NOTICE OF BOARD OF TRUSTEES MEETING
Wednesday, December 2, 2009

5:00 P.M. OPEN SESSION

MEETING NO. 26

REGULAR BUSINESS MEETING

Creveling Lounge
Pasadena City College
1570 East Colorado Boulevard
Pasadena, California 91106

Enclosed is the Agenda for Meeting No. 26, a Regular Business Meeting. The Open Session will begin at 5:00 P.M. with the Call to Order and Roll Call. The Board will meet in Creveling Lounge at Pasadena City College, 1570 East Colorado Boulevard, Pasadena, California 91106.
BOARD OF TRUSTEES
PASADENA AREA COMMUNITY COLLEGE DISTRICT
REGULAR BUSINESS MEETING NO. 26
Wednesday, December 2, 2009
5:00 p.m. Open Session
Pasadena City College
Creveling Lounge
1570 East Colorado Boulevard, Pasadena, California 91106

AGENDA

Notice: Members of the public may request the opportunity to address the Board regarding any item on the agenda. To do so, please complete a "Request to Address the Board" form and give it to the Board Secretary prior to the deliberation of the agenda item. Individual speakers are limited to five minutes; total audience participation on any agenda item is limited to thirty minutes.

I. OPEN SESSION (5:00 p.m.)

A. CALL TO ORDER AND ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. INTRODUCTIONS

D. PUBLIC COMMENT ON NON-AGENDA ITEMS
The Brown Act prohibits the Board from discussing or taking action on any item not on the agenda, but members may make a brief comment or ask questions in response to public comments.

E. ANNOUNCEMENTS

F. PRESENTATIONS BY SUPERINTENDENT/PRESIDENT SEARCH FIRMS: DISCUSSION WITH POSSIBLE ACTION
   a. Isaacson, Miller (5:00 p.m.) (Under Tab A)
   b. Academic Search, Inc. (6:00 p.m.) (Under Tab B)
   c. Association of Community College Trustees (7:00 p.m.) (Under Tab C)
   d. Professional Personnel Leasing, Inc. (8:00 p.m.) (Under Tab D)

G. FUTURE BOARD MEETING DATES

   Wednesday, December 9, 2009 (Annual Organizational Board meeting and Regular Board meeting) – 6:00 p.m.
   Wednesday, January 20, 2010 (Regular Board Meeting) – 6:00 p.m.

II. ADJOURNMENT
<table>
<thead>
<tr>
<th>Tab Title</th>
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<tbody>
<tr>
<td>ISAACSON, MILLER</td>
<td>A</td>
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<tr>
<td>ACADEMIC SEARCH, INC.</td>
<td>B</td>
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<tr>
<td>ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES (ACCT)</td>
<td>C</td>
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<tr>
<td>PROFESSIONAL PERSONNEL LEASING, INC.</td>
<td>D</td>
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Meeting of the Pasadena Area Community College Board of Trustees
Wednesday, December 2, 2009 – Creveling Lounge

Presidential Search Firms’ Requests for Proposal Interviews
(45 minutes each with 15 minutes between)

(Search firms to be assigned to rooms in “C” building and ushered to Creveling Lounge by HR at
specified time. Search firms arriving HR 30 minutes prior to their presentation. HR to provide water,
coffee, cheese/crackers, and fruit.)

5:00 pm 1. Isaacson, Miller
334 Boylston Street, Suite 500
Boston, MA 02116
Ms. Michelle Cruz-Williams

6:00 pm 2. Academic Search, Inc.
1825 K Street, NW, Suite 705
Washington, DC 20006
Dr. Stan Hales

7:00 pm 3. Association of Community College Trustees (ACCT)
1233 20th Street, NW, Suite 301
Washington, DC 20036
Dr. Narcisa Polonio
Dr. Judith Redwine

8:00 pm 4. Professional Personnel Leasing, Inc.
2927 Colton Road
Pebble Beach, CA 93953
Dr. Carl Ehmann
Dr. Don Averill
October 28, 2009

Ms. Melinda Polo, Supervisor  
Human Resources Office  
Pasadena City College  
1570 East Colorado Blvd.  
Pasadena, CA 91160

Dear Ms. Polo:

Thank you for giving us this opportunity to respond to your Request for Proposal seeking an executive search firm to assist you in your important search for a new President for Pasadena City College. Isaacson, Miller would welcome the opportunity to work with you and your colleagues as you make this important decision. We hope that this letter and its attachments are responsive to your Request for Proposal. Our web site at www.imsearch.com contains additional information about the firm, its history, and its work.

We believe Isaacson, Miller offers a distinctive combination of experience and commitment that will help you achieve an exceptional outcome in this recruitment. As you weigh your alternatives, we hope you will consider the following:

- Isaacson, Miller has successfully completed many executive searches across the country for institutions with similarities to Pasadena City College, including public institutions of higher education, and specifically, community and technical colleges. We have also developed strong referral and candidate networks within California, where we have conducted dozens of successful leadership searches in the civic sector.

  This year we concluded a successful search in Pasadena, for President and Chief Executive Officer of the Art Center College of Design.

- Our networks, clients, and experience equip us to provide you the highest quality assistance in your search for an outstanding individual who embraces the mission of Pasadena City College and has the skills and experience to provide the leadership it needs. Fully half of Isaacson, Miller's practice is in higher education leadership, making ours the largest and most diverse higher education search practice in the country. Moreover, more than one-third of our searches in higher education have been for public institutions.

- We attend more carefully than most firms to understanding the strategic challenges of our clients, to cultivating candidates who may not be looking for a new position, to interviewing and referencing our candidates in depth, and to helping clients make important and sometimes hard choices, not only among candidates, but also at the front end in devising a profile of the ideal candidate and a strategy for a targeted and effective search.
• I would like to highlight several successful searches that I personally conducted for presidents of community and technical colleges, among the largest and most distinguished in this sector and in their respective states:
  - President/Chief Executive Officer, Milwaukee Area Technical College, Milwaukee, WI (2001)
  - President, Madison Area Technical College, Madison, WI (2004)
  - President, Nassau Community College - State University of New York, (2009)

We have included in separate tabs several relevant client lists:
  - Higher Education: Public Colleges and Universities - Presidential Searches
  - Higher Education: Community and Technical Colleges - Presidential Searches
  - Searches in California

• Serving the leadership recruitment needs of influential institutions in the independent sector is the core business of our firm. In thousands of searches over twenty-five years, we have evolved a genuine specialty in providing effective and responsive service to clients with complex missions serving the public interest. The breadth and specialized areas of our practice are of particular relevance in the search for a president of a large public community college such as PCC.

• Isaacson, Miller is a mission-driven business committed to the recruitment of exceptional leaders who share the vision and dedication of our clients. This goal, matched with strong networks among the nation’s largest and most distinguished public and community colleges, makes us well prepared to partner with Pasadena City College in this very important recruitment.

The Firm:
Founded in 1982, Isaacson, Miller is a mid-sized, focused, steadily growing, national firm. We have around 80 employees, two-thirds of which are search professionals, located in our offices in Boston, Washington, DC and San Francisco. We complete roughly 150 retained executive searches a year. Our clients include leading universities and educational institutions, research institutes, healthcare, especially academic medical, institutions, foundations, cultural groups, economic development organizations, human service agencies, and national advocacy organizations.

Our Proposed Team:
I would lead this search on behalf of Isaacson, Miller. My biography is attached. As Team Leader, I would be the main client contact and would be fully involved in every aspect of the search. Joining me would be an Associate, who would work closely with me on the outreach, and a Team Administrator, who would handle the logistics for the search. The Associate would be an experienced recruiter in higher education and would be involved in the initial outreach and networking calls, in research of our internal database as well as public databases, and would serve as project manager. In addition, all of the more than 50 recruiters in our firm would be aware of the search and solicited for their ideas.
Additional Attachments:
We have attached at the proposal tabs additional information that you have requested. Included are Our Commitment to Diversity; Our Communication Plan & Proposed Timeline; Proposed Fees and Expenses; Profile: Michelle Cruz Williams; our Standard Contract.

Thank you for the opportunity to present this information to you. Please let us know if you have any questions or request for additional materials. We would be delighted to meet with you and your colleagues to discuss in detail how we might assist you.

With best regards,

Michelle Cruz-Williams
Vice President and Director
To: Ms. Melinda Polo, Supervisor
Human Resources Office
Pasadena City College
1570 East Colorado Blvd.
Pasadena, CA 91106
MLPOLO@pasadena.edu

Re: Pasadena College - Request for Proposal
Search Firm for Superintendent - President

Dear Ms. Polo:

Please accept the attached Sample Schedule of Key Milestones in supplement to the proposal I emailed to you last evening. These proposed milestone dates provide additional data to the Communication Basics & Work Plan that were included in our executive search proposal of October 28th.

For your ease of reference, I am attaching another copy of the proposal in PDF format that I emailed to you yesterday.

Again, let me say that we look forward to the possibility of discussing this important search in detail with the College leadership and search committee. Please call me with any questions or requests that you may have for further information.

With kind regards,

Melanie Ray
Marketing Coordinator
Isaacson, Miller
mray@imsearch.com
617-262-6500

334 Boylston Street, Suite 500
Boston, MA 02116
www.imsearch.com

Recruiting Exceptional Leaders for Mission-Driven Organizations
<table>
<thead>
<tr>
<th>Meeting/Conference Call</th>
<th>Purpose</th>
<th>Milestone Date(s)</th>
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<tbody>
<tr>
<td><strong>Search Launch</strong></td>
<td>Scoping: discuss the tasks, challenges, and context of the position and begin developing ideal candidate profile(s); Schedule the search; Determine the processes for information sharing and decision-making.</td>
<td>Week of 11/30/2009</td>
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<tr>
<td><strong>Meeting/Conference Call Two</strong></td>
<td><strong>Profile and Challenge Statement Review and Approval</strong></td>
<td>Week of 12/07/09 &amp; 12/14/09</td>
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<tr>
<td><strong>Meeting/Conference Call Three</strong></td>
<td><strong>First Presentation: A Work in Progress</strong></td>
<td>Week of 01/18/2010</td>
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<tr>
<td><strong>Meeting/Conference Call Four</strong></td>
<td><strong>Second Presentation: Selection of Semi-Finalist Candidates</strong></td>
<td>Week of 03/01/10</td>
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<tr>
<td><strong>Meeting Five</strong></td>
<td><strong>Semi-Finalist Interviews</strong></td>
<td>Week of 03/29/10</td>
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<tr>
<td><strong>Meeting Six</strong></td>
<td><strong>Finalist Interviews</strong></td>
<td>Weeks of 04/12/10 &amp; 04/19/10</td>
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<tr>
<td><strong>Meeting Seven</strong></td>
<td><strong>Search Committee Recommendations Leadership Makes Final Decision</strong></td>
<td>Week of 05/03/10 By end of May to early June 2010</td>
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</table>
ABOUT ISAACSON MILLER

Isaacson, Miller is a national executive search firm devoted to recruiting exceptional leaders for mission-driven organizations. Our founders created the firm in 1982, a time when civic institutions rarely used executive search firms.

The firm has grown steadily, and today, Isaacson, Miller stands alone as a large, national, retained search firm dedicated to the full range of public and civic missions. We have active practices in higher education, science and social science research, human services, conservation and environmental defense, human and civil rights advocacy, K-12 education, academic and community healthcare, philanthropy, arts and culture, and community-based economic development, with sub-specialties in almost every functional area.

Many of our clients and past candidates become part of an extended network that shares our goal of strengthening the civic infrastructure. They see their own missions reflected in the work of the firm and choose to assist us, generously, in our quest for the finest talent in their fields.

- Isaacson, Miller is a mission-driven business committed to the recruitment of powerful civic leaders.

The country's civic community has come to recognize our persistent commitment to recruiting diverse talent. On average, in searches completed with us over the last decade, 40% of our clients have hired women and 25% people of color.

Isaacson, Miller is a mission-driven business committed to the recruitment of powerful civic leaders who raise our own and our clients' competitive aspirations. We believe that civic organizations are essential to a strong civil society, a vigorous democracy, and to a free market economy. Civic institutions educate us all. They encourage the marketplace of ideas through research, teaching, and advocacy. They inspire innovation, and, through foundations and philanthropy, they arouse the charitable endeavors of private citizens. The civic sector serves as the guardian of our economic and societal strength. We have made its success our business.
OUR APPROACH TO EXECUTIVE SEARCH

The Isaacson, Miller search process is simple but disciplined. We explain it in detail to our clients, adapt it to their requirements, and ask them to join us as partners in its implementation.

We typically divide a search into five phases:

- **Phase 1**: Understanding the Challenge;
- **Phase 2**: Networking and Screening of Prospective Candidates;
- **Phase 3**: Narrowing the Field: Semi-finalist Selection and Interviews;
- **Phase 4**: Selecting Finalists and Checking References; and
- **Phase 5**: The Final Choice.
UNDERSTANDING THE CHALLENGE

We begin each search by asking our clients a deceptively modest question: “How would you know—one year, three years, or five years after you hire someone—that you had, in fact, hired exactly the right person?”

We interview as many stakeholders in the search as appropriate—senior management, board members, key staff and consultants—exploring with them the measures of success for this role.

- **We ask what our clients expect to achieve with their new hire.**

We first want to learn the organization’s cultural clues. Most clients know within the first 90 days whether the new executive will survive. They do not know if he or she will actually succeed. That takes years. We want to understand the implicit values and standards of the organization so that we can find candidates with a skill set and a management style that fit.

On a more fundamental level, we ask our clients to make explicit the strategic goals that they expect to achieve with their new hire. We believe that search is a strategic act—that when you pick a person you pick a path—and that it is very useful to know the desired path when we design the search.

At the conclusion of our stakeholder interviews, we summarize, in writing, our understanding of the assignment: the organization, its context and strategic challenges, the specific objectives and expectations established for this particular role, and the resulting personal and professional characteristics of an ideal candidate. We review this “scope” document with our client and edit it until it is satisfactory. We often find this process helps to clarify, or even build, consensus within an organization about where it is going and what is expected of new people. It is also our way of ensuring that we share with our client the same understanding of the assignment as we begin to network for prospective candidates.
NETWORKING & SCREENING
OF PROSPECTIVE CANDIDATES

In this phase of the search we ask, "What analogous experience would prepare a candidate for the challenges in this role?" Put another way, "Where does this person work today? What is he or she doing?" We want to know what kinds of tasks and accomplishments prepare candidates in some reasonable way for the work they will face in this role.

Once we have identified target industries and fields, roles, institutions, and even individuals, we systematically canvass them to identify and interest candidates who match our requirements. Recognizing that our clients often have excellent networks themselves, we carefully pursue their suggestions. Where appropriate, we advertise in targeted publications or extend our outreach through postings on relevant Web sites and email mailing lists. Our networking always includes a concerted effort to reach and interest qualified women and people of color.

Many of the people we identify are busy and successful in their current positions and are not looking for another assignment; we work closely with our client to protect the confidentiality of their interest. We take particular care to keep prospective candidates advised of their status, to handle rejected candidates with consideration, and to inform our client of the progress of the search on a regular basis. In some searches there are strong internal candidates as well. These individuals undergo the same screening and assessment process as outside candidates.

As we complete our outreach, we focus on reviewing resumes and conducting telephone screens. Through this process, we narrow the long list of prospects to a reasonable number of candidates to interview in person before referring them to our client.
NARROWING THE FIELD
SEMI-FINALIST SELECTION & INTERVIEWS

When our clients hire us, they expect us to know and understand the people we present for their consideration. We take this responsibility seriously. Through intensive personal, biographical interviews we learn each candidate's history. We track a person through his or her entire career, asking how the person landed in each successive role, what he or she discovered, what ideas and actions were essential to success, what conflicts erupted, and how the candidate measured results. When we walk carefully through a person's career, we begin to see the patterns. When we sum it up we ask, "Has this person encountered challenges that are analogous in scale and in measures of success to the work contained in this role?"

We treat our conclusions as hypotheses, our best guesses about candidates. As the search proceeds, we test these hypotheses with increasingly extensive and intensive reference checks—direct conversations with bosses, peers, and subordinates probing the same questions that we explore with candidates. At this stage, we typically expect to interview and conduct preliminary references on 10 to 20 candidates. We then work closely with our client to narrow the pool. We will be prepared to recommend semi-finalists but we prefer that our clients review and discuss all the candidates with us to make an informed choice of semi-finalists. Usually our clients choose to see from four to eight semi-finalists in their first-round interviews.

When we walk carefully through a person's career, we begin to see the patterns.

We aid our clients in their preparation for semi-finalist interviews. We review the challenges of the position, as outlined at the start of the search, and discuss how the interviewers can most effectively develop their impressions of each candidate's preparation and suitability for the position. We can provide both written and oral guidance on the interview process, if that is desired.
SELECTING FINALISTS & CHECKING REFERENCES

Clients may face a considerable challenge after the semi-finalist round. If it is useful, we can help structure the candidate review, offering both a format for comparison and a series of organized straw votes that facilitate the process of selecting finalists. We are always prepared to offer our opinions and recommendations. However, we believe that these choices belong to our client and we only make recommendations at our client’s request.

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**We believe references are just as important as performance in a series of interviews.**

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When finalists are invited back for a second round of interviews, we help to structure the visits, both to provide an opportunity for the candidates to learn more about the organization and the position, and for our client to learn more about each candidate.

As candidates move through their final interviews, we begin an intensive and thorough process of reference checks and background verification on what is now a more select pool of candidates. We believe that references are just as important as, and often more important than, performance in a series of interviews as a means of learning about a candidate’s skills, experience, and temperament. We do not solicit letters of reference. Instead, we speak directly with each candidate’s bosses, peers, and subordinates over the course of his or her career, asking questions and eliciting comment on themes similar to those that we explored in our interviews. We document our lengthy reference conversations in a transcript style report and typically provide many pages of commentary on each finalist.
THE FINAL CHOICE

A good search can be difficult to close. When there are several strong candidates whose strengths and weaknesses are known in detail, making the final choice can be complex.

We remain active through this phase of the search, helping our client make a well-informed decision and staying in close contact with the finalists to address their questions and concerns.

We are often asked to play an important role in the final negotiations between the candidate and our client. Although we do not provide legal advice, we can help think through compensation packages and provide advice on relocation and family considerations.

- We remain active
- through the final phase,
- helping our client make
- a well-informed decision.
Our Commitment to Diversity

In every search, Isaacson, Miller seeks to identify a diverse pool of candidates. Through our efforts, women and people of color have been recruited to key leadership positions throughout the country. In the course of over two decades, we have established an extensive network of contacts which recognize that our commitment to diversity is genuine and our track record is unparalleled. We call and build upon this network in every search we do. Since 1982, approximately 41% of the firm's placements have been women and 25% of our hires have been people of color. In 2008, those figures were 42% and 19% respectively. Our own staff comprises 73% women and 20% people of color.

We maintain in our database records of contacts with each potential source, each prospect, and each candidate at every stage of the search. We are prepared to send to each person who agrees to be a candidate for Pasadena City College a form of your choice to track candidates and to provide the records necessary for applicant flow statistics for OFCCP compliance purposes.
FEES AND EXPENSES

PROFESSIONAL FEES

Isaacson, Miller works for clients on a retainer basis. Our retainer for professional services is one third of the hired candidate’s total first year’s cash compensation including salary, deferred compensation (but not including federally qualified pension plans), signing and performance bonuses, with a minimum fee of $50,000. We bill our retainer monthly in three equal installments based on an estimate of the cash compensation at the start of the search and make any necessary adjustment at the conclusion of the search. The first retainer is billed at the time the search begins with subsequent billings at thirty and sixty days.

If, during the course of a search, we introduce a person who is hired for another position within twelve months of the closing of the original search, we will bill a separate fee of 25% of the first year’s cash compensation.

If you choose to terminate or discontinue our relationship at any time, your obligation to us would be limited to all fees invoiced and all reimbursable expenses incurred through the date of termination. If there is a significant change in the scope of the search or the agreed upon role definition or if the search is placed on hold by you for more than 60 days we will consider this contract terminated and a revised contract with adjusted fees will be negotiated. Our fees are non-contingent and non-refundable.

EXPENSES

We incur two types of reimbursable expenses: direct and indirect. Direct expenses include the direct costs of consultant travel, meals and lodging associated with the interviewing and selection process and with visits to the client. Other direct costs include advertising, videoconferencing, and expenses incurred by candidates (e.g., travel, lodging and meals). Indirect expenses are those that are difficult to attribute to a specific project. They include phone, fax, postage and delivery, printing and copying, and internal research and administration. We charge 11% of the professional fee to cover indirect expenses, and include this in our monthly retainer billing. **Original receipts are not available for these expenses.** Direct expenses are billed separately on the last day of each month. We expect payment within 30 days of billing date.

GUARANTEE

If you hire a candidate whom we have evaluated and recommended, and if you choose to terminate the person for any reason excepting disability, change of ownership or organizational realignment, or if the person leaves for any reason excepting death or disability, or change of ownership or organizational realignment, within one year from the date of hire, we will reopen the search and replace the person for no additional professional fee. You will be responsible only for ordinary reimbursable expenses and an additional 11% of the original fee to cover additional indirect expenses.
BASICS OF AN ISAACSON, MILLER SEARCH

1. **We communicate.**
   Throughout a search, we are careful to communicate consistently and promptly with our clients, sources, candidates, and colleagues. We report regularly to our clients, reaching out to them before they reach out to us. We keep our candidates informed, with the good and bad news, as early as possible. We acknowledge and thank sources, nominators, and references. We collaborate with our colleagues both to leverage our collective knowledge and to ensure that our communications with people outside the firm are consistent.

2. **We plan.**
   At the launch, we agree with our client to a timetable that contains the dates for each of the essential meetings and the deliverables that define a good search.

3. **We scope.**
   We learn. We do not assume we understand the organization or the role when we launch a search. Instead, we actively and deliberately engage our client in a diagnostic inquiry to learn about the organization and the position. The result, a written scope document, functions as the conceptual framework for the search.

4. **We network and we recruit.**
   Our networking is based on a strategy and research developed specifically for the search. We do not simply wait for applications from advertisements but actively pursue both sources and potential candidates.

5. **We interview.**
   We interview candidates in person to learn about them as people and to explore their decisions, accomplishments, and challenges. We learn deductively about their careers. We interpret their histories by analogy, seeking to understand if their work and accomplishments are analogous to the challenges outlined in our scope document.

6. **We present.**
   We capture what we learn and share it with our client in oral or written form.

7. **We do references and background checks.**
   Our references are written and are up, down, and sideways, on and off the candidate's own list, and build on our understanding of the candidate. We verify educational credentials and in many cases do more extensive background checks.

8. **We close with the successful candidate.**
   We assist our client, where appropriate, in final negotiations with the candidate of choice. We ensure that our client and candidate have the information they need for a successful selection, announcement, and transition.

9. **We close with all others in the search, and we complete our SL record keeping.**
   When a selection has been announced, we formally close, promptly, with everyone connected to the search. We communicate personally with every candidate that we interviewed. We ensure that the search-related records we retain are as thorough and accurate as possible.

10. **We educate each other and ourselves.**
    We work in an ongoing manner to capture public domain knowledge about our operational sphere. We learn both formally and informally. We send the client a follow-up survey soliciting feedback on our performance in the search, and we undertake an internal assessment of the search by the search team. We later check in with our client and our successful candidate.
# Search Work Plan

## Understanding the Challenge

**Launch Meeting**  
Review the search process and timeline. Schedule dates for future meetings. Discuss the challenges, opportunities, and objectives for the position and begin developing a profile of the ideal candidate.

**Scoping Meetings**  
Isaacson, Miller meets with board, staff, and other stakeholders.

**Finalize Position Profile and Search Schedule**  
Final approval of the public document. Confirm the search schedule. Distribute any preliminary lists of applicants and nominees. Solicit suggestions of sources and candidates.

## Networking & Screening of Prospective Candidates

**Progress Reports**  
Regular reports to the search chair and/or full committee on the progress of the search; input from the search committee including additional suggestions of sources and candidates.

## Narrowing the Field

**First Presentation: A Work in Progress**  
Presentation of active prospects and preliminary candidates, on paper, to the search committee. This is also an opportunity to share insights gleaned from initial networking and to review models for the ideal candidate.

**Interviews by Isaacson, Miller**  
Isaacson, Miller interviews candidates in person and notes impressions and recommendations for search committee in preparation for second presentation.

**Second Presentation: Candidates**  
Presentation of full candidate pool, on paper, to the search committee. Search committee decides on pool of candidates to interview.

## Selecting Finalists & Checking References

**Interviews by Client**  
Search committee interviews candidates and selects finalists. This may take one or more full days.

**Checking References**  
Isaacson, Miller conducts extensive references on each candidate and reports findings to the search committee.

**Finalist Interviews and Visits**  
Client arranges meetings for the finalists with board members and/or senior staff and a second round of interviews with the search committee, equally evaluating each candidate and selling the organization. Other meetings, evaluations, and site visits as determined by the search committee.

## The Final Choice

**Final Selection**  
Search committee reviews all references and evaluation materials and selects its preferred candidate.

**Negotiations/Offer/Acceptance**  
Isaacson, Miller helps, as appropriate, with the transition of candidate to employee.
Michelle Cruz-Williams

Michelle Cruz-Williams came to Isaacson, Miller in 1985 from the American Friends Service Committee. Michelle grew up in Boston's South End and attended the Boston Public Schools and the University of Massachusetts, Boston. Her first professional role was to direct the Child Care Center at Boston State College. At Isaacson, Miller, Michelle has built a practice focusing on issues related to education and community-based services. Her searches have included key leadership positions in a range of educational, social services, economic and community development and advocacy organizations working on both local and national scales. Michelle has applied her understanding of community and social issues in her work with a range of educational institutions including public and private universities, community and technical colleges, early childhood education programs, K–12 schools and school systems, and community and technical colleges. She brings to her work a deep personal knowledge of the players in her fields and the issues that drive them, and an informed passion for the value and missions of the organizations she serves. Among over a hundred searches completed during her tenure with the firm, Michelle has led search teams for presidents at varied institutions across the country, including two and four year private and public institutions of higher education. To highlight a few, Michelle has conducted presidential searches for Dillard University (New Orleans, LA), Kentucky State University (Frankfort, KY), Tougaloo College (Jackson, MS), University of the Virgin Islands (St. Thomas, USVI), and Morehead University (Morehead, KY).

Michelle Cruz-Williams 617-262-6500
Vice President & Director 617-262-6509 (Fax)
Isaacson, Miller rmwilliams@imsearch.com
334 Boylston Street, Suite 500
Boston, MA 02116
Representative Searches

HIGHER EDUCATION: PRESIDENTIAL SEARCHES

Alamo Community College District
San Antonio, TX
Chancellor

Alfred State College, State University of New York College of Technology
Alfred, NY
President

American University in Bulgaria
Blagoevgrad, Bulgaria
President

Anna Maria College
Paxton, MA
President

Antioch University Seattle
Seattle, WA
President

Art Center College of Design
Pasadena, CA
President and Chief Executive Officer

Baldwin-Wallace College
Berea, OH
President

Boston Architectural College
Boston, MA
President

Brown University
Providence, RI
President

Cambridge College
Cambridge, MA
President

Central European University
Budapest, Hungary
President and Rector

Champlain College
Burlington, VT
President

Clarkson University
Potsdam, NY
President

The College Board
New York, NY
President

College of the Atlantic
Bar Harbor, ME
President

College of the Holy Cross
Worcester, MA
President (Counsel to the search)

The College of William and Mary
Williamsburg, VA
President

Colorado College
Colorado Springs, CO
President

Connecticut College
New London, CT
President

Dartmouth College
Hanover, NH
President

Davenport University
Grand Rapids, MI
President

Dillard University
New Orleans, LA
President
Drew University
Madison, NJ
President

Drury University
Springfield, MO
President

Gettysburg College
Gettysburg, PA
President

Glendale Community College
Glendale, AZ
President

Grand Valley State University
Allendale, MI
President

Hamilton College
Clinton, NY
President

Hampshire College
Amherst, MA
President

Haverford College
Haverford, PA
President

Hebrew College
Newton Centre, MA
President

Kentucky State University
Frankfort, KY
President

Lasell College
Newton, MA
President

Longy School of Music
Cambridge, MA
President

Lyme Academy College of Fine Arts
Old Lyme, CT
President

Madison Area Technical College
Madison, WI
President

Manhattan College
Riverdale, NY
President

Miami University
Oxford, OH
President

Milwaukee Area Technical College
Milwaukee, WI
President/Chief Executive Officer

Milwaukee Institute of Art & Design
Milwaukee, WI
President

Minneapolis College of Art and Design
Minneapolis, MN
President

Mohawk Valley Community College
Utica, NY
President

Morehead State University
Morehead, KY
President

New England College
Henniker, NH
President

New England College of Optometry
Boston, MA
President

New York City Technical College, City University of New York
New York, NY
President

Northeast Texas Community College
Mt. Pleasant, TX
President

Ohio Wesleyan University
Delaware, OH
President

Oregon Institute of Technology
Klamath Falls, OR
President

Oregon State University
Corvallis, OR
President
Pacific University
Forest Grove, OR
President

Portland State University
Portland, OR
President

Post University
Waterbury, CT
President

Reed College
Portland, OR
President

Regis College
Weston, MA
President

Rensselaer Polytechnic Institute
Troy, NY
President

Rochester Institute of Technology
Rochester, NY
President

Roxbury Community College
Roxbury Crossing, MA
Interim President
President

Salve Regina University
Newport, RI
President

St. Cloud Technical College
St. Cloud, MN
President

St. John's College
Santa Fe, NM
President

St. Joseph's College
Standish, ME
President

State University of New York System
Albany, NY
Chancellor

State University of New York, College of Environmental Science and Forestry
Syracuse, NY
President

Tougaloo College
Tougaloo, MS
President

Tufts University
Medford, MA
President

University of California, San Francisco
San Francisco, CA
Chancellor

University of Connecticut
Storrs, CT
President

University of Hawai'i at Manoa
Honolulu, HI
Chancellor

University of Massachusetts Amherst
Amherst, MA
Chancellor

University of Massachusetts Medical School
Worcester, MA
Chancellor

University of Pennsylvania
Philadelphia, PA
President

University of Rhode Island
Kingston, RI
President

University of the Middle East Project
Cambridge, MA
Executive Director/Chief Executive Officer

University of the Virgin Islands
St. Thomas, USVI
President

University of Vermont
Burlington, VT
President

University of Washington, Bothell
Bothell, WA
Chancellor
University System of New Hampshire
Lee, NH
Chancellor

Vanderbilt University
Nashville, TN
Chancellor

Vietnam Education Foundation
Arlington, VA
Executive Director

Villanova University
Villanova, PA
President

Waukesha County Technical College
Pewaukee, WI
President

Wheaton College
Norton, MA
President

Whitman College
Walla Walla, WA
President
REPRESENTATIVE SEARCHES

HIGHER EDUCATION: PUBLIC COLLEGES AND UNIVERSITIES
PRESIDENTIAL SEARCHES

Alamo Community College District
San Antonio, TX
Chancellor

Alfred State College, State University of New York
College of Technology
Alfred, NY
President

The College of William and Mary
Williamsburg, VA
President

Glendale Community College
Glendale, AZ
President

Grand Valley State University
Allendale, MI
President

Kentucky State University
Frankfort, KY
President

Madison Area Technical College
Madison, WI
President

Miami University
Oxford, OH
President

Milwaukee Area Technical College
Milwaukee, WI
President/Chief Executive Officer

Mohawk Valley Community College
Utica, NY
President

Morehead State University
Morehead, KY
President

Nassau Community College
Garden City, NY
President

New York City Technical College, City University of New York
New York, NY
President

Northeast Texas Community College
Mt. Pleasant, TX
President

Oregon Institute of Technology
Klamath Falls, OR
President

Oregon State University
Corvallis, OR
President

Portland State University
Portland, OR
President

Roxbury Community College
Roxbury Crossing, MA
Interim President
President

St. Cloud Technical College
St. Cloud, MN
President

State University of New York System
Albany, NY
Chancellor

State University of New York College of Environmental Science and Forestry
Syracuse, NY
President
University of California, San Francisco
San Francisco, CA
Chancellor

University of Connecticut
Storrs, CT
President

University of Hawai'i at Manoa
Honolulu, HI
Chancellor

University of Massachusetts Amherst
Amherst, MA
Chancellor

University of Massachusetts Medical School
Worcester, MA
Chancellor

University of Rhode Island
Kingston, RI
President

University of the Virgin Islands
St. Thomas, USVI
President

University of Vermont
Burlington, VT
President

University of Washington, Bothell
Bothell, WA
Chancellor

University System of New Hampshire
Lee, NH
Chancellor

Waukesha County Technical College
Pewaukee, WI
President
Representative Searches

**Higher Education: Community and Technical Colleges Presidential Searches**

Alamo Community College District  
*San Antonio, TX*  
Chancellor

Glendale Community College  
*Glendale, AZ*  
President

Madison Area Technical College  
*Madison, WI*  
President

Milwaukee Area Technical College  
*Milwaukee, WI*  
President/Chief Executive Officer

Mohawk Valley Community College  
*Utica, NY*  
President

New York City Technical College, City University of New York  
*New York, NY*  
President

Northeast Texas Community College  
*Mt. Pleasant, TX*  
President

Roxbury Community College  
*Roxbury Crossing, MA*  
Interim President  
President

St. Cloud Technical College  
*St. Cloud, MN*  
President

Waukesha County Technical College  
*Pewaukee, WI*  
President
SEARCHES IN CALIFORNIA

SOUTHERN CALIFORNIA

Art Center College of Design
Pasadena, CA
President and Chief Executive Officer

Artists Rights Foundation
Los Angeles, CA
Executive Director

California State University, Northridge
Northridge, CA
Associate Vice President for Development

Cedars-Sinai Medical Center
Los Angeles, CA
Jewish Chaplain
Senior Vice President for Community Relations

Dependency Court Legal Services, Inc.
Monterey Park, CA
Executive Director

Los Angeles County Museum of Art
Los Angeles, CA
Vice President for Development

Museum of Contemporary Art
Los Angeles, CA
Associate Director for Development and Individual Giving

Museum of Contemporary Art San Diego
La Jolla, CA
Chief Advancement Officer

Rock the Vote
Beverly Hills, CA
President

Surfrider Foundation USA
San Clemente, CA
Executive Director

University of San Diego
San Diego, CA
Associate Vice President for Human Resources
Vice President of Finance and Administration

University of San Diego, Joan B. Kroc School of Peace Studies
San Diego, CA
Dean (Founding)

University of Southern California
Los Angeles, CA
Dean of the USC Libraries
Senior Vice President for University Advancement and Chief Development Officer

NORTHERN CALIFORNIA

American Civil Liberties Union of Northern California
San Francisco, CA
Executive Director

Berkeley Policy Associates
Oakland, CA
President and Chief Executive Officer

Business for Social Responsibility
San Francisco, CA
Executive Director
Executive Vice President

Carnegie Mellon West
Moffett Field, CA
Associate Dean, Professional Programs and External Relations

Connect US
San Francisco, CA
Executive Director
Earthjustice
Oakland, CA
Director of Major Gifts
Vice President of Development

Education Trust-West, The
Oakland, CA
Director of Operations and Strategic Resources

Electronic Frontier Foundation
San Francisco, CA
President

Kaspick & Company
Redwood Shores, CA
Relationship Manager (2)

Net Impact
San Francisco, CA
Executive Director

Redefining Progress
San Francisco, CA
Executive Director

SEVA Foundation
Berkeley, CA
Chief Executive Officer, Strategic Marketing Initiatives

Stanford University
Stanford, CA
Assistant Vice Provost for Student Affairs and Director of Residential Education
Associate Athletic Director, Physical Education, Recreation, Health and Wellness
Associate Vice Provost for Student Affairs and Dean of Students
Director, Haas Center for Public Service
Executive Director of Internal Audit and Institutional Compliance

The Tides Foundation
San Francisco, CA
Executive Director
Executive Director for the Tides Center

The Trust for Public Land
San Francisco, CA
Midwest Regional Manager
New England Regional Director

University of California, Berkeley
Berkeley, CA
Associate University Librarian and Director of Collections
Associate University Librarian, Doe/Moffitt and Director, Educational Initiatives

University of California, Davis
Davis, CA
Associate University Librarian for Administrative Services
Associate University Librarian for Technical Services

University of California, San Francisco
San Francisco, CA
Chancellor

University of California, San Francisco, Clinical and Translational Science Institute
San Francisco, CA
Executive Director

University of California, San Francisco, School of Dentistry
San Francisco, CA
Dean

University of California, Santa Cruz
Santa Cruz, CA
Associate University Librarian for Public Services
University Librarian

WestEd
San Francisco, CA
Chief Financial Officer

Youth Sports Connection
San Francisco, CA
Co-Executive Directors
Representative Client List

**Advocacy**

- The Abraham Fund, New York, NY
- Advocacy Institute, Washington, DC
- Aid to Artisans, Hartford, CT
- American Civil Liberties Union, New York, NY
- American Civil Liberties Union of Massachusetts, Boston, MA
- American Civil Liberties Union of Michigan, Detroit, MI
- American Constitution Society, Washington, DC
- Americans for Peace Now, Washington, DC
- Amnesty International USA, New York, NY
- Artists Rights Foundation, Los Angeles, CA
- Brady Campaign and Brady Center to Prevent Gun Violence (formerly Handgun Control, Inc./Center to Prevent Handgun Violence), Washington, DC
- Brennan Center for Justice at New York University School of Law, New York, NY
- Business Leaders for Sensible Priorities, New York, NY
- CARE USA, Atlanta, GA
- Center for American Progress, Washington, DC
- Center for Reproductive Rights, New York, NY
- The Center for Responsive Politics, Washington, DC
- Center for the Advancement of Women, New York, NY
- Common Cause, Washington, DC
- Consumers Union, Yonkers, NY
- Corporate Voices for Working Families, Washington, DC
- Delta Society, Renton, WA
- Demos: A Network for Ideas and Action, New York, NY
- Dependency Court Legal Services, Inc., Monterey Park, CA
- Drug Policy Alliance, New York, NY
- Electronic Frontier Foundation, San Francisco, CA
- EngenderHealth (formerly AVSC), New York, NY
- Fenton Communications, Washington, DC
- The Freedom Forum, Arlington, VA
- Fund for Global Human Rights, Washington, DC
- Get America Working, Arlington, VA
- Hispanic Health Council, Hartford, CT
- Human Rights First (formerly Lawyers Committee for Human Rights), New York, NY
- Human Rights Watch, New York, NY
- The Hunger Project, New York, NY
- I Am Your Child Foundation, New York, NY
- Jane Doe, Inc., Boston, MA
- Judge David L. Bazelon Center for Mental Health Law, Washington, DC
- Lawyers' Committee for Civil Rights Under Law, Washington, DC
- Lawyers' Committee for Civil Rights Under Law, Boston Committee, Boston, MA
- Leadership Conference on Civil Rights, Washington, DC
- Legal Aid Bureau, Inc., Baltimore, MD
- The Legal Aid Society, New York, NY
- Legal Services Corporation, Washington, DC
- Massachusetts Immigrant and Refugee Advocacy Coalition, Boston, MA
- Medicare Rights Center, New York, NY
- My Sister's Keeper, Boston, MA
- NARAL Pro-Choice America, Washington, DC
- National Action Council for Minorities in Engineering, White Plains, NY
- National Council of La Raza, Washington, DC
- National Crime Prevention Council, Arlington, VA
- National Immigration Forum, Washington, DC
- National League of Cities, Washington, DC
- National Partnership for Women and Families (formerly Women's Legal Defense Fund), Washington, DC
- The National Urban League, Inc., New York, NY
- National Voting Rights Institute, Boston, MA
- New Jersey Institute for Social Justice, Roseland, NJ
- Pathfinder International, Watertown, MA
- Physicians for Human Rights, Cambridge, MA
- Planned Parenthood League of Massachusetts, Boston, MA
- Planned Parenthood of Metropolitan Washington, Washington, DC
- Planned Parenthood of New York City, New York, NY
- Planned Parenthood of Wisconsin, Milwaukee, WI
- Population Communications International, New York, NY
- Puerto Rican Legal Defense and Education Fund, New York, NY
- Rock the Vote, Beverly Hills, CA
- Save Darfur Coalition, Washington, DC
- SEVA Foundation, Berkeley, CA
- Southern Education Foundation, Atlanta, GA
- Southern Poverty Law Center, Montgomery, AL
- The Trust for Early Education, Washington, DC
- Union of Concerned Scientists, Cambridge, MA
- Women's Environment and Development Organization, New York, NY

**Arts and Culture**

- American Museum of Natural History, New York, NY
- Arts Boston, Boston, MA
- Boston Children's Museum, Boston, MA
- Boston Museum Project, Boston, MA
- Brooklyn Public Library, Brooklyn, NY
- Chesapeake Bay Maritime Museum, St. Michaels, MD
- Chicago Symphony Orchestra, Chicago, IL
- Harvard Museum of Natural History, Cambridge, MA
- Historic New England (formerly Society for the Preservation of New England Antiquities), Boston, MA
- Independence Seaport Museum, Philadelphia, PA
- John F. Kennedy Library and Foundation, Boston, MA
- Los Angeles County Museum of Art, Los Angeles, CA
- Massachusetts Cultural Council, Boston, MA
- Museum of Contemporary Art, Los Angeles, CA
- Museum of Science, Boston, MA
- National Yiddish Book Center, Amherst, MA
- New Center for Arts and Culture, Boston, MA
- Peabody Essex Museum, Salem, MA
- Pequot Library, Southport, CT
Associations

1199 SEIU Family of Funds, New York, NY
1199 SEIU National Benefits and Pension Funds, New York, NY
Alliance for Academic Internal Medicine, Washington, DC
Alzheimer's Association, Chicago, IL
American Association for the Advancement of Science, Washington, DC
American College of Cardiology, Bethesda, MD
American Dental Education Association, Washington, DC
American Health Lawyers Association, Washington, DC
American Society for Cell Biology, Bethesda, MD
American Society of Law, Medicine and Ethics, Boston, MA
American Society of Nuclear Cardiology, Boston, MA
Associated Grant Makers, Boston, MA
Association of American Law Schools, Washington, DC
Association of American Medical Colleges, Washington, DC
Association of Fundraising Professionals (formerly NSFRE), Alexandria, VA
Association of Zoos and Aquariums (formerly American Zoo and Aquarium Association), Silver Spring, MD
Boston Bar Association, Boston, MA
Business for Social Responsibility, San Francisco, CA
Consortium for Oceanographic Research and Education, Washington, DC
Council on Foundations, Washington, DC
The Democracy Alliance, Arlington, VA
Grantmakers In Health, Washington, DC
Greater Boston Real Estate Board, Boston, MA
International Association for the Study of Pain, Seattle, WA
Massachusetts Association of School Committees, Boston, MA
Massachusetts Hospital Association, Burlington, MA
National 4-H Council, Chevy Chase, MD
National Association of Black Journalists, College Park, MD
National Cable and Telecommunications Association, Washington, DC
National Center for State Courts, Williamsburg, VA
National Council of Nonprofit Associations, Inc., Baltimore, MD
National Governors Association, Washington, DC
National League for Nursing, New York, NY
National Osteoporosis Foundation, Washington, DC
NatureServe (formerly Association for Biodiversity Information), Arlington, VA
Net Impact (formerly Students for Responsible Business), San Francisco, CA
New York Academy of Sciences, New York, NY
North American Society of Pacing and Electrophysiology, Natick, MA
The Phi Beta Kappa Society, Washington, DC
Service Employees International Union, Washington, DC
Service Employees International Union Local 1199, New York, NY
United Mine Workers of America Health and Retirement Funds, Washington, DC
United States Figure Skating Association, Colorado Springs, CO
United States Olympic Committee, Colorado Springs, CO
Urban Financial Services Coalition (formerly National Association of Urban Bankers), Washington, DC
The USA Hockey Foundation, Colorado Springs, CO
World Golf Foundation, St. Augustine, FL

Conservation and Environment

The Adirondack Council, Elizabethtown, NY
Alaska Conservation Foundation, Anchorage, AK
American Birding Association, Colorado Springs, CO
American Forest Foundation, Washington, DC
Audubon Society of New Hampshire, Concord, NH
Brandywine Conservancy, Chadds Ford, PA
Chesapeake Bay Foundation, Inc., Annapolis, MD
Chicago Zoological Society and Brookfield Zoo, Brookfield, IL
Connecticut Clean Energy Fund, Rocky Hill, CT
Conservation Law Foundation, Boston, MA
Earth Force, Alexandria, VA
Earthjustice, Oakland, CA
Earthwatch Institute International, Maynard, MA
Environmental Advocates of New York, Albany, NY
Environmental Defense Fund, New York, NY
Environmental Law Institute, Washington, DC
International Fund for Animal Welfare, Yarmouth Port, MA
Island Alliance, Boston, MA
Jackson Hole Land Trust, Jackson, WY
Jane Goodall Institute, Ridgefield, CT
Land Trust Alliance, Washington, DC
Maine Coast Heritage Trust, Topsham, ME
Massachusetts Audubon Society, Lincoln, MA
National Fish and Wildlife Foundation, Washington, DC
National Parks Conservation Association, Washington, DC
National Wildlife Federation, Reston, VA
Natural Resources Defense Council, New York, NY
NatureServe (formerly Association for Biodiversity Information), Arlington, VA
New England Aquarium, Boston, MA
City of New York, Department of Environmental Protection, Flushing, NY
Oceans, Washington, DC
Phoenix Zoo, Phoenix, AZ
Rails To Trails Conservancy, Washington, DC
Rare Center for Tropical Conservation, Philadelphia, PA
Redefining Progress, San Francisco, CA
Resources for the Future, Washington, DC
Sea Research Foundation, Inc., Mystic, CT
State University of New York, College of Environmental Science and Forestry, Syracuse, NY
Surfrider Foundation USA, San Clemente, CA
Teatown Lake Reservation, Ossining, NY
The Trust for Public Land, San Francisco, CA
Vermont Energy Investment Corporation, Burlington, VT
The Wilderness Society, Washington, DC
Wildlife Conservation Society (formerly the New York Zoological Society), Bronx, NY
World Resources Institute, Washington, DC
Economic and Community Development
Arizona Family Housing Fund, Scottsdale, AZ
Brunswick Local Redevelopment Authority, Brunswick, ME
Central Asian-American Enterprise Fund, Washington, DC
CEOs for Cities, Boston, MA
Choose Worcester, Inc., Worcester, MA
Citizens Housing and Planning Council, New York, NY
Cobb Housing, Inc., Marietta, GA
The Community Builders, Boston, MA
Community Teamwork, Inc., Lowell, MA
Connecticut South Central Mutual Housing, Inc., New Haven, CT
Development Training Institute, Baltimore, MD
East Baltimore Development, Inc., Baltimore, MD
The Enterprise Foundation, Columbia, MD
Homeownership Center of Charleston, SC, Charleston, SC
Housing Enterprise of Central Alabama, Birmingham, AL
Initiative for a Competitive Inner City, Boston, MA
Initiative for a New Economy, Boston, MA
Institute for Community Economics, Springfield, MA
Jobs for the Future, Boston, MA
Local Initiatives Support Corporation, New York, NY
Massachusetts Development Finance Agency, Boston, MA
Massachusetts Housing Partnership, Boston, MA
Massachusetts Technology Park Corporation, Waltham, MA
Metropolitan Boston Housing Partnership, Boston, MA
Miami-Dade Neighborhood Housing Services, Inc., Miami, FL
National Capital Revitalization Corporation, Washington, DC
National Trust for Historic Preservation, Washington, DC
Neighborhood Housing Services of Birmingham, Birmingham, AL
Neighborhood Reinvestment Corporation, Washington, DC
Neighborhood Reinvestment Corporation, Great Lakes District, Cincinnati, OH
Neighborhood Reinvestment Corporation, New England District, Boston, MA
Neighborhood Reinvestment Corporation, Rocky Mountain District, Denver, CO
New Newark Foundation, Newark, NJ
New Orleans Neighborhood Development Collaborative, New Orleans, LA
New York City Economic Development Corporation, New York, NY
Nuestra Comunidad Development Corporation, Roxbury, MA
Private Industry Council, Boston, MA
Roxbury Tenants of Harvard Association, Inc., Boston, MA
South Carolina Council on Competitiveness, Columbia, SC
Springfield Neighborhood Housing Services, Springfield, MA
Women's World Banking, New York, NY

Higher Education
Adelphi University, Garden City, NY
Alamo Community College District, San Antonio, TX
Alfred State College, State University of New York College of Technology, Alfred, NY
American Associates, Ben-Gurion University of the Negev, New York, NY
American Council on Education, Washington, DC
American University, Washington, DC
American University in Bulgaria, Blagoevgrad, Bulgaria
American University of Beirut, Beirut, Lebanon
Anna Maria College, Paxton, MA
Antioch University, Yellow Springs, OH
Antioch University Seattle, Seattle, WA
Arizona State University, Tempe, AZ
Arizona State University at the Tempe campus, College of Public Programs, Tempe, AZ
Arizona State University at the Tempe campus, Del E. Webb School of Construction, Tempe, AZ
Arizona State University at the Tempe campus, W.P. Carey School of Business, Tempe, AZ
Arizona State University at the Polytechnic campus, Mesa, AZ
Arizona State University at the West campus, College of Teacher Education and Leadership, Glendale, AZ
Arizona State University at the West campus, School of Global Management and Leadership, Glendale, AZ
Asian University for Women, Chittagong, Bangladesh
Asian University for Women Support Foundation, Cambridge, MA
Babson College, Babson Park, MA
Baldwin-Wallace College, Berea, OH
Barnard College, New York, NY
Berklee College of Music, Boston, MA
Binghamton University, State University of New York, Binghamton, NY
Boston Architectural Center, Boston, MA
Boston College, Chestnut Hill, MA
Boston College, The College of Arts and Sciences, Chestnut Hill, MA
Boston College Law School, Newton, MA
Boston College, Lynch School of Education, Chestnut Hill, MA
Boston University, School of Education, Boston, MA
Boston University, School of Public Health, Boston, MA
Bowdoin College, Brunswick, ME
Brandeis University, Waltham, MA
Brandeis University, The Heller School for Social Policy and Management, Waltham, MA
Brooklyn College, City University of New York, Brooklyn, NY
Brown University, Providence, RI
Brown Medical School, Providence, RI
Bryant University College of Business, Smithfield, RI
Bucknell University, Lewisburg, PA
Buena Vista University, Storm Lake, IA
Cambridge College, Cambridge, MA
Carnegie Mellon West, Maffett Field, CA
Case Western Reserve University, Weatherhead School of Management, Cleveland, OH
Champlain College, Burlington, VT
Chatham College, Pittsburgh, PA
Clarkson University, Potsdam, NY
Clarkson University School of Business, Potsdam, NY
Clarkson University School of Engineering, Potsdam, NY
Colby College, Waterville, ME
The College Board, New York, NY
College of Charleston, Charleston, SC
College of Notre Dame of Maryland, Baltimore, MD
College of the Atlantic, Bar Harbor, ME
College of the Holy Cross, Worcester, MA
The College of William and Mary, Williamsburg, VA
Colorado College, Colorado Springs, CO
Columbia University, New York, NY
Columbia Law School, New York, NY
Columbia University Graduate School of Journalism, New York, NY
Columbia University School of International and Public Affairs, New York, NY
Columbia University School of Social Work, New York, NY
Columbia University, Teachers College, New York, NY
Connecticut College, New London, CT
Cornell University, Johnson Graduate School of Management, Ithaca, NY
Culinary Institute of America, Hyde Park, NY
The Curtis Institute of Music, Philadelphia, PA
Dartmouth College, Hanover, NH
DePaul University, Chicago, IL
DePaul University, College of Commerce, Chicago, IL
DePaul University, College of Law, Chicago, IL
DePaul University, College of Liberal Arts and Sciences, Chicago, IL
DePaul University, The Kellstadt Graduate School of Business, Chicago, IL
DePaul University, School for New Learning, Chicago, IL
DePaul University, School of Computer Science, Telecommunication and Information Systems, Chicago, IL
DePaul University, School of Education, Chicago, IL
Dillard University, New Orleans, LA
Drew University, Madison, NJ
Drury University, Springfield, MO
Emerson College, Boston, MA
Emmanuel College, Boston, MA
George Mason University, Fairfax, VA
The George Washington University, Washington, DC
The George Washington University, Columbian College of Arts and Sciences, Washington, DC
Georgetown University, Washington, DC
Georgetown University, Robert Emmett McDonough School of Business, Washington, DC
Georgia Institute of Technology, Atlanta, GA
Gettysburg College, Gettysburg, PA
Glendale Community College, Glendale, AZ
Grand Valley State University, Allendale, MI
Grand Valley State University, Seidman College of Business, Grand Rapids, MI
Hamilton College, Clinton, NY
Hampshire College, Amherst, MA
Harvard University, Cambridge, MA
Harvard Business School, Boston, MA
Harvard Design School, Cambridge, MA
Harvard Graduate School of Education, Cambridge, MA
Harvard Medical School, Boston, MA
Harvard School of Dental Medicine, Boston, MA
Harvard Student Agencies, Inc., Cambridge, MA
Harvard University, Faculty of Arts and Sciences, Cambridge, MA
Harvard University, John F. Kennedy School of Government, Cambridge, MA
Haverford College, Haverford, PA
Hunter College, City University of New York, New York, NY
Johns Hopkins University, Baltimore, MD
Johns Hopkins University, Carey School of Business, Baltimore, MD
Kentucky State University, Frankfort, KY
Lasell College, Newton, MA
Lewis & Clark College, College of Arts and Sciences, Portland, OR
Longy School of Music, Cambridge, MA
Lyne Academy College of Fine Arts, Old Lyme, CT
Madison Area Technical College, Madison, WI
Manhattanville College, Purchase, NY
Massachusetts College of Art, Boston, MA
Massachusetts Institute of Technology, Cambridge, MA
Massachusetts Institute of Technology Sloan School of Management, Cambridge, MA
Medical College of Pennsylvania, Hahnemann University, Philadelphia, PA
Medical College of Wisconsin, Milwaukee, WI
MGH Institute of Health Professions, Boston, MA
Miami University, Oxford, OH
Miami University, School of Fine Arts, Oxford, OH
Michigan State University, College of Engineering, East Lansing, MI
Michigan State University, College of Natural Science, East Lansing, MI
Michigan Technological University, Houghton, MI
Milwaukee Area Technical College, Milwaukee, WI
Milwaukee Institute of Art & Design, Milwaukee, WI
Mohawk Valley Community College, Utica, NY
Morehead State University, Morehead, KY
Nazareth College of Rochester, Rochester, NY
New England Board of Higher Education, Boston, MA
New England College, Henniker, NH
New England College of Optometry, Boston, MA
New Jersey Institute of Technology, Newark, NJ
New School University, New York, NY
New York City Technical College, City University of New York, New York, NY
New York University, New York, NY
New York University College of Dentistry, New York, NY
New York University, Gallatin School of Individualized Studies, New York, NY
New York University, Robert F. Wagner Graduate School of Public Service, New York, NY
New York University, School of Continuing and Professional Studies, New York, NY
New York University, School of Medicine, New York, NY
New York University, Shirley M. Ehrenkranz School of Social Work, New York, NY
New York University, The Steinhardt School of Education, New York, NY
Niagara University, Lewiston, NY
North Carolina State University, Raleigh, NC
Northeast Texas Community College, Mt. Pleasant, TX
Northeastern Ohio Universities College of Medicine, Rootstown, OH
Northeastern University, Boston, MA
Northeastern University College of Business Administration, Boston, MA
Northeastern University College of Criminal Justice, Boston, MA
Northeastern University, School of Technological Entrepreneurship, Boston, MA
Northern Arizona University, Flagstaff, AZ
Northern Arizona University, College of Health and Human Services, Flagstaff, AZ
Northern Arizona University, College of Social and Behavioral Sciences, Flagstaff, AZ
Northern Arizona University, School of Nursing, Flagstaff, AZ
Northern Illinois University, DeKalb, IL
Oberlin College, College of Arts and Sciences, Oberlin, OH
Ohio Wesleyan University, Delaware, OH
Oregon State University, Corvallis, OR
Polytechnic University, Brooklyn, NY
Portland State University, Portland, OR
Pratt Institute, Brooklyn, NY
Princeton University, Princeton, NJ
Reed College, Portland, OR
Regis College, Weston, MA
Rensselaer Polytechnic Institute, Troy, NY
Rensselaer Polytechnic Institute Lally School of Management and Technology, Troy, NY
Rensselaer Polytechnic Institute, Hartford Graduate Center, Hartford, CT
Rensselaer Polytechnic Institute, School of Science, Troy, NY
Rhode Island School of Design, Providence, RI
Rice University, Houston, TX
Rochester Institute of Technology, Rochester, NY
The Rockefeller University, New York, NY
Rose-Hulman Institute of Technology, Terre Haute, IN
Roxbury Community College, Roxbury Crossing, MA
Rutgers, The State University of New Jersey, New Brunswick, NJ
Rutgers University School of Business at Camden, Camden, NJ
St. Cloud Technical College, St. Cloud, MN
St. Cloud State University, G.R. Herberger College of Business, St. Cloud, MN
St. John's College, Annapolis, MD
St. John's College, Santa Fe, NM
St. Joseph's College, Standish, ME
Saint Mary's College, Notre Dame, IN
Saint Michael's College, Colchester, VT
Sea Education Association, Woods Hole, MA
Simmons College, Boston, MA
Simmons College Graduate School for Health Studies, Boston, MA
Simmons College Graduate School of Library and Information Science, Boston, MA
Simmons College School of Social Work, Boston, MA
Simmons School of Management, Boston, MA
Simons' Rock College of Bard, Great Barrington, MA
Smith College, Northampton, MA
Southern Connecticut State University, New Haven, CT
Southern Illinois University, Carbondale, IL
Stanford University, Stanford, CA
State University of New York System, Albany, NY
State University of New York, Neil D. Levin Graduate Institute of International Relations and Commerce, New York, NY
Swarthmore College, Swarthmore, PA
Syracuse University School of Education, Syracuse, NY
Temple University, Philadelphia, PA
Temple University College of Liberal Arts, Philadelphia, PA
Temple University College of Science and Technology, Philadelphia, PA
Tougaloo College, Tougaloo, MS
Tufts University, Medford, MA
Tufts University, The Fletcher School of Law and Diplomacy, Medford, MA
Tufts University School of Medicine, Boston, MA
Tufts University, University College of Citizenship and Public Service, Medford, MA
University of Alabama at Birmingham, School of Engineering, Birmingham, AL
University of Arizona, Tucson, AZ
University of California, Berkeley, Berkeley, CA
University of California, Davis, Davis, CA
University of California, Santa Cruz, Santa Cruz, CA
University of Chicago, Chicago, IL
University of Colorado Foundation, Boulder, CO
University of Connecticut, Storrs, CT
University of Connecticut Foundation, Inc., Storrs, CT
University of Connecticut School of Medicine, Farmington, CT
University of Dayton, Dayton, OH
University of Dayton College of Arts and Sciences, Dayton, OH
University of Dayton Graduate School, Dayton, OH
University of Dayton, School of Business Administration, Dayton, OH
University of Dayton School of Law, Dayton, OH
University of Florida, Gainesville, FL
University of Hawai'i at Manoa, Honolulu, HI
University of Hawai'i at Manoa, College of Business Administration, Honolulu, HI
University of Hawai'i at Manoa, College of Education, Honolulu, HI
University of Hawaii' at Manoa, College of Engineering, Honolulu, HI
University of Hawaii' at Manoa, 'Hawai'i University School of Hawaiian Knowledge, Honolulu, HI
University of Hawaii' at Manoa, School of Architecture, Honolulu, HI
University of Hawaii' at Manoa, School of Ocean and Earth Science and Technology, Honolulu, HI
University of Hawaii' at Manoa, School of Social Work, Honolulu, HI
University of Hawaii' at Manoa, School of Travel Industry Management, Honolulu, HI
University of Idaho, Moscow, ID
University of Idaho College of Engineering, Moscow, ID
University of Idaho College of Science, Moscow, ID
University of Idaho/Washington State University, Moscow, ID and Pullman, WA
University of Illinois at Chicago, Chicago, IL
University of Illinois at Springfield, Springfield, IL
University of Illinois at Springfield College of Business and Management, Springfield, IL
University of Illinois at Urbana-Champaign, Urbana, IL
University of Illinois at Urbana-Champaign, College of Education, Urbana, IL
University of Illinois at Urbana-Champaign, College of Engineering, Urbana, IL
University of Iowa Foundation, Iowa City, IA
University of Louisville College of Arts and Sciences, Louisville, KY
University of Maryland, Baltimore County, College of Engineering and Information Technology, Baltimore, MD
University of Massachusetts Amherst, Amherst, MA
University of Massachusetts Amherst, College of Engineering, Amherst, MA
University of Massachusetts Amherst, College of Humanities and Fine Arts, Amherst, MA
University of Massachusetts Amherst, College of Natural Resources and the Environment, Amherst, MA
University of Massachusetts Amherst, Commonwealth College, Amherst, MA
University of Massachusetts Amherst, School of Public Health and Health Sciences, Amherst, MA
University of Massachusetts Boston, Boston, MA
University of Massachusetts Boston, College of Public and Community Service, Boston, MA
University of Massachusetts Boston, Graduate College of Education, Boston, MA
University of Massachusetts Dartmouth, College of Engineering, North Dartmouth, MA
University of Michigan—Ann Arbor, Ann Arbor, MI
University of Michigan Medical School, Ann Arbor, MI
University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
University of Minnesota, Minneapolis, MN
University of Minnesota Foundation, Minneapolis, MN
University of Minnesota School of Dentistry, Minneapolis, MN
University of Missouri—Kansas City, Kansas City, MO
University of Missouri—Kansas City, School of Interdisciplinary Computing and Engineering, Kansas City, MO
University of Missouri—Kansas City, School of Nursing, Kansas City, MO
University of Nevada, Reno, Reno, NV
University of Nevada, Reno, College of Business Administration, Reno, NV
University of New Hampshire, Durham, NH
University of New Hampshire School of Health and Human Services, Durham, NH
University of North Carolina at Asheville, Asheville, NC
University of Notre Dame, Notre Dame, IN
University of Oregon, Eugene, OR
University of Pennsylvania, Philadelphia, PA
University of Pennsylvania, Graduate School of Education, Philadelphia, PA
University of Pennsylvania Law School, Philadelphia, PA
University of Pennsylvania, School of Arts and Sciences, Philadelphia, PA
University of Pennsylvania, School of Dental Medicine, Philadelphia, PA
University of Pennsylvania, School of Engineering and Applied Science, Philadelphia, PA
University of Pennsylvania, The Wharton School, Philadelphia, PA
University of Richmond Jepson School of Leadership Studies, Richmond, VA
University of Rochester, Rochester, NY
University of San Diego, San Diego, CA
University of San Diego, Joan B. Kroc School of Peace Studies, San Diego, CA
University of South Carolina, Columbia, SC
University of South Florida, Tampa, FL
University of Southern California, Los Angeles, CA
University of Texas System, Austin, TX
University of the Middle East Project, Cambridge, MA
University of Vermont, Burlington, VT
University of Vermont College of Medicine, Burlington, VT
University of Washington, Seattle, WA
University of Washington Business School, Seattle, WA
University of Washington, Bothell, Bothell, WA
University System of New Hampshire, La, NH
Vanderbilt University, Nashville, TN
Villanova University, Villanova, PA
Washington State University, Pullman, WA
Washington University in St. Louis, St. Louis, MO
Washington University in St. Louis School of Medicine, St. Louis, MO
Waukesha County Technical College, Pewaukee, WI
Wesleyan University, Middletown, CT
West Virginia University College of Business and Economics, Morgantown, WV
Wheaton College, Norton, MA
Whitman College, Walla Walla, WA
Williams College, Williamstown, MA
Worcester Polytechnic Institute, Worcester, MA
Yale University, New Haven, CT
Yale University Graduate School of Arts and Sciences, New Haven, CT
Yale University, Yale College, New Haven, CT
Yale School of Forestry and Environmental Studies, New Haven, CT

K-12 Education
The Antilles School, St. Thomas, U.S. Virgin Islands
Bernard Zell Anshe Emet Day School, Chicago, IL
Boston Renaissance Charter School, Boston, MA
The Brearley School, New York, NY
Buckingham, Browne and Nichols School, Cambridge, MA
Cambridge-Ellis School, Cambridge, MA
The Cambridge Friends School, Cambridge, MA
The Carroll School, Lincoln, MA
Charles E. Smith Jewish Day School, Rockville, MD
Cleveland Municipal School District, Cleveland, OH
Coalition of Essential Schools, Providence, RI
Conserve School, Land O' Lakes, WI
Cushing Academy, Ashburnham, MA
District of Columbia Financial Responsibility and Management Assistance Authority, Washington, DC
District of Columbia Public Schools, Washington, DC
Fay School, Storrsborough, MA
Flagstaff Academy, Longmont, CO
Green Tech Charter High School, Albany, NY
Hartford Public Schools, Hartford, CT
Highline Academy, Denver, CO
The Hyde Schools, Bath, ME
King and Low-Heywood Thomas School, Stamford, CT
Laurel School, Shaker Heights, OH
Lawrence Family Development Charter School, Lawrence, MA
Maine School of Science and Mathematics, Limestone, ME
Milton Academy, Milton, MA
Mosaic Education, Inc. (formerly Advantage Schools, Inc.), New York, NY
New Visions for Public Schools, New York, NY
Newton Public Schools, Newtonville, MA
North Carolina Science, Mathematics, and Technology Education Center, Research Triangle Park, NC
North Country School, Lake Placid, NY
Northeast Academy, Denver, CO
Northwest Catholic High School, West Hartford, CT
The Park School, Brooklineville, MD
Perkins School for the Blind, Watertown, MA
The Piney Woods School, Piney Woods, MS
Putney School, Putney, VT
The Rashi School, Newton, MA
Rhode Island Board of Regents, Providence, RI
Technology High School at McKinley, Washington, DC
University of Chicago Laboratory Schools, Chicago, IL
Walnut Hill School, Natick, MA
The Waterford School, Sandy, UT
Watertown Public Schools, Watertown, MA

Research Institutes
Alaska Synthetic Aperture Radar Facility, University of Alaska Fairbanks, Fairbanks, AK
The Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and Washington University in St. Louis School of Medicine, St. Louis, MO
Arizona Bioscience Institute at Arizona State University, Tempe, AZ
Arizona State University, Stardust Center for Affordable Housing and the Family, Tempe, AZ
Berkeley Policy Associates, Oakland, CA
Bigelow Laboratory for Ocean Sciences, Boothbay Harbor, ME
Charlotte Research Institute, University of North Carolina at Charlotte, Charlotte, NC
The Children’s Hospital of Philadelphia, The Joseph Stokes Jr. Research Institute, Philadelphia, PA
Columbia University, The Earth Institute, Palisades, NY
Columbia University, Lamont-Doherty Earth Observatory, Palisades, NY
Columbia University’s Biosphere 2 Center, Oracle, AZ
Cornell Lab of Ornithology, Ithaca, NY
The Forsyth Institute, Boston, MA
Gulf of Maine Research Institute, Portland, ME
Harte Research Institute for Gulf of Mexico Studies at Texas A&M University—Corpus Christi, Corpus Christi, TX
Hauser Center for Nonprofit Organizations at John F Kennedy School of Government, Cambridge, MA
Hudson Alpha Institute for Biotechnology, Huntsville, AL
Institute for Advanced Study, Princeton, NJ
Institute of Human Virology, Baltimore, MD
International AIDS Vaccine Initiative, New York, NY
Lovelace Respiratory Research Institute, Albuquerque, NM
MCNC, Research Triangle Park, NC
MIT Lincoln Laboratory, Lexington, MA
National Academy for Excellent Teaching, New York, NY
National Academy of Sciences, Washington, DC
National Center for Children in Poverty, Columbia University Mailman School of Public Health, New York, NY
New York University Cancer Institute, New York, NY
NORC, University of Chicago, Chicago, IL
Oklahoma Medical Research Foundation, Oklahoma City, OK
Rensselaer Polytechnic Institute, Center for Biotechnology and Interdisciplinary Studies, Troy, NY
Research Triangle Institute, Research Triangle Park, NC
Sabin Vaccine Institute, New Canaan, CT
Society for Research in Child Development, Ann Arbor, MI
University of California, San Francisco, Clinical and Translational Science Institute, San Francisco, CA
Whitehead Institute for Biomedical Research, Cambridge, MA
Woods Hole Oceanographic Institution, Woods Hole, MA
Workers Compensation Research Institute, Cambridge, MA

Other Education
Advance Illinois, Chicago, IL
The After-School Corporation, New York, NY
AFS-USA, New York, NY
All Kind’s Minds, Chapel Hill, NC
Alliance for Excellent Education, Washington, DC
American Student Assistance Corporation, Boston, MA
Annenberg Institute for School Reform at Brown University, Providence, RI
Biological Sciences Curriculum Study, Colorado Springs, CO
Center for Urban School Improvement at The University of Chicago, Chicago, IL
EdBuild, Washington, DC

Education Commission of the States, Denver, CO
The Education Trust-West, Oakland, CA
Eldercare, Inc., Boston, MA
Executive Service Corps of New England, Charlestown, MA
The Finance Project, Washington, DC
First, Inc., Manchester, NH
Fund for Educational Excellence, Baltimore, MD
Guilford County Education Network, Greensboro, NC
Institute for Student Achievement, Lake Success, NY
James B. Hunt Jr. Institute for Educational Leadership and Policy, Chapel Hill, NC
JASON Foundation for Education, Needham Heights, MA
National Board for Professional Teaching Standards, Arlington, VA
National Center for Educational Accountability, Austin, TX
National Geographic Society, Washington, DC
National Medical Fellowships, Inc., New York, NY
National Science Teachers Association, Arlington, VA
National Visionary Leadership Project, Washington, DC
New York Institute for Special Education, New York, NY
Operation Respect, New York, NY
Rural School and Community Trust (Rural Trust), Washington, DC
Science Service, Washington, DC
St. James Education Center, Boston, MA
Securities Industry Foundation for Economic Education, New York, NY
TERC, Cambridge, MA
Texas High School Project, Dallas, TX
Waterford Institute, Sandy, UT
WestEd, San Francisco, CA

Faith-Based Organizations
Archdiocese of Boston, Boston, MA
The Church Pension Group, New York, NY
Church World Service and Witness, New York, NY
Combined Jewish Philanthropies, Boston, MA
Domestic and Foreign Missionary Society of the Protestant Episcopal Church, New York, NY
Foundation for Jewish Camping, New York, NY
Foundations

The American Legacy Foundation, Washington, DC
Andrew W. Mellon Foundation, New York, NY
Annie E. Casey Foundation, Baltimore, MD
The Arthur M. Blank Family Foundation, Atlanta, GA
The Atlantic Philanthropies, New York, NY
Baltimore Community Foundation, Baltimore, MD
The Barnes Foundation, Merion, PA
The Beldon Fund, New York, NY
The Boston Foundation, Boston, MA
Brazelton Foundation, Inc., Fairfield, CA
The Buffalo Foundation, Buffalo, NY
Charles H. Revson Foundation, New York, NY
China Medical Board of New York, Inc., New York, NY
Claneil Foundation, Plymouth Meeting, PA
Claude Worthington Benedum Foundation, Pittsburgh, PA
The Columbus Foundation, Columbus, OH
Community Foundation of Herkimer and Oneida Counties, Utica, NY
Community Health Foundation, Buffalo, NY
Connect US, San Francisco, CA
Council on Foundations, Washington, DC
The Dayton Foundation, Dayton, OH
Dyson Foundation, Millbrook, NY
Endowment for Health, Concord, NH
The Eurasia Foundation, Washington, DC
Fred E. Emerson Foundation, Inc., Ashburn, VA
The Ford Foundation, New York, NY
Grantmakers In Health, Washington, DC
Greater Kanawha Valley Foundation, Charleston, WV
Hartford Foundation for Public Giving, Hartford, CT
The Havens Relief Fund Society, New York, NY
The Heinz Endowments, Pittsburgh, PA
Hitachi Foundation, Washington, DC
The Hyams Foundation, Boston, MA
International Youth Foundation, Baltimore, MD
The J.M. Kaplan Fund, Inc., New York, NY
The John D. and Catherine T. MacArthur Foundation, Chicago, IL
The Johnson Foundation, Racine, WI
Kauffman Foundation, Kansas City, MO
The Kresge Foundation, Troy, MI
The McKnight Foundation, Minneapolis, MN
MetroWest Community Health Care Foundation, Inc., Framingham, MA
The Moriah Fund, Washington, DC
Ms. Foundation for Women, New York, NY
National Fish and Wildlife Foundation, Washington, DC
Nellie Mae Education Foundation, Quincy, MA
New Israel Fund, Washington, DC
Northern Virginia Health Foundation, Alexandria, VA
Northwest Area Foundation, St. Paul, MN
Open Society Institute, New York, NY
The Prospect Hill Foundation, New York, NY
Public Welfare Foundation, Washington, DC
Roberson Foundation, New York, NY
Robin Hood Foundation, New York, NY
Rockefeller Family Fund, New York, NY
The Rockefeller Foundation, New York, NY
Russell Berrie Foundation, Oakland, NJ
The Schott Foundation for Public Education (formerly The Caroline and Sigmund Schott Foundation), Cambridge, MA
Skillman Foundation, Detroit, MI
The Surdna Foundation, New York, NY
The Tides Foundation, San Francisco, CA
Two/Ten International Footwear Foundation, Waltham, MA
Universal Health Care Foundation of Connecticut, Inc. (formerly The Anthem Foundation of Connecticut, Inc.), Meriden, CT
van Beuren Charitable Foundation, Middletown, RI
Vietnam Education Foundation, Arlington, VA
W.K. Kellogg Foundation, Battle Creek, MI
The Wallace Foundation (formerly Wallace-Reader's Digest Funds), New York, NY
Wallace Global Fund, Washington, DC
Washington Area Women's Foundation, Washington, DC
William J. Clinton Foundation, New York, NY
William J. Clinton Foundation and Presidential Center, Little Rock, AR
The Yawkey Foundation II, Dedham, MA

Healthcare

ALS Therapy Development Foundation, Newton, MA
American Association for Cancer Research, Inc., Philadelphia, PA
American Board of Internal Medicine, Philadelphia, PA
American International Health Alliance, Washington, DC
American Speech-Language-Hearing Association, Rockville, MD
Anna Jaques Hospital Foundation, Newburyport, MA
Aurum (formerly Massachusetts Post Acute Alliance), Napa, CA
Benova, Portland, OR
Beth Abraham Health Services, Bronx, NY
Beth Israel Deaconess Medical Center, Boston, MA
BJC Health System, St. Louis, MO
Bon Secours Health System, Marriottsville, MD
Bon Secours Richmond Health System, Richmond, VA
Brigham and Women's Hospital, Boston, MA
The Cambridge Health Alliance, Somerville, MA
CareGroup, Boston, MA
Caritas Christi Health Care System, Boston, MA
Caritas Norwood Hospital, Norwood, MA
Cedars-Sinai Medical Center, Los Angeles, CA
Child Health Services, Manchester, NH
Children's Hospital Boston, Boston, MA
The Children's Hospital of Philadelphia, Philadelphia, PA
Clinical Practises of the University of Pennsylvania, Philadelphia, PA
Columbia University Health Sciences Division, New York, NY
Columbia-Presbyterian Medical Center, New York, NY
Cooley Dickinson Hospital, Northampton, MA
Dartmouth-Hitchcock Medical Center, Lebanon, NH
Crossroads for Kids, Duxbury, MA
Dimock Community Health Center,
Duxbury, MA
Dorchester Community Roundtable,
Boston, MA
Dorchester Counseling Center, Dorchester, MA
Dudley Street Neighborhood Initiative,
Dorchester, MA
Employment Resources, Inc., Cambridge, MA
Fellowship Health Resources, Inc.,
Lincoln, RI
Freedom House, Inc., Roxbury, MA
The Fresh Air Fund, New York, NY
Girl Scouts of the USA, New York, NY
Goodwill Industries of Northern New England, Portland, ME
Grace Hill Settlement House, St. Louis, MO
HEARTH, Inc., Boston, MA
Hitchcock Center for Women, Cleveland, OH
Inquilinos Boricuas en Acción, Boston, MA
INROADS/Central New England, Inc.,
Boston, MA
International Institute of Boston, Boston, MA
International Youth Foundation,
Boston, MD
James N. Jarvie Commonweal Service,
New York, NY
Lena Park Community Development Corporation, Dorchester, MA
Massachusetts Behavioral Health Partnership, Boston, MA
The May Institute, Norwood, MA
Mazon: A Jewish Response to Hunger, Long Beach, NY
National Skills Standards Board,
Washington, DC
Parents' and Children's Services, Boston, MA
The Partnership, Boston, MA
The Presley Ridge Schools, Pittsburgh, PA
Project Bread—The Walk For Hunger,
Boston, MA
Project Hope, Roxbury, MA
The Seeing Eye, Inc., Morrisville, NJ
Ten Point Coalition, Jamaica Plain, MA
Union Industrial Home for Children,
Trinity, NJ
United South End Settlements, Boston, MA
United Way of Connecticut, Rocky Hill, CT
United Way of Massachusetts Bay,
Boston, MA
The Vera Institute of Justice, Inc.,
New York, NY
Vinfen Corporation, Cambridge, MA
Volunteers of America, Alexandria, VA
Youth Build Boston, Roxbury, MA
YWCA of Greater Memphis, Memphis, TN
YWCA of the Greater Baltimore Area,
Baltimore, MD
YWCA of the Hartford Region,
Hartford, CT

Media and Publishing
The American Prospect, Boston, MA
Cable in the Classroom, Alexandria, VA
Church Publishing, Inc., New York, NY
Corporation for Public Broadcasting,
Washington, DC
Hill, Holiday, Connors, Cosmopulos, Inc.,
Boston, MA
Island Press, Washington, DC
Maryland Public Television, Owings Mills, MD
National Public Radio, Inc., Washington, DC
Scholastic, Inc., New York, NY
WBUR Radio, Boston, MA
WETA, Arlington, VA
WNYC Radio, New York, NY
Sample Contract

Date

Name
Title
Company
Street
City, State Zip

Dear :

Thank you for retaining Isaacson Miller, Inc. to assist you in the recruitment of a for . For purposes of record keeping, this search will begin on .

Our fee for this engagement will be an amount equal to one third of the successful candidate's total first year's cash compensation including salary, deferred compensation (but not including federally qualified pension plans), signing and performance bonuses, or $50,000, whichever is greater. For billings against a performance bonus, the firm will bill at the expected performance bonus for the position. We estimate with you that this compensation will be $. Therefore, we currently estimate our fee to be $. Our fee will be adjusted at the end of the search to reflect the actual first year's cash compensation. However, the final fee may not be lower than $50,000.

Against this fee, we will bill you three retainers of $, the first at the beginning of the search, the second on [15th or 30th], 2009, and the third on [15th or 30th], 2009. We will also bill you monthly for customary reimbursable expenses including travel, advertising, video conferencing and candidate expenses, which we pay directly to the candidates to preserve confidentiality. In addition, we will bill you 11% of the retained fee to cover indirect expenses that include communications, postage and delivery, printing and copying, and research expenses. This amount will be included with the monthly retainer billing. We expect payment within 30 days of billing date.

If you choose to terminate or discontinue our relationship at any time, your obligation to us would be limited to all fees invoiced and all reimbursable expenses incurred through the date of termination. If there is a significant change in the scope of the search or the agreed upon role definition or if the search is placed on hold by for more than 60 days we will consider this contract terminated and a revised contract with adjusted fees will be negotiated. Our fees are non-contingent and non-refundable.
If, in the course of this search, we introduce you to a person whom you hire for another position within twelve months of the closing of this search, we will bill you a separate fee of 25% of the first year's cash compensation.

If you hire a candidate whom we have evaluated and recommended, and if you choose to terminate the person for any reason excepting disability, change of ownership or organizational realignment, or if the person leaves for any reason excepting death or disability, or change of ownership or organizational realignment, within one year from the date of hire, we will reopen this search for an __________and replace the person for no additional professional fee. You will be responsible only for ordinary reimbursable expenses and an additional 11% of the original fee to cover additional indirect expenses.

A successful search results from the mutual efforts of the client and the firm. Isaacson Miller, Inc. commits to finish this search to your satisfaction, without limitation on the investment of professional time or effort. You commit, in return, to respond to our inquiries and candidates in a timely manner, to pay our bills promptly, and to provide honest guidance to us in the course of the search on role definition, qualifications, and candidates.

It is important to underscore the extremely confidential nature of this assignment. All information is the property of Isaacson Miller, Inc. and cannot be copied or distributed to parties not involved in the search. This is essential to protect confidences and attract the best candidates. Engagement of the firm signifies your acceptance and understanding of our confidentiality policy. Any breach may be interpreted as grounds for terminating our agreement.

Again, we thank you for asking us to help on this important assignment. We will do our utmost to bring it to a rapid and highly successful conclusion. We will, of course, be reporting our progress to you frequently. If you have any questions about the contents of this letter, please do not hesitate to call me.

Please indicate your acceptance of this contract by signing and returning a copy of this letter to us within 10 business days.

Sincerely,

Accepted by:
OUR COMMITMENT

- We will treat everyone we contact with respect and consideration, understanding that with each interaction we are representing our clients and upholding their reputations.

- We will stay with the search until it is completed to our client's satisfaction.

- We will strictly respect the confidentiality of candidates, sources, and references throughout the search.

- We guarantee our work. We will repeat the search in its entirety, with no additional professional fee, if the hired candidate leaves in the first year.

- We will not recruit an individual from a client organization (the division that hired us) for one year after the search is completed.

OUR EXPECTATIONS

- We expect our clients to work in partnership with us to ensure that there is one unified search process.

- We expect our clients to be thorough and candid with us when discussing their organizations—their strengths, needs, and agendas for the future.

- We expect our clients to spend appropriate time with serious candidates and to share in detail with us their enthusiasm and concerns about the candidates.

- We expect our clients to take steps to ensure that the candidate they select has a smooth and successful entrance into the organization.

- We expect our clients to respect and protect the confidentiality of candidates as carefully as we do.
PROPOSAL OF SERVICES

Academic Search, Inc.

© Academic Search, Inc.
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http://www.academic-search.com

It is the mission of Academic Search, Inc. to enhance the quality of leadership in higher education by assisting colleges and universities in the selection of outstanding presidents and senior level administrators.

A Search for the Superintendent/President of
Pasadena City College
Ms. Melinda Polo  
Supervisor  
Human Resources  
Pasadena City College  

Dear Ms. Polo:

Thank you for inviting Academic Search, Inc. to submit our proposal to serve as a consultant to Pasadena City College in your search for the next Superintendent/President. We are pleased to recommend senior consultant, Dr. R. Stanton Hales as the consultant for your search. His background, both academic and as a native Pasadena, and his current location in Santa Rosa, CA are ideal for your search. The enclosed material will describe how we can assist the Human Resource staff and College community in carrying out this critical responsibility.

At Academic Search, we combine a corporate respect for efficiency with care for thoughtful process and involvement. The goal is a search that proceeds expeditiously toward an ultimate choice that will be celebrated by the College as a whole. The aim, then, is not just to select a person but to launch a successful Superintendent/President.

Academic Search is professionally staffed by former college and university presidents and senior administrators with years of successful experience at institutions of every category and size. It has a long history of assisting boards in successfully attracting and retaining outstanding candidates for leadership positions. Its collaborative ethos, extensive networking, and stellar reputation differ from the individual “headhunter” mentality often associated with executive search firms.

In addition, Academic Search is committed to not only assisting with the identification and selection of candidates of high quality; it also works to ensure their initial success by facilitating transition planning with the appointing officer, campus community, and President-elect.
It would be a privilege to assist in your search for the next Superintendent/President. We look forward to meeting with you and your colleagues at your convenience to answer your questions and discuss specifics.

Sincerely,

[Signature]

Thomas B. Courtice, Ph.D.
President
Who We Are and
What We Bring to Your Search

In 1976, the presidential and trustee-based associations in Washington, D.C. founded Academic Search Consultation Service. Their ambitious goal was to provide all colleges and universities with highly professional, individually focused search services modeled on best practices in other sectors – a new concept in higher education.

Success was immediate. As higher education’s first search firm, Academic Search literally wrote the book on how to recruit the best and brightest academic leaders in a process that fosters successful appointment and provides ongoing support after the new administrator is named.

For over three decades Academic Search has built a dossier of premier clients and earned a reputation for integrity, efficiency, and confidentiality. Since 2005 we have completed 186 presidential searches; 95 percent of the candidates recruited with our help in the last five years are still in office. That hard-earned record speaks to the team work that brings Academic Search and its individual campus clients together in a shared goal of finding the right leader at the right time.

“Oldest” and “largest” mean a lot in a business where combined experience generates enormous advantages in contacts and networks, deep files, and candidate databases. With 32 search consultants on board, including 19 former campus presidents, Academic Search is consistently able to recruit rich pools of experienced, motivated, appointable candidates.

At Academic Search, helping colleges and universities with search is all we do. It’s our vocation and our livelihood. It is our passion.
Our Goal:
Launching a Successful Presidency

At Academic Search, our core tenet combines respect for efficiency with dedication to thoughtful process and involvement. As a result, each search proceeds expeditiously toward an outcome that is embraced by the campus as a whole. Our aim is not simply to select a person but also to launch a successful presidency.

To that end, our work proceeds in a clear, focused manner:

- Every search begins with extensive time on campus, immersing ourselves in the history, culture, strengths, and challenges of the institution. We listen carefully to all key stakeholders from the outset through the completion of the search process.

- The next step is to build a personalized candidate pool that is crafted for the specific search. We cast a wide national and global net to find the very best candidates, frequently persuading individuals to enter the pool who are not even considering a career move.

- The search is a cooperative effort between the client and Academic Search. As the ultimate decision maker, the client has final authority from beginning to end. We attend search committee meetings and serve as consultants and sounding boards in providing members with insights and perspective. Ready access to our staff is a hallmark of the Academic Search process.

- Scores of professionals around the globe will come in contact with the Pasadena City College through this search – reading ads, viewing the campus profile, becoming potential and actual candidates, and providing references. We treat these colleagues with utmost courtesy and respect, which builds goodwill and professional regard for the college.

- Incisive candidate data is collected quickly and effectively. Because all 32 Academic Search consultants are former senior campus executives, they have earned national
respect and extensive name recognition. Their calls are returned, their questions answered, and the client reaps the rewards when we are recruiting and vetting candidates.

- What happens after the appointment of a new president is equally as important to later success as the recruitment itself. A CEO’s success is our raison d'etre, the basis for our reputation. To that end, we offer boards and presidents-elect continuing advice on issues of transition and presidential start-up.
The Process: Ensuring Success

Searches conducted by Academic Search, Inc. follow a time-tested yet flexible process. The Pasadena City College’s search will be adapted specifically to meet your needs and priorities.

1. **Organize the Search Process.** Academic Search works side-by-side with the client to set specific goals and develop operating guidelines.
   a. Assist in structuring the overall process
   b. Counsel on the charge to the search committee/HR staff
   c. Negotiate time line and establish policies
   d. Develop web-based communication tools
   e. Draft correspondence as needed for all phases of the search
   f. Maintain and control search records, including candidate credentials

2. **Analyze Institutional Needs and Prepare Recommendations.** Academic Search interviews college constituencies and learns the culture and position requirements, then assists in forming the criteria for attributes of leadership that will ultimately define the candidate pool.
   a. Complete intensive on-campus interviews
   b. Review publications and reports provided by the college
   c. Work with the search committee chair/HR staff to develop an institutional needs analysis, including:
      i. List of strengths and challenges
      ii. Statement of priorities and needs
      iii. Specific leadership characteristics sought in a successful candidate
   d. Assist in developing comprehensive web site and/or institutional profile featuring comprehensive information about the position, the College, the governance system, and the community

3. **Recruit a Strong Candidate Pool.** Academic Search now activates its extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience.
   a. Develop national advertising strategy
   b. Provide national nominations source list
   c. Follow up with nominated candidates
   d. Directly recruit highly qualified candidates

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c. Assist in meeting or exceeding affirmative action/equal opportunity expectations

4. **Evaluate Candidate List.** Evaluate the pool and begin to narrow the focus onto the strongest candidates.
   a. Identify the top candidates
   b. Begin reference checks

5. **Interviews and Committee/HR Staff Recommendation.** The pace escalates as the committee/HR staff identifies and interviews the most qualified candidates.
   a. Conduct preliminary (confidential) interviews
   b. Complete due diligence on the most promising candidates and select finalists
   c. Interview one or more finalists
   d. Provide guidelines for candidate visit(s) to the college, if desired, including suggestions for spouse or companion as appropriate
   e. Recommend process for gathering feedback from all who meet the finalist(s)
   f. Maintain contact with finalists to gauge and enhance their interest in the position
   g. Develop committee/HR staff recommendations to the appointing officer according to initial charge

6. **Facilitate the Appointment.** Academic Search assists with bringing the process to a successful conclusion.
   a. Facilitate communication between the finalist and appointing officer
   b. Provide college with comparative salary/benefit data

7. **Launching a Successful Presidency.**
   a. Assist with a public announcement of appointment
   b. Facilitate, as requested, an initial planning and agenda-setting meeting between the appointing officer and the new president
   c. Provide the appropriate transition-related consultation

During the search, Dr. R. Stanton Hales will attend search meetings and ensure that all necessary agendas and supporting materials are prepared in advance of these meetings.
Proposed Outline: the Pasadena City College Search

The timetable and agenda will be adjusted to meet the specific criteria of the college.

<table>
<thead>
<tr>
<th>MONTH</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Search committee/HR staff meets with Academic Search consultant to discuss organizational strategies, timetable, and charge from the appointing officer and search priorities/criteria.</strong> Consultant conducts on-site visit, interviews various constituency groups and develops institutional and candidate profile. NEXT: Media placements of position announcement. Academic Search recruitment begins.</td>
</tr>
<tr>
<td>3</td>
<td>Committee/HR staff identifies candidates for initial interviews. Consultant and committee/HR staff review referencing procedures. NEXT: Top candidates are asked for permission to call references. Reference calls are initiated. NEXT: Top candidates are invited for initial interviews with the committee.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Committee/HR staff selects finalists.</strong> NEXT: Finalists are invited for intensive interviews with the appointing officer and/or selected college constituents; their permission is secured for wide-ranging investigative calls as a condition of continuance.</td>
</tr>
<tr>
<td>5</td>
<td>Visit of finalist(s). Following visit(s), search committee/HR staff and Academic Search consultant meet to develop the recommendation to the appointing officer. NEXT: The Pasadena City College appointing officer selects the next president. Academic Search aids the appointing officer and president in facilitating the appointment. Academic Search advises the college and the new president on issues of transition and entry into office.</td>
</tr>
</tbody>
</table>

*NOTE: Meetings of the search committee/HR staff are in boldface.*
Electronic Search

The following administrative search services are maintained and controlled by Academic Search throughout the course of the search process.

**Presearch Activities**
- Advertisement and Institutional Profile:
  - Posted on Academic Search website and available to the institution.
- Search log:
  - Maintained for purposes of handling all search communication.
- Sourcing:
  - Letters sent to the higher education community regarding the announcement of the search via the Higher Education Directory.
- Secure committee webpage:
  - Webpage created on secure server to provide search committee members unlimited access to candidate materials in PDF format.
  - Entire committee given one user name and password.

**The Search**
- All communication managed with nominators, nominees, and applicants.
- All application materials accepted and recorded through electronic submissions.

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• Materials and communication provided to semi-finalists and finalists.

• Search webpage maintained:
  o Applications posted as they are received.
  o Website updated Monday, Wednesday, and Friday during the first month of the search and as needed throughout the rest of the search.

SEARCH CONCLUSION

• Announcement letters disseminated to higher education community.

• Search committee website dissolved.
Enhancing Diversity

Academic Search values diversity in thought and action and is committed to a pool of candidates that is diverse in every sense of the word. We have assisted in searches for presidents at historically black colleges and universities, know successful leaders of color at all institutions and have built a network and record of success in the recruitment of underrepresented groups. We support (financially and personally) national association efforts in attracting women and underrepresented groups to higher education leadership who appear to have the skills and experiences sought by the client institution.

Between 1998 and 2007 our clients have appointed women and minorities as higher education senior executives at a rate that is above the national average.

Academic Search has assisted in searches for 15 Historically Black Colleges and Universities in the past and our resulting network of contacts and referrals can be robust.

In addition, our consultants call on the heads of various professional associations, foundations, and organizations to nominate or suggest aspiring leaders from underrepresented groups as candidates in our searches. These calls would, for example, include but not be limited to leaders from Harvard’s IEM and MDP Programs, the Lincoln Institute for Research and Education, the National Council of Black American Affairs, AACC’s Future Leaders Institute, the League for Innovations Institute, the American Indian College Fund, the National Indian Education Association, the NAACP, AASCU’s Millenium Program, Bryn Mawr’s HERS Program, and the ACE Office of Women and Minorities.

Finally, we would recommend that Pasadena City College consider including a paragraph in the Presidential Search Profile that outlines the College’s own commitment to diversity. Inclusive language in the position profile can send very clear signals about how Pasadena City College values and supports diversity in all its forms. We would also recommend that the College consider the following publications for advertising: Chronicle of Higher Education, Hispanic Outlook, Diverse Issues in Higher Education, Inside Higher Education, and Women in Higher Education.
Your Consultant: Dr. R. Stanton Hales

Dr. R. Stanton Hales, senior consultant, joined Academic Search after serving as president of The College of Wooster for 12 years. Prior to the presidency he served the College for five years as Vice President for Academic Affairs. From 1967 to 1990, Dr. Hales also served in faculty and numerous senior administrative positions at Pomona College, where he received the Rudolph J. Wig Distinguished Professorship Award.

In his consulting work, Dr. Hales has focused on searches at independent liberal arts colleges and universities; these searches have been for president, provost, vice president for academic affairs, and dean of the college. His searches include Occidental College, University of Redlands, California Lutheran University, Hiram College, Drew University, and Hollins University. In addition to his current search work within the state of California Dr. Hales is a native of Pasadena and currently resides in Santa Rosa.

Dr. Hales’s professional involvements include the Annapolis Group Executive Committee, the Association of American Colleges and Universities Board of Directors, the Association of Independent Colleges and Universities of Ohio Executive Committee, the Great Lakes Colleges Association Executive Committee, and the Association of Presbyterian Colleges and Universities Executive Committee. In 2003-04, he served on the Governor’s Commission (OH) for Higher Education and the Economy.

He has served on the Board of Trustees for Foothill Country Day School and Polytechnic School and on the Board of Directors of the United States Badminton Association.

Dr. Hales graduated summa cum laude from Pomona College with a B.A. in Mathematics and is a member of Phi Beta Kappa. He received his M.A. and Ph.D. in Mathematics from Harvard University and holds the honorary degree Doctor of Science from Pomona College. He currently serves on the Alumni Council of Harvard’s Graduate School of Arts and Sciences and is a member of the Board of Overseers of the Claremont University Consortium.

Among his other accomplishments, Dr. Hales was also the United States Men’s Singles Badminton in 1970 and 1971 and the Grand Master Men’s Singles Champion (60+) in 2002 and 2003. In 1999, he received the Distinguished Service Award from the International Badminton Federation.

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Our Clients: Testimony to Success

The following individuals can provide specific information about the senior level search work of Dr. R. Stanton Hales. Members of the selection committee are also invited to contact any of our firm’s former clients.

**Occidental College**
Presidential Search
Dennis Collins, Chair, Board of Trustees
(707) 933-8332
dcollins@belvederepartners.net
John Farmer, Chair, Presidential Search Committee
(415) 435-2940
jfarmer22@earthlink.net

**California Lutheran University**
Provost Search
Chris Kimball, President
(805) 493-3100
ckimball@callutheran.edu
Kris Butcher, Chair, Search Committee
(805) 493-3338
butcher@callutheran.edu

**University of Redlands**
Vice President for Academic Affairs Search
Stuart Dorsey, President
(909) 748-8390
Stuart_Dorsey@redlands.edu
Ed Wingenbach, Chair, Search Committee
(909) 748-8603
Ed_Wingenbach@redlands.edu

**Hollins University**
Vice President for Academic Affairs Search
Nancy O. Gray, President
(540) 362-6321
ngray@hollins.edu
Caren L. Diefenderfer, Chair, Search Committee
(540) 362-6595
cdiefenderfer@hollins.edu

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**Drew University**
Dean of the College of Liberal Arts Search  
Pamela Gunter-Smith, Provost  
(973) 408-3073  
pgunter@drew.edu  
Perry Leavell, Chair, Search Committee  
(973) 408-3334  
ilavell@drew.edu

**Hiram College**
Vice President for Academic Affairs Search  
Tom Chema, President  
(330) 569-6112  
chematv@hiram.edu  
Colin Anderson, Chair, Search Committee  
(330) 569-5986  
andersonca@hiram.edu

Additional community college former client references that may be of particular relevance to the Pasadena City College selection committee:

**Foothill-De Anza College District**
Presidential Search, Foothill College  
Vice Chancellor for Human Resources Search, District  
Dr. Martha Kanter, Undersecretary of Education  
Former Chancellor  
(408) 497-5939  
chancellormartha@gmail.com

**Harper College**
Presidential Search  
Laurie Stone, Chair, Board of Trustees  
(847) 413-1010  
lstone@schaumburgbusiness.com  
Dick Hoffman, Vice Chair, Board of Trustees  
Chair, Presidential Search Committee  
(847) 818-4310  
rhoffman@atomatic.com

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Camden County Community College
Presidential Search
Kevin Halpern, Chair, Board of Trustees
(856) 227-7200

Chesapeake College
Presidential Search
James Maffitt, Member, Board of Trustees and Chair, Presidential Search Committee
(410) 872-5802

Hudson Valley Community College
Presidential Search
Bob Hill, Chair, Board of Trustees
(518) 674-3174

Jefferson Community College
Presidential Search
Suzanne Tingley, Chair, Board of Trustees
(315) 786 – 2404

Lake Land College
Presidential Search
Mike Sullivan, Chair, Board of Trustees
(217) 369 1251
Kent Metzger, Chair, Presidential Search Committee
(217) 235 0298

Monroe Community College
Presidential Search
Kenneth Goode, Chair, Presidential Search Committee
(585) 381-3641

Montgomery College
Presidential Search
Bob Shoenberg, Chair, Presidential Search Committee
(301) 946-3279
Sylvia Crowder, Chair, Board of Trustees
(202) 502-7514

Rockland Community College
Presidential Search
Ken Kelly, Chair, Presidential Search Committee
Member of the Board of Trustees
(845) 429-1465

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Suffolk County Community College
Presidential Search
Bill Moore, Chair, Board of Trustees
(631) 451-4736

Kishwaukee College
Presidential Search
Mr. Robert Boey, Chair, Presidential Search Committee
815-895-7000
Suzanne Juday, Co-Chair, Presidential Search Committee and Member
of Kishwaukee Board
(815) 895-7552
Measuring Outcomes

At Academic Search, the results speak for themselves. Diversity, longevity, and innovation characterize the presidents chosen with our help:

- In the past five years, Academic Search has completed 186 presidential searches.
- Between 1999 and 2008, twenty-eight percent of our clients appointed women as higher education senior executives. The national average is 16 percent.
- Academic Search clients have named a number of non-traditional candidates to leadership positions, including:
  - Member, House of Representatives
  - President, national import company
  - Program Officer, major national foundation
  - President, national financial services company
  - General and Admiral, U.S. military
  - Former President, major aerospace company
  - President, worldwide hunger organization
  - Former President, national broadcasting network
  - Head, state government agency
- In the searches we assisted from 2005 through 2009, 95 percent of the candidates appointed are still in office. It is clear that the Academic Search process works.
Fees and Expenses

To assist the Pasadena City College in its search for a President, Academic Search will charge a comprehensive fee of $65,000.

There is no additional fee for administrative, research, and clerical services. Academic Search’s comprehensive fee is payable in three equal installments.

All candidate and consultant travel and related expenses and advertising costs will be billed separately on a monthly basis. Academic Search retains the services of an investigative firm to conduct background checks of finalist candidates. This service includes credit checks, driving record, and general legal history. The cost of this service varies but averages $375 per person, and is billed to the college.

### Estimated Search Budget

<table>
<thead>
<tr>
<th>Price for Consultant Service</th>
<th>$65,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>(this fee is a comprehensive fee that includes all administrative services, postage, copies, fax, and phone charges)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Expenses (Estimates)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Travel</strong></td>
</tr>
<tr>
<td>Consultant Travel</td>
</tr>
<tr>
<td>(mileage, rentals, lodging, meals - 6 trips)</td>
</tr>
<tr>
<td>Semi-finalist Candidate Travel</td>
</tr>
<tr>
<td>(6-8 candidates)</td>
</tr>
<tr>
<td>Finalist Candidate Travel</td>
</tr>
<tr>
<td>(3 candidates)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accommodations (for candidates)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semi-finalist Interviews</td>
</tr>
<tr>
<td>Finalist Interviews</td>
</tr>
</tbody>
</table>

| Advertising (includes online and print ads) | $5,000.00 |

| Background Checks for finalists | $1,125.00 |
| (3 candidates)                  |

| Total Estimated Expenses        | $84,125.00 |

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AGREEMENT FOR CONSULTING SERVICES  
ACADEMIC SEARCH, INC.  
AND  
PASADENA CITY COLLEGE  

A. Services  
Academic Search, Inc. (Academic Search) will provide the following professional services for Pasadena City College in the recruitment and appointment of a Superintendent/President:  
1. Assistance in reaching concurrence on institutional needs and the desired leadership characteristics for the new Superintendent/President;  
2. Help in organizing and monitoring the search process;  
3. Consultation as requested and needed through the duration of the search, to its scheduled conclusion by approximately July 2010;  
4. Assistance in identifying and cultivating candidates;  
5. Assistance in developing an efficient screening procedure to narrow the candidate pool to a small group of semi-finalists;  
6. Collaboration with the search committee/HR staff in intermediate evaluations, primarily through telephone inquiries, of approximately 6-8 semi-finalist candidates;  
7. Assistance with in-depth evaluations, as requested, by telephone or other appropriate means, of the final candidates;  
8. Advice regarding the design of the visits of the final candidate(s) to the campus;  
9. Drafts of search correspondence, communications with the College and meeting agendas;  
10. Guidance in outlining conditions of employment (evaluation criteria, transition plans); and  
11. The handling of all administrative search services.  

B. Fees and Expenses  
1. The fee for the above services will be $65,000 which will include preparation of  

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an institutional needs analysis (presearch study), the handling of all administrative search services and candidate research, including Lexis/Nexis search and degree verification.

2. All consultant and candidate travel and related expenses (e.g., lodging, meals) and advertising costs will be billed separately on a monthly basis. In addition, Academic Search retains the services of an investigative firm to conduct background checks of finalist candidates. This service includes credit checks, a review of the individual’s driving record, and a general legal history. The cost of this service varies but averages $375 per person, and is billed to the institution.

3. Fees will be due according to the following schedule:

   Dates to be determined

C. General Considerations

1. The chair or the executive secretary of the search committee/HR staff shall be available by telephone to the consultant on approximately a weekly basis.

2. The Academic Search consultant shall be kept informed of significant developments in the committee's progress and of any proposed changes in policy and procedure.

3. The committee and Academic Search shall be required to keep all information about candidates confidential.

4. All forms, checklists, and other written materials are proprietary to the Academic Search, Inc. and shall not to be reproduced or redistributed outside of the institution without the expressed written consent of Academic Search.

5. This agreement shall be governed by the laws of the District of Columbia and any related legal procedure shall be brought only in the District’s courts.

6. Any notices required by this agreement shall be signed and sent to the address listed at the conclusion of this document.

7. This document constitutes the entire agreement between Academic Search and Pasadena City College.
D. Billing Address

Attention: __________________________________________

________________________________________________

Address: _________________________________________

________________________________________________

Approved for Pasadena City College: 

Signature

Name (printed)

Position

Address

Date

Approved for Academic Search:

Signature

Name (printed)

Position

Address

Date
Proposal Submitted to
the Board of Trustees of
Pasadena City College District
to Assist with the Search for
Superintendent/President

October 20, 2009

Prepared by the
Association of Community College Trustees
Board Leadership Services
1233 20th St. NW
Suite 301
Washington, DC, 20036
202-775-4667
www.acct.org
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Association of Community College Trustees
Board Leadership Services

Behind every successful college president stands a committed Board of Trustees that collectively represents the interests of the community – this is a key principle which guides every ACCT search. The legacy of the Board rests on the quality of the decisions it makes, and the most important decision is the hiring of the next president. We will work in close partnership with the Pasadena City College and the entire Board of Trustees to assist in every step of this important journey.

ACCT fully understands the needs and requirements of the College as outlined in the proposal. An explanation of how ACCT can most effectively provide services to enable the single college District to meet these requirements is outlined throughout this proposal.

Section 1) Introduction to ACCT and Firm Profile

Founded in 1972, the Association of Community College Trustees (ACCT) is the national nonprofit educational association of Boards of Trustees of community, technical and junior colleges across the United States. ACCT's purpose is to strengthen the capacity of community, technical, and junior colleges to realize their missions through effective Board of Trustees leadership, education and advocacy at local, state and national levels.

ACCT has over 30 years of experience working with Governing Boards and providing expertise in the selection of presidents and chancellors. ACCT is uniquely able to provide comprehensive search assistance, recruitment on a diverse and quality pool of candidates, suggestions on process, and preparation of search materials and guidance to the Board of Trustees and the Search Committee. As the leading national association serving trustees, we have the built-in capacity to conduct a comprehensive national effort and recruit the best leaders for our districts and colleges.

ACCT is the only non-profit professional search consulting organization that:

- Focuses on the two year public community and technical college field.
- Has a 30-year history of providing these services to boards of trustees of colleges, state systems and districts throughout the country.
- Has completed over 300 successful searches for chief executive officers including chancellors of community college districts, superintendents/presidents, and campus presidents.
- Provides comprehensive in-depth background and reference reports on candidates.
A Reputation for Quality

All Boards of Trustees and Search Committees evaluate our service at the conclusion of each search. Some of the strengths consistently cited are as follows:

➢ ACCT’s ability to attract high-quality candidates -- particularly those who might not respond to an advertisement.
➢ ACCT’s reputation for professionalism and equity insure that the pool will be broadly inclusive.
➢ ACCT’s unique relationship within the community college arena makes ACCT ideally positioned to benefit from an efficient recruitment effort.
➢ ACCT’s record of pro-active identification of minority and female candidates.
➢ ACCT’s search service insures both internal and external constituents that the process is open and fair and that the candidate selected is the best of a national field.

ACCT’s Board Leadership Services is committed to delivering on our promise to help member boards. We do this by:

1. Providing an honest assessment of Board Leadership Services’ capacity to perform the assignment based on the information provided by the board, the district and colleges.
2. Furnishing high level consultative support with a clear understanding that we work for the Board of Trustees.
3. Ensuring that ACCT search consultant(s) treat any and all search related information with the utmost confidentiality.
4. Keeping the Board and the Search Committee fully informed about the process each step of way, with no surprises.
5. Neither encouraging nor recruiting for a minimum period of three years chancellors/presidents who were successfully placed as a result of an ACCT search; and
6. Providing additional services and assistance needed to the Board, as requested, to ensure a smooth leadership transition.

Key Contact and Firms Address:

Dr. Narcisa Polonio, Vice President of Research, Education and Board Leadership Services

Cell: 202-276-1986; Office: 202-775-4670; Email: npolonio@acct.org

Association of Community College Trustees (ACCT)

1233 20th Street, NW, Suite 301

Washington, DC 20036
Section 2) Key Personnel

Staff Qualifications:

Project staff available to assist the Board of Trustees of Pasadena City College will include project oversight by Dr. Narcisa Polonio, ACCT Vice President for Research, Education and Board Leadership Services, and the Board Leadership Services staff.

Principal:

**Dr. Narcisa Polonio** is responsible for coordinating all direct services to boards of trustees at ACCT. She has over 25 years of experience working with community colleges including serving as a community college president as well as a college board member. Previous positions include:

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

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

Dr. Narcisa Polonio, Vice President of Research, Education and Board Leadership Services

Cell: 202-276-1986; Office: 202-775-4670; Email: npolonio@acct.org

**Dr. Pamila Fisher**: ACCT Search Consultant who has devoted more than 30 years of her career to the Yosemite Community College District, 12 years as Chancellor.

Dr. Fisher has received numerous awards and accolades, ranging from the Association of Community College Trustees’ Charles Kennedy Equity Award in 2002, to the American Association of Women in Community and Junior Colleges’ Woman of the Year award in 1984. She has held multiple higher education leadership positions on a national level, including Chair of the Board of Directors for the AACC, board membership for the American Council on Education: Commission on Women in Higher Education, the AACC Commission on International/Intercultural Relations, the ACCT/AACC Joint Commission on Federal Relations, and the AACC Commission on Minority Resources. Dr. Fisher is Past President of the American Association of Women in Community Colleges.
Support Staff:

ACCT Board Leadership Services maintains a full-time team to assist with all aspects of the president search process. Staff includes Julie Golder, Carole Kraemer, Lewis Jones, Justin Sanders, Christina Sage, and Tyrone Freeman.

ACCT also maintains a seasoned team of reference consultants to assist with reference checking and background checks.

Section 3) General Approach and Methodology

We understand that Pasadena City College District wants to undertake a comprehensive search that encompasses working with the entire district and community constituency groups and is collaborative, open and encourages discussion of alternate points of views. The ACCT search process encompasses the following steps and is designed to respond to the needs and culture of the Pasadena City College. Our practice builds confidence in the process:

Institutional Analysis and Profile Development

ACCT will assist in the development of the characteristics, qualifications, expectations, opportunities and challenges for the next President.

The ACCT Search Consultant will utilize information gathered from telephone, email and dialogues with the Board and key constituencies, district information such as budget, student enrollment and demographics, faculty and staff information, and information about the community to compile a first draft of the president profile. After revisions by the governing board and its Search Committee and approval by the Board, the profile will be used to recruit and evaluate candidates for the position.

The ACCT Search Consultant will gain information about Pasadena California, Los Angeles County and the schools and communities within the area during the initial phase of the superintendent/president search. Moreover, the Search Consultant with work Pasadena City College’s web master to post key community links on the presidential search page and this will allow candidates from across the nation to learn more about the College and the Los Angeles area.

Demonstrated Ability to Work Closely with the Board of Trustees

ACCT will work closely with the Board of Trustees to define the process, set a timeline and keep all constituencies informed at every step of the search process. For example, the suggested project schedule will be reviewed with the Board and adjusted accordingly.
Demonstrated Ability to Work with a Diverse Presidential Search Committee

The appointment of the Board's Search Committee will have far-reaching implications for the success of the search process and on the success of the new Superintendent/President. These individuals will be responsible for reviewing the application materials of all candidates, interviewing the semi-final candidates, and recommending the final candidates to the Board in alphabetical, unranked order.

ACCT recommends that the Search Committee be large enough to insure that all internal and external constituents of the College are represented, including the governing board. The search process enables and encourages the appropriate and effective integration of administration, faculty, staff, students, and community members into a cohesive group that will represent the College to the candidates.

The search process itself, therefore, becomes instrumental in establishing the primary relationships between a president and his/her internal and external constituents. The role of the ACCT search consultant is, in part, to insure that one group does not overshadow other groups, and to assist in the development of consensus throughout the search.

In its search service, ACCT emphasizes the importance of process -- almost more important than product -- and the dynamics of the Search Committee is an integral part of the process. Frequently, a board finds that by using a broad-based inclusive Search Committee, it helps to insure internal and external constituents that the process is open and fair, and that the candidate selected is the best of a national field.

Candidate Evaluation

The ACCT consultants will provide guidance, as needed, to assist the Search Committee in evaluating the most highly ranked, paper screened candidates and to identify those who will be invited to meet with the committee in a confidential interview. ACCT has developed a computerized record-keeping system that provides a master record of all applications, nominations, declines, withdrawals and candidacies. The computer numbers files and a candidate cover sheet is printed. This cover sheet enables the committee members to review consistent information such as the enrollment of the current institution, previous employment positions and highest degree for each candidate.

Selection assistance includes facilitating discussions of semi-finalists, assisting the Board of Trustees in conducting final interviews and providing confidential information regarding terms of contracts and employment. ACCT provides advice and a plan for successful transition of the new President. ACCT is available to assist by providing up-to-date information on CEO contracts and compensation packages.

ACCT has a ten page guide for "The Presidential Search Process" that is 'chock full' of advice on interviewing suggestions. The ACCT consultants will use this guide as a tool to provide training and practice for the search committee. The ACCT consultants will develop sample questions for the use of the search committee based on the College's criteria and on the challenges and opportunities identified during the institutional analysis meetings.
Interview Expertise

ACCT has demonstrated expertise in conducting in-depth interviews and facilitating the Board of Trustees interview process; we will assist the Board in the interviewing of candidates and in preparing appropriate questions for interviews.

ACCT proposes that the Board of Trustees schedule two-day candidate visits to the college for the final interviews. These visits would include formal interviews with the Board of Trustees, dinner with the candidate if desired by the Board and candidate(s), and public forums with the college community.

The ACCT Search Consultant will coordinate and schedule these visits and will provide sample interview questions for the governing board's use. Internal college constituents and external community members will be encouraged to attend the public open forums to provide feedback to the Board of Trustees on the final candidates.

Communication

One of the ACCT search's primary ingredients is communication. This is accomplished in a number of ways: regular progress reports are drafted by the search consultant and distributed by the search liaison to internal and external constituents, the Search Committee and the Board. The consultant communicates by telephone on a regular basis with the Board Chair and Chair of the Search Committee.

The ACCT consultant will notify applicants of their status at each step in the process and notifies semifinalists and finalists of their selection. Candidates who are selected as semifinal candidates and who will be interviewed are contacted, and candidates' formal permission for referencing are received.

Following the interviews, the semifinal candidates, who are recommended to the Board by the Search Committee, are contacted to determine whether the candidates wish to continue in the search. The semifinal candidates who are not recommended to the Board also receive a call. Formal rejection letters are generally not sent to these candidates until the close of the search.

At the completion of the search, all of the semifinal candidates receive a formal thank you and members of the Board of Trustees and the Search Committee receive an evaluation form with which they provide feedback on ACCT's search services. Finally, the ACCT consultant assists the search liaison in informing all applicants, nominators and candidates about the outcome of the search.

Confidentiality

All individuals involved in the ACCT Search Service, including search consultants and reference consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of district information, and to protect candidates' personal and professional goals and current position.
Reference Background Reports

Reference Checking: Summary reference reports (oral presentations) are developed on all final candidates and are presented orally to the Board. These reports are developed by contacting eight to ten (or more) individuals who are not on the candidate's own list.

These in-depth, summary reports on the final candidates are generally 12-14 pages in length. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position.

In conducting in-depth background and 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. Summary reference reports include information obtained from supervisors, subordinates and colleagues from current and previous institutions. These references and evaluations are combined to provide frank, objective appraisals.

Should the Board request credit, civil and criminal background reports, ACCT will provide this information at cost using Kroll’s screening services (formerly InfoLink).

ACCT’s Experience in Final Negotiations

ACCT will provide information on all the final candidates' current salary and benefits, as well as sample contracts and other relevant information. The ACCT consultant will assist the Board in reaching agreement with the final choice and, if desired, is available to assist in finalizing the terms and conditions of employment of the final candidate. The ACCT search consultant will provide recommendations on methods for announcing the selection and introducing the final choice to the community.
Sample Timeline

The following is a sample suggested timeline and the final timeline will be tailored to meet the specific needs of Pasadena City College.

- **November 2009**
  - **Institutional Analysis & Profile Development**: Information gathered used to develop draft Superintendent/President profile; Board of Trustees and Search Committee to review and revise the Superintendent/President profile.

- **Dec. - Feb. 2010**
  - **Candidate Recruitment**: Advertisements drafted and placed in selected publications, web page developed and ACCT conducts one-to-one candidate recruitment activities.

- **Late Feb. 2010**
  - **Candidate Evaluation Part I**: Search Committee reads and rates applications and selects 6 - 10 semifinal candidates for interviews.

- **Mar. 2010**
  - ** Candidate Evaluation Part II**: Search Committee interviews 6 - 10 semifinal candidates. Search Committee forwards 3 - 5 unranked finalists to Board (in unranked alphabetical order).

- **Mar. - Apr. 2010**
  - **Candidate Evaluation Part III**: Board of Trustees interview final candidates and have a social interaction with final candidates (and their partner/significant other if desired by Board). Public forums and District tour for all final candidates. Trustees to visit #1 candidate's institution(s) (if desired).

- **Apr. 2010**
  - **Selection**: Board of Trustees to announce selection of the next Superintendent/President of Pasadena City College District.
Sample Work Plan
Tasks, services and activities necessary to successfully accomplish the search:

<table>
<thead>
<tr>
<th>Tasks</th>
<th>ACCT Services</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board of Trustees of Pasadena City College</strong>&lt;br&gt;1. Define process for conducting search&lt;br&gt;2. Appoint Search Committee and Chair of Search Committee&lt;br&gt;3. Receive recommendation of final candidates from Search Committee&lt;br&gt;4. Conduct final interviews, review background information, visit campus of final candidate&lt;br&gt;5. Select, negotiate contract and make appointment</td>
<td>1. Assist Board in defining steps, timeline, approach for search, and be available to the Board&lt;br&gt;2. Provide advice and matrix on receiving nomination, selection and sample letters&lt;br&gt;3. Coordinate calendar of activities with the Board&lt;br&gt;4. Keep the Chair of the Board informed&lt;br&gt;5. Provide advice on all aspects of the search&lt;br&gt;6. Provide advice and information on components of contract and compensation&lt;br&gt;7. Provide extensive background information – oral report&lt;br&gt;8. Provide advice on public announcement and the press</td>
<td>1. Board Meeting&lt;br&gt;2. Issue a report to the College&lt;br&gt;3. Formal appointment of and charge to the Search Committee by the Board&lt;br&gt;4. Receive regular reports at monthly meetings of the Board&lt;br&gt;5. Conduct final stage of search including interview finalist, visit campus&lt;br&gt;6. Negotiate contracts</td>
</tr>
<tr>
<td><strong>College's Internal Constituents</strong>&lt;br&gt;1. Participate in forums to provide input on position description&lt;br&gt;2. Make nominations&lt;br&gt;3. Participate in forums for final candidates</td>
<td>1. Design and facilitate forums&lt;br&gt;2. Accept nominations and comments by e-mail from all college constituencies&lt;br&gt;3. Provide advice on format and visit of final candidates&lt;br&gt;4. Prepare monthly progress report to keep college informed</td>
<td>1. Hold public open forums&lt;br&gt;2. Post position description and contact information on District’s and ACCT’s web pages&lt;br&gt;3. Host campus visits&lt;br&gt;4. Complete public forums and provide input to Board on all candidates</td>
</tr>
<tr>
<td><strong>Superintendent/President Search Committee</strong>&lt;br&gt;1. Carry out the process for finalizing the position description, review of applications, conduct interviews and recommend finalist to Board&lt;br&gt;2. Maintain confidentiality</td>
<td>1. Work closely with Search Committee in all aspects of search&lt;br&gt;2. Provide application review training&lt;br&gt;3. Suggest format for reviewing, rating and discussing all applications&lt;br&gt;4. Provide relevant background information (oral report) on semi-final candidates&lt;br&gt;5. Assist with interview questions</td>
<td>1. Search Committee meetings&lt;br&gt;2. Review and rate applications&lt;br&gt;3. Select and interview semi-final candidates&lt;br&gt;4. Forward recommendations to the Board</td>
</tr>
<tr>
<td><strong>The Board's Search Liaison</strong>&lt;br&gt;1. Assist in all tasks as defined in the ACCT Search Manual including receiving and creating files for all applications&lt;br&gt;2. Logistical arrangements of all meetings&lt;br&gt;3. Distribution of progress reports&lt;br&gt;4. Coordinate review of applications, interviews, and visits to campus&lt;br&gt;5. Provide support to the Board</td>
<td>1. Provide guidance on all aspects of the search&lt;br&gt;2. Maintain daily, weekly contact with the search liaison&lt;br&gt;3. Work closely in the preparation of correspondence, reports and files&lt;br&gt;4. Have contact with all candidates or nominations</td>
<td>1. Handle logistics for all meetings and visits to the campus&lt;br&gt;2. Distribute regular progress reports&lt;br&gt;3. Post position announcement on web page&lt;br&gt;4. Post advertisement&lt;br&gt;5. Make travel arrangements for all candidates</td>
</tr>
<tr>
<td><strong>Applicants, Nominees, Candidates</strong>&lt;br&gt;1. Accept applications</td>
<td>1. Coordinate all direct contact with semi-final and final candidates&lt;br&gt;2. Recruit a pool of candidates that fits the position description&lt;br&gt;3. Reach out directly to highly qualified candidates&lt;br&gt;4. Investigate background and qualifications of selected candidates</td>
<td>1. Keep in contact with potential candidates&lt;br&gt;2. Ensure a rich and qualified pool of candidates&lt;br&gt;3. Search Consultant assists the search liaison in informing all applicants, nominators, and candidates of the search outcome</td>
</tr>
</tbody>
</table>
Section 4) ACCT’s Strengths and Experience; Client References

In the past 5 years we have completed over 100 successful searches.

We work closely with the governing board to assess institutional needs and to develop and facilitate a process for identifying and employing a superintendent/president who meets the needs of the institution. At the conclusion of every search the members of the Search Committee and board members are asked to complete a 9 question evaluation form. ACCT services are consistently rated 4 (very good) to 5 (excellent).

References for Executive Searches

**City College of San Francisco, CA**
Anita Grier, Former Board President
Clara Starr, College Liaison and Dean Human Resources, 415-487-2249
50 Phelan Ave., Room E200, San Francisco, CA 94112
Type of search conducted: Chancellor

**City University of New York (CUNY), NY**
Dolly Martinez, Executive Director,
Office of Executive Search and Evaluation
Type of search conducted: College president and system vice chancellor

**Houston Community College System, TX**
Dorethea Eason, Deputy Chancellor
Type of search conducted: Chancellor

The ACCT consultants and staff have supervised and provided assistance in searches all over the country. Below is a brief list of our most recent searches:

Selected executive searches (Past 3 years):

**2009**
- Bossier Parish Community College, LCTCS, LA
- Yuba College, YCCD, CA
- Arizona Western College, AZ
- Tomball College, Lone Star System, TX
- North Country Community College, NY
- Solano Community College, CA
- Muskegon Community College, MI
- Cochise Community College District, AZ
- Riverside City College, RCCD, CA
- Schenectady County Community College, NY
- Jefferson College, MO
- Grand Rapids Community College, MI
- College of the Mainland, TX

**2008**
- North Central State College, OH
- City College of San Francisco, CA
- College of DuPage, IL
- Fresno City College, State Center CCD, CA
- Kingwood College, Lone Star System, TX
- Hennepin Technical College, MN
- Moreno Valley College, RCCD, CA
- Fox Valley Technical College, WI
- Rich Mountain Community College, AR
- Northeast Higher Education District, MN
- Northwest College, WY
- Moorpark College, Ventura County CCD, CA
Truckee Meadows Community College, NV
Illinois Valley Community College, IL
Wisconsin Indianhead Technical College, WI
Lake Tahoe Community College, CA
Ohlone College, CLPCCD, CA
Mt. Hood Community College, OR
Macomb Community College, MI
Community College of Allegheny County, PA
Las Positas College, CLPCCD, CA
Illinois Valley Community College, IL

2007
Chippewa Valley Technical College, WI
Eastern Wyoming College, WY
North Idaho College, ID
Chaffey Community College, CA
Reading Area Community College, PA
Columbia College, Yosemite CCD, CA
Oxnard College, Ventura CCD, CA
Mercer County Community College, NJ
Louisiana Community and Technical College System, LA
SOWELA Technical Community College, LCTCS, LA

2006
Houston Community College System, TX
San Mateo Community College, CA
San Jose City College, San Jose/Evergreen CCD, CA
Frederick Community College, MD
Bay de Noc Community College, MI
Quinsigamond Community College, MA
City University of New York, NY
Henry Ford Community College, MI
Western Nebraska Community College, NE
Barton County Community College, KS
Hennepin Technical College, MN
Northland Technical Community & Technical College, MN
New Hampshire Community Technical College System, NH
Joliet Junior College, IL
Modesto Junior College, CA

Section 5) ACCT's Expertise in Recruiting a Diverse Pool of Candidates

Identify and attract potential candidates

ACCT is proud of its extensive national network and pro-active identification of candidates from diverse backgrounds. The goal is always to recruit a rich pool and provide the Board of Trustees and Search Committee with multiple choices. We also are pro-active in the identification of minority and female candidates. Of the hundreds of searches that have been completed in the last twelve years, more than 50% of the presidents and chancellors selected by Boards have been female and/or minority candidates.

The Vice President of Board Leadership Services serves as a member of the faculty in the major leadership programs developed to identify and prepare minorities. This includes the following programs:

- Lakin Institute, sponsored by the African American Presidents’ Roundtable
- Kaleidoscope, Leadership program for women of color
- NCCHC Fellowship Program, sponsored by the National Community College Hispanic Council
- Tribal College Leadership Program, sponsored by AIHEC
- American Council on Education, Office of Equity and ACE Fellows Program
- ACE’s Office of Women in Higher Education, National Leadership Forum
- The Salzburg Global Seminar

ACCT President Search Proposal for: Pasadena City College
Advertising Communication Strategy and Materials

ACCT will work to identify excellent candidates representing diverse ethnic and cultural backgrounds through a broad advertising and communication strategy. ACCT recommends 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. The ACCT search consultants, have 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 Office of Equity and Office of Women in Higher Education. ACCT will also leverage its contacts in the South Pacific to recruit qualified candidates.

- **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. ACCT will provide samples and advice on designing ads.

- **Mailing:** A formal request for nominations and the President Profile materials will be sent to national and regional sources identified by ACCT. ACCT utilizes its relationships with districts and community colleges and other higher education institutions to ensure the broadest possible recruitment efforts.

- **Web Listing:** The announcement of the position would also appear on the internet via ACCT’s home page and Pasadena City College District’s home page, and various educational job posting sites. ACCT will also broadcast the search via email to an extensive mailing list of over 6000 community college administrators.

ACCT will recruit competitive candidates from around the entire nation as well as at the state and regional level.

**Section 6) Confidentiality**

ACCT understands that maintaining confidentiality is a critical part of a successful president search and we emphasize the importance of confidentiality throughout the search process.

All individuals involved in the ACCT Search Service, including Search Consultants and Reference Consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of college information, and to protect candidates' personal and professional goals and current position.

In an ACCT search, unless mandated by state Sunshine or Open Information laws, the confidentiality of candidates is maintained until the candidate agrees to return to the college as a "final" candidate.

ACCT President Search Proposal for:
Pasadena City College
ACCT has a confidentiality policy which is given to all member of the Search Committee at the first Search Committee meeting. The Board of Trustees of Pasadena City College District has the option of requiring each member of the Search Committee to sign and notarize this confidentiality document.

Conflict of Interest Policy

**ACCT provides the following assurances to the Board of Trustees of Pasadena City College District:**

1. The timeline for the superintendent/president search for Pasadena City College District shall be met.
2. ACCT’s employees and search consultants are not affiliated with any provider of goods or services related to the scope of this project.
3. The ACCT search consultant will disclose his or her relationship with ANY potential candidates who apply for the position.
4. ACCT does NOT have any corporate officers or key personnel involved in this project who have a criminal history related to fiscal matters.

**Section 7) Cost for Search Services**

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

ACCT’s fee and expense structure is cost effective and considers the ethical and judicial use of public funds. **The ACCT search fee for Pasadena City College District would be $30,000, plus consultant travel for a full-service search and provision of all services outlined in this proposal.**

Services included in the ACCT fee:

- Visits by the ACCT consultant to the College (generally four to six days, on-site). (ACCT allocates the equivalent of 20 days of staff and consultant time for each full service search)
- Communicating with the Board, Search Committee, candidates, and college liaison
- Development of candidate recruitment, evaluation, screening, interviewing, and site visit materials
- Development of search process materials for each step in the search and work closely with the College’s staff
- Summary reference reports (oral presentation) on up to five final candidates.
Sample Board Budget for the Search

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profile Brochure Design &amp; Mailing:</strong></td>
<td></td>
</tr>
<tr>
<td>Profile Brochure/Letter regional mailing (first class):</td>
<td>$800</td>
</tr>
<tr>
<td><strong>Semi-final Candidate Travel:</strong></td>
<td></td>
</tr>
<tr>
<td>6-10 Semi-final Candidates @$500-700/each</td>
<td>$3,000-7,000</td>
</tr>
<tr>
<td><strong>Final Candidate Travel:</strong></td>
<td></td>
</tr>
<tr>
<td>3-5 Final Candidates @$500-700/each</td>
<td>$1,500-3,500</td>
</tr>
<tr>
<td><strong>Position Announcements:</strong></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td>$5,000-7,200</td>
</tr>
<tr>
<td>Regional/Local</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>Search Committee Incidentals:</strong></td>
<td></td>
</tr>
<tr>
<td>Refreshments/Meetings, etc.</td>
<td>$500</td>
</tr>
<tr>
<td>Travel Reimbursement</td>
<td>$200</td>
</tr>
<tr>
<td>Hotel meeting space for Candidate Interviews</td>
<td>$800</td>
</tr>
<tr>
<td><strong>Board to Visit Final Candidate’s Current Institution:</strong></td>
<td></td>
</tr>
<tr>
<td>Three Members @$700/each</td>
<td>$2,100</td>
</tr>
</tbody>
</table>

Thank you for inviting ACCT to submit a proposal. Contact Information:

Dr. Narcisa A. Polonio, Vice President for Research, Education and Board Leadership Services
ACCT
1233 20th Street, NW, Suite 301
Washington, DC 20036
202-775-4670 (office), 202-276-1983 (mobile)
npolonio@acct.org

ACCT President Search Proposal for:
Pasadena City College
Accreditation Commission for Community and Junior Colleges (ACCJT)

Board Leadership Services
Let ACCJT work for you

Our Commitment to You

- Exemplary services of providing exemplary services.
- ACCJT has a long and proud tradition of providing exemplary services.

ACCJT offers a range of services and resources to support the development and growth of community colleges.

- ACCJT's commitment to providing educational excellence and equity and integrity.
- ACCJT's support of professional development and community colleges.
- ACCJT's support of community college leaders.
- ACCJT's support of community college leaders.
- ACCJT's support of community college leaders.
- ACCJT's support of community college leaders.
- ACCJT's support of community college leaders.
ACCT Board Leadership Services Exists to

- ENHANCE the ability of community college boards to effectively carry out their roles and responsibilities.
- SUPPORT community college boards in their efforts to govern and develop policies that focus on meeting community needs.
- BUILD community college boards’ capacities through education and training programs.
- ASSIST community college boards in the recruitment, selection and retention of chief executive officers of the highest caliber.

Executive Search Services
www.acct.org/services/searches

ACCT has over thirty years of experience and a proven track record in providing outstanding support in the search for community college leaders. Your utmost satisfaction is paramount to us. Contact us today to find out how we can assist you with chancellor and presidential searches and help you fill senior team member positions with the very best candidates.

Retreats & Workshops
www.acct.org/services/retreats/services.php

Retreats strengthen communication and the understanding of the unique role of board members, which can lead to a stronger, more effective working group. ACCT’s Retreat & Workshop Services are designed to help boards effectively meet their professional development needs. All ACCT retreats are customized to meet the needs of your board.

Evaluation Services
Board Self-Assessments: www.acct.org/services/assessment
Presidential Evaluations: www.acct.org/services/evaluation

Evaluations of both the college president and the board itself are an important part of the board’s oversight and fiduciary responsibility. Self-assessments and presidential evaluations provide an opportunity for the board to take stock of its contributions and strengthen the board/CEO partnership. ACCT’s innovative process guarantees confidentiality and integrity, synthesizes objective, qualitative and quantitative data, and sets the stage for future accomplishments.

“The outcome in the selection process would not have been possible without ACCT’s due diligence in investigating the background of the finalists, which gave validation to all stakeholders that the best candidate was indeed selected.”

Interim President & Executive Placements

The goal of ACCT’s Interim President Services is to enable your college to run smoothly, with confidence that an experienced and qualified leader is keeping the college running on track during your search for the perfect presidential candidate. ACCT maintains extensive relationships with retired presidents and chancellors in order to offer qualified, experienced leadership during transitional periods. Many are also available to serve as an interim member of the president’s team.

Mediation & Conflict Resolution

We assist when the board/CEO relationship would benefit from expert third-party assistance. Our services are confidential.

The ACCT Team

ACCT’s Board Leadership Services team is comprised of seasoned professionals and nationally recognized experts committed to exemplary governance, with experience in every region of the country.

Dedicated to Serving You

For additional information, contact:
Narcissa A. Polonio, Ed.D., Vice President for Education, Research and Board Leadership Services
npolonio@acct.org | 202.775.4670

ACCT Search and Retreat Team
Know about things you should.
The Association of Community College Trustees exists to

Enhance the image and foster greater public appreciation of community colleges and their governing boards.

Support community college boards in their efforts to govern and develop policies that focus on meeting community needs.

Help build community college board leadership and advocacy capacity through education and training programs.

Assist community college boards in the recruitment, selection, and retention of chief executive officers of the highest caliber.

Facts About ACCT’s Membership

- 650 state, district, and local boards
- 4,300 individual trustees
- 1,100 community, technical and junior colleges
- Serving more than 11.7 million students annually
- Governance over combined college annual operating revenues in excess of $35 billion and almost 600,000 employees

Networking and Education

ACCT provides unique opportunities for trustees:

- Annual Community College Leadership Congress — over 1,500 trustees gather every year.
- Community College National Legislative Summit — over 1,200 trustees, presidents, and chancellors visit and meet with members of Congress and the Administration.
- Governance Leadership Institutes — unique learning opportunities on effective and relevant governance topics.
- Online Resources — www.acct.org connects trustees to services, resources, and online tools that will help address challenges, enhance board leadership, and governance.

Advocacy
www.acct.org/advocacy

ACCT provides a greater voice in the nation’s affairs by helping community college boards position themselves as leaders on key public issues, enabling them to effect outcomes at the local, state, and federal levels by providing information, strategic tools, appropriate public forums, and a web-based interactive legislative action center.

Services
www.acct.org/services

Services and resources available to boards include:

- CEO Search Services
- Retreats and Workshops
- Interim President Placement Services
- Mediation and Conflict Resolution Services
- Board Self-Assessment and Presidential Evaluation

Publications and Resources

ACCT’s award winning publications are specifically geared to trustees:

- Trustee Quarterly Magazine
- The Advisor
- From the Desk of ACCT Newsletter
- Books, monographs, and other educational publications for community college trustees
- A comprehensive Web site: www.acct.org

Dedicated to Serving You

J. Noah Brown, President & CEO
Narcisa A. Polonio, Ed.D.
Vice President for Education, Research and Board Leadership Services
npolonio@acct.org | 202.775.4670

David Conner, Marketing and Communications Specialist
dconner@acct.org | 202.775.4454

Jee Hang Lee, Director of Public Policy
jhee@acct.org | 202.775.4450

Contact us at:
202.775.4667 | 866-895-ACCT (2228)
acctinfo@acct.org | www.acct.org
2010

FEBRUARY 8-10  I  MARRIOTT WARDMAN PARK HOTEL  I  WASHINGTON, D.C.

COMMUNITY COLLEGE NATIONAL LEGISLATIVE SUMMIT

Sponsored by

With

ACCT

ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES
Dear Community College Colleagues:

The 2010 Community College National Legislative Summit (NLS) comes at a time when community colleges are receiving unprecedented national recognition and appreciation. Supported by President Barack Obama and Congress, community colleges are finally being recognized as significant educational and economic engines for America's local and national economies. Thanks to your support at the 2009 NLS and throughout the year, we have been able to pave the way for unprecedented federal assistance.

At last February's NLS, Education Secretary Arne Duncan announced the Obama-Biden administration's commitment to community colleges. In the months that followed, President Obama formalized this commitment by appointing Martha Kanter, longtime chancellor of Foothill-De Anza Community College District in California, to the position of Under Secretary of Education, asked Second Lady Dr. Jill Biden to become a public advocate for community colleges, and announced the historic community college initiative, the American Graduation Initiative, at Macomb Community College in Michigan.

ACCT and AACC have collaborated closely with the current administration, but it is vital that community college trustees, presidents, students and other advocates and leaders show their commitment in the nation's capital. Meetings with your Senators and Representatives are imperative to ensuring their support of pro-community college legislation throughout the coming year. Your attendance at the 2010 NLS will benefit your college through continued federal support.

We are proud to inform you that Meet the Press moderator and NBC White House correspondent David Gregory has agreed to be the 2010 NLS keynote speaker. And as always, the 2010 NLS will feature informative sessions on current issues and present the 2010 community college legislative priorities, on whose behalf we which we ask all attendees to advocate.

Visiting Washington early in 2010 will empower you with the opportunity to influence the national political agenda and express your appreciation of the unprecedented support that the federal government has given community colleges over the past year.

Mark your calendar today and plan to attend the 2010 Community College National Legislative Summit. Your voice and your presence are critical to ensuring the ongoing federal prioritization of community colleges.

Sincerely,

Mary F.T. Spilde
President, Lane Community College, OR
2009-2010 AACC Chair

Arthur C. Anthonisen
Trustee, Orange County Community College, NY
2008-2009 ACCT Chair
PLEASE INDICATE ONE OF THE FOLLOWING:  □ MY HOUSING FORM IS ATTACHED
   □ I AM A LOCAL RESIDENT AND WILL NOT REQUIRE HOUSING
   □ I AM SHARING A ROOM (WITH A REGISTERED ATTENDEE)

CONTACT INFORMATION (please print)

LAST NAME

FIRST NAME

NICKNAME FOR BADGE

GUEST NAME

TITLE:  □ TRUSTEE □ BOARD CHAIR □ COLLEGE PRESIDENT □ OTHER

COLLEGE OR ORGANIZATION

ADDRESS

CITY/STATE/ZIP

TELEPHONE

FAX

E-MAIL (FOR CONFIRMATION)

ATTENDEE'S E-MAIL

REGISTRATION OPTIONS (choose one)

REGISTRATION PACKAGE:  □ POSTMARKED BY DECEMBER 4: $889 □ AFTER DECEMBER 4: $839
(Includes tickets for Monday Luncheon, Tuesday Dinner and Wednesday Closing Breakfast. Please order tickets for guests below.)

or

REGISTRATION FEE ONLY: □ POSTMARKED BY DECEMBER 4: $486 □ AFTER DECEMBER 4: $648
If your college board or organization is not a member of ACCT or AACC, please add $200.

NEW TRUSTEE ACADEMY: An all-day academy to orient new trustees, presidents and professional board staff.

REGISTRATION: □ $100
(Includes registration for Sunday New Trustee Academy, Lunch and a copy of the publication Trusteeship in Community Colleges by Cindra J. Smith)

ADDITIONAL TICKETS (You must pay a registration fee to be eligible to purchase individual tickets for you or your guest.
Tickets may not be available on-site.)

<table>
<thead>
<tr>
<th>Event/Activity</th>
<th>Fee</th>
<th>No. of Tickets</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW TRUSTEE ACADEMY (Sunday)</td>
<td>$100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GENERAL SESSION LUNCHEON (Monday)</td>
<td>$58</td>
<td></td>
<td></td>
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<tr>
<td>RECOGNITION DINNER &amp; ENTERTAINMENT BY THE SECOND CITY (Tuesday)</td>
<td>$84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLOSING BREAKFAST (Wednesday)</td>
<td>$48</td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

PAYMENT: □ CHECK: MAKE CHECKS PAYABLE TO ACCT □ CREDIT CARD: VISA OR MASTERCARD ONLY

<table>
<thead>
<tr>
<th>CREDIT CARD NO.</th>
<th>EXP. DATE</th>
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<tbody>
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</tbody>
</table>

SIGNATURE

MAIL
Association of Community College Trustees, Dept. 6061, Washington, D.C. 20042-6061

FAX 330-963-0319 (CREDIT CARD ONLY) ONLINE www.acct.org (CREDIT CARD ONLY)

NOTE
Be sure to register in advance. An additional fee will be charged for on-site registration.
Questions? Call 330-425-9330 or email acct@experient-inc.com

Cancellations must be postmarked by January 8, 2010 to receive refund, less $200 processing fee.
No refunds will be issued after January 8, 2010. Refunds will be issued following the Summit.
SUNDAY, FEBRUARY 7

10 A.M. - 5 P.M.
New Trustee Academy

3 P.M. - 8 P.M.
Registration

5 P.M. - 8:30 P.M.
Pre-NLS Session

MONDAY, FEBRUARY 8

7 A.M. - 2:30 P.M.
Registration

8 A.M. - 9:45 A.M.
Opening General Sessions

9:30 A.M. - 10:30 A.M.
Roundtable Seminar for Community College Lawyers

10 A.M. - 11:30 A.M.
Community College Priorities Session

12:15 P.M. - 2:15 P.M.
General Session Luncheon with David Gregory *

2:30 P.M. - 3:30 P.M.
Policy Focus Sessions

5:30 P.M. - 6:30 P.M.
National Capital Reception

TUESDAY, FEBRUARY 9

7 A.M. - 2:30 P.M.
Registration

7 A.M. - 8:15 A.M.
State Breakfast Meetings (at hotel)

8:30 A.M. - 10:15 A.M.
General Sessions

10:30 A.M. - 11:30 A.M.
Advocacy Focus Session

NOON - 2 P.M.
Taste of D.C. (lunch on your own)

AFTERNOON
Visits to House, Senate, and Executive Branch Offices Begin

4 P.M. - 5:30 P.M.
Community College Caucus
Capitol Hill Reception

7 P.M. - 9 P.M.
Capital Awards and Entertainment Banquet *

WEDNESDAY, FEBRUARY 10

8:30 A.M. - 10:30 A.M.
General Session Breakfast *

MORNING
Visits to House, Senate and Executive Branch Offices

AFTERNOON
Additional visits to House, Senate and Executive Branch Offices

All meetings take place at the Marriott Wardman Park Hotel unless otherwise noted. Meeting times/sessions are subject to change.

*Tickets required

Entertainment by The Second City, the critically acclaimed satirical and improvisational performance company.
THE 2010 NATIONAL LEGISLATIVE SUMMIT WILL TAKE PLACE AT THE MARRIOTT Wardman Park Hotel. The NLS flagship hotel has just finished a complete renovation. The hotel is a balance of charm and modern sophistication all in a historic and eclectic setting. The hotel is just minutes from Capitol Hill and a short walk to one of Washington’s most unique neighborhoods, Adams Morgan. Washington’s Reagan National Airport is just eight miles away, and the Metro’s red line “Woodley Park” station is just steps away.

HOTEL DEADLINE: JANUARY 8, 2010

Rooms may sell out before the deadline, so please reserve your room early.

ACCT has new housing procedures. Please read carefully and make your reservations by the January 8 deadline.

ACCT is coordinating hotel reservations. Your hotel reservation will not be processed unless accompanied by your Summit Registration. Hotels will not honor direct requests. Reservation requests must be submitted to ACCT Registration and Housing and are filled on a first-come, first-served basis.

All reservation requests will require a credit card guarantee or one night’s deposit in the form of a personal check or money order. Deposits will be refunded for rooms cancelled more than 72 hours prior to arrival. Name changes to room reservations may be made prior to arrival at no charge.

Special Requests such as bed type and early check-in are subject to availability and cannot be guaranteed prior to arrival.

TRANSPORTATION

AIRPORT INFORMATION

BY PLANE: Washington, DC is served by three major airports

Ronald Reagan Washington National Airport (DCA) is approximately 15 minutes south of the city. Washington Dulles International Airport (IAD) is about 45 minutes west of downtown. Baltimore-Washington International Airport (BWI) is located about 45 minutes north of Washington. (All times presume normal traffic conditions)

TAXIS: Taxis are available outside baggage claim at all three airports. Fares to downtown: $15-$20 from Washington National, $50-$60 from Dulles or BWI.

SHUTTLES/BUSES: SuperShuttle links National, Dulles and BWI Airports with Downtown. Average fares are $12 one-way, $24 round trip from National; $27 one-way, $52 round trip from Dulles; $35 one-way, $70 round trip from BWI. To schedule, please call 800.258.3826 or visit www.supershuttle.com.

RENTAL CARS: Rental cars are available at local airports: Alamo, Avis, Budget, Hertz and National.

BY TRAIN: For travelers on the East Coast, Amtrak (800.USA.RAIL) runs frequent service to and from Union Station.

METRO: Washington National Airport is accessible from Metro’s blue and yellow lines.
ACCT is coordinating hotel reservations. Your hotel reservation will not be processed unless accompanied by your Summit Registration; the hotel will not honor direct requests. Reservation requests must be submitted to ACCT Registration and Housing and are filled on a first-come, first-served basis.

**CONTACT INFORMATION** (please print)

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**SHARING ROOM WITH**

**ROOM RATES/TAXES**

Please check one: □ $236 STANDARD S/D  □ $256 WARDMAN TOWER S/D

Special requests: □ KING BED  □ TWO DOUBLE BEDS

*Plus 14.5% occupancy tax (subject to change). To take advantage of the special rates, please book your reservation by January 9, 2010. All rates are per room, special requests cannot be guaranteed in advance, however the hotel will do their best to honor all requests. Hotels will assign specific room types upon check-in, based on availability.

**PAYMENT/DEPOSITS**

All reservation requests will require a credit card guarantee or a 1 night's deposit at time of booking. Personal checks, money orders or a valid major credit card will be needed for the deposit. Deposits will be refunded for rooms cancelled 72 hours prior to arrival. Name changes to room reservations may be made up to 3 days prior to arrival at no charge.

**CHECK PAYMENT**

If you need to pay your hotel deposit by check, make check payable to Marriott Wardman Park Hotel, and mail it directly to the hotel after January 16 via DHL/FEDEX or UPS. Marriott Wardman Park Hotel, Attn: In-House Reservations/Lan Thai, 2560 Woodley Road, Washington, D.C. 20008. All checks must be received at least two weeks prior to your arrival to secure your reservation. Thank you.

**CREDIT CARD**

□ VISA  □ MASTERCARD  □ AMERICAN EXPRESS  □ DISCOVER
□ CARTE BLANCHE  □ JCB  □ DINERS CLUB

CREDIT CARD NO.  EXP. DATE

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**MAIL**

Association of Community College Trustees, Dept. 6061, Washington, D.C. 20042-6061  
(Only fully completed forms accompanied by your Summit Registration will be accepted.)

**FAX**  330-963-0319  **ONLINE**  WWW.ACCT.ORG

**IF YOU HAVE A DISABILITY AND REQUIRE AUXILIARY AIDS, SERVICES OR OTHER ACCOMMODATIONS, PLEASE DESCRIBE YOUR NEEDS BELOW:**

**CHANGES & CANCELLATIONS**

Reservations may be changed or cancelled through ACCT Housing and Registration until January 16. For cancellations after January 16, please contact the hotel directly at 800-228-9290.

**ACKNOWLEDGEMENTS**

ACCT Registration and Housing will send you an acknowledgement of your reservation. Please review all information for accuracy. If you do not receive your acknowledgement within 10 to 14 days or have questions regarding your reservation, please contact ACCT Registration and Housing by phone at 330-425-9330 or by email at acct@experient-inc.com. You will not receive a confirmation from the hotel.
2010 SUMMIT HIGHLIGