully placed.

Reference Reports

In-depth summary reference reports are developed on all final candidates and 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, 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.

Responsive Communication

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

ACCT 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 ACCT. 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.
- **Web Listings:** The announcement of the position would also appear on the internet via ACCT's and the College's home pages, and various educational job posting sites. ACCT will also broadcast the search via email to an extensive database of over 16,500 higher education leaders.

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

Engaging Passive Applicants vs. Active Applicants

ACCT is focused on actively recruiting a highly competitive and diverse candidate pool. Some of the best candidates do not apply unless they are privately encouraged to review the position profile and submit an application. Recruitment is a multi-faceted approach, advertising in national publications is important, but one-to-one outreach is as important, or perhaps even more important, to cultivating a strong, rich, diverse, and competitive applicant pool.

COMMITMENT TO DIVERSITY IN THE SEARCH PROCESS

ACCT is deeply 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 outreach, and national advertising. The pools we work to generate are competitive and diverse, and provide real choice to the Presidential Search Committee and Board.

ACCT is also prepared to provide training to the Presidential Search Committee and the District Governing Board on unconscious bias in the search process, highlighting strategies for how Committee members can recognize and reduce the effects of such cognitive biases when evaluating and interviewing candidates.

Furthermore, ACCT is committed to equipping its consultants with the tools to promote diversity, equity, and inclusion within the search process. ACCT arranged for the Kaleel Jamison Consulting

Group, Inc. to lead a special training with ACCT consultants on how to facilitate productive conversations around racism, unconscious bias, and other DEI topics at our member institutions.

TECHNICAL APPROACH

The ACCT Searches Team will work with the District Governing Board to provide a plan that is customized to the needs of Northland Pioneer College’s 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>Presidential 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 Board/Presidential 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 Searches Team 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

DRAFT TIMELINE FOR A COMPREHENSIVE SEARCH

The ACCT search process is designed to engage key constituencies while progressing in a prompt, efficient, and confidential manner. Below is a possible **draft** search timeline option showing when specific elements in the search process could be completed, which deliverables could be provided, and how key constituencies would be engaged. ACCT will assist in the development of a final search timeline customized for the needs of Northland Pioneer College.

DRAFT - Presidential Search Timeline **Northland Pioneer College**

May 2024	ACCT facilitates open public forums to solicit input for the development of a Draft Presidential Profile (staff, faculty, students, administrators, and community members are invited to attend).
May 2024	Presidential Search Committee Meeting #1: Training and orientation. Discussion of confidentiality, charge, and application review process (4 – 5 hours). Afternoon, Special District Governing Board Meeting (1 – 2 hours)
Late May, 2024	Presidential Profile is posted on npc.edu and acctsearches.org. ACCT conducts targeted local, state-wide, and national one-to-one recruitment of highly competitive and diverse candidates. Advertisements placed. ACCT receives and processes applications.
Mid-Sept. 2024	Target Date for Receipt of Applications. Position open until filled.
Mid-Sept. 2024	Presidential Search Committee members review and rate confidential applications independently through ACCT’s secure web portal.
Late Sept. 2024	Presidential Search Committee Meeting #2: Search Committee meets to discuss and select 7 – 9 confidential semifinalists (6-hour meeting).
Mid-Oct. 2024	Presidential Search Committee Meeting #3: Search Committee meets for confidential interviews of semifinalists. Search Committee deliberates and selects 3 - 4 finalists. (2 full days, approximately 9:00am – 5:00pm each day).
Late Oct. 2024	Finalists visit the College for tours, participate in public forums, meet with Direct Reports, etc. Finalists interview with the full District

Governing Board. The week concludes with Board deliberation; Board selects first-choice candidate (after the final interview)

Early November

District Governing Board announces the next President of the Northland Pioneer College.

January 1, 2025

Start date for next President or as agreed upon by the President-elect and the District Governing Board.

ACCT SEARCHES TEAM

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 Search Consultant is, in part, to facilitate the development of consensus throughout the search. The ACCT 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 District Governing Board and Presidential Search Committee to outline an overall process, set a timeline, and keep all constituencies consistently informed.

The ACCT Search Consultant will make three visits to the College. These three on-site visits typically cover 4-5 days total. Site visits to the institution for a Presidential search may include:

- Initial meeting with the District Governing Board for guidance on process, timeline, etc.

- Facilitation of an initial meeting of the Presidential Search Committee to orient members to each other and to their roles and responsibilities.
- 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.

The search will benefit from a team effort; Julie Golder will be working on this search along with one of the following outstanding consultants:



Cecilia Cervantes, Ph.D. Dr. Cecilia Cervantes 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 Board of Trustees 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.

OR



Sandy Caldwell, Ph.D. Dr. Sandy Caldwell attended Paris Junior College in Paris, TX where she later worked as a community college faculty member and served in her first community college administrative role. Dr. Caldwell was an educator for almost 30 years before she retired as the Executive Director and State Higher Education Executive Officer (SHEEO) for the Wyoming Community College Commission, State of Wyoming. Dr. Caldwell has a long history in higher education having served as president of Reedley College in Reedley, CA, community college vice president at Western Wyoming Community College, in Rock Springs, WY, community college academic leader and faculty member at Paris Junior College in Paris, TX, and university field researcher at Oklahoma State University Ag Extension Center in Lane, OK.

She brings significant knowledge of higher education in multiple states including the importance of post-secondary credential attainment and the role community colleges play in supporting regional and state economic vitality. Her experience with community colleges, overseeing colleges with multiple sites and centers as well as engaging with multiple colleges with locally elected trustees, gave her the skills needed to represent the State of Wyoming's interests including development of legislation. As a result, she is well versed in state-level higher education funding and legislation.

Dr. Caldwell is a champion for the role of governing boards and is a proponent for collaboration at the state-level to effect change. She routinely supports leadership development programs such as Asilomar in CA and ACE Academic Management Institute for women in CO. She has conducted numerous national presentations and has written articles for various higher education publications. Additionally, she served on numerous accreditation teams for the Higher Learning Commission and Accrediting Commission for Community and Junior Colleges. Finally, she found great joy in serving as a Bellwether College Consortium judge in Leadership and Governance where she got to see the positive changes colleges make through intentional board and administrative leadership.

Dr. Caldwell grew up in rural Oklahoma and, after surviving as a homeless youth, found her success in life through attendance at a rural-based community college. She has bachelor's and master's degrees in mathematics and statistics from Oklahoma State University and a doctorate from Texas A&M University-Commerce. She is a graduate of Leadership Wyoming and served as the board president for the Wyoming Women's Foundation.

OR



Cheryl A. Marshall, Ed.D. Dr. Marshall is Chancellor Emeritus of the North Orange County Community College District and has worked for over 30 years in higher education in a variety of progressively responsible leadership roles. A well-rounded educator, Dr. Marshall has taught undergraduate and graduate courses and never lost her passion for teaching or her dedication to serving the whole student. Many of her positions have allowed her to fulfill her professional mission of developing people and organizations, a desire that blossomed in her early career as an organization development professional and adjunct faculty member.

A woman of vision, Dr. Marshall has succeeded in championing organizational change during her senior management roles. While at Crafton Hills College, Dr. Marshall successfully guided the accreditation process to move the college from probation to full status in two years and maintained full accreditation through the next visit. At NOCCCD, she helped build capacity for evidence-based decision making, established District-wide professional development including a Leadership Academy and Management Development Program, established the North Orange Promise Program and led the development of the most recent Educational and Facilities Master Plan.

Highly sought after for her leadership experience, Dr. Marshall served on numerous executive committees at the local, regional, and state level. She represented Orange County on the Community College CEO Task Force and addressed changes to the funding formula. She was on the CEO Accreditation Task Force and was elected as the Vice President of the Chief Executive Officers Board of the California Community Colleges while serving as the Inland Empire's Regional Representative.

Dr. Marshall earned her Doctor of Education from USC and her Master of Arts in industrial/organizational psychology from California State University, San Bernardino (CSUSB). In 2013, Dr. Marshall was inducted into CSUSB's College of Social and Behavioral Sciences Hall of Fame.

Additional consultant options are available upon request.

ACCT Searches Support Staff

Nicole Cennamo, M.A., Board Services Associate, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, she worked for the Community College Research Center and for the New York State Education Department. Nicole holds a Master of Arts in Education Policy from Columbia University and Bachelor of Arts in Political Science from The George Washington University.

Zachrey G. Sims, M.A.T., Board Services Associate, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, he served as assistant to the editor for the Journal of Peace Education. Zach holds a Master of Teaching and Bachelor of Arts in History from James Madison University.

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.

Thomas L. Wright, CPA, oversees accounting and finance within ACCT, develops the annual fiscal budget and provides analyses of investments and capital. Prior to joining ACCT, Thomas served as the Director of Finance for the American Council on Education. He received his Bachelor of Science from Washington University in St. Louis and his Masters of Business Administration from Emory University. Thomas is a licensed CPA in the state of Illinois.

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.

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 \$41,250, plus consultant travel expenses (billed at cost), for a comprehensive, full-service search, and provision of all services outlined in this proposal. Not included in ACCT's search fee: the cost of advertising and placing ads; candidate travel expenses.**

Detailed Services Included in the 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.

- Prominent promotion of the search at national higher education meetings.
- Promotion on professional social media sites such as LinkedIn.
- **ACCT Searches Team Accessibility**
 - Experienced ACCT Searches Team.
 - Three site visits by the ACCT Search Consultant to the College (either in-person or virtually). Please note: Search Consultant on-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.
 - Group applications into 3 groups: “A” applicants, “B” applicants, and “C” applicants (if desired by the College).
 - Upon the request of the College: administer an EEO survey. College must make this request and provide the survey language.
- **Background Reference Reports**
 - Provide oral in-depth summary reference reports on up to three (3) 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.
 - Provide up to three (3) candidate credit, civil, and criminal background reports using HireRight (each additional HireRight report will be billed at \$1,000/candidate).

Not included in ACCT’s Search Fee:

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

Possible Additional Search Expenses

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

Activity	Estimated Costs
Semifinal Candidate Travel: Six to Eight Semifinal Candidates at \$500-700 each (no cost if using video)	\$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
Presidential 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

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 and Presidential Search Committee can be assured that ACCT’s search process is comprehensive and works 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. - Vice President of Search Services
 Association of Community College Trustees
 1101 17th Street, NW, Suite 300, Washington, DC 20036
 (202) 384-5816 (Mobile) | jgolder@acct.org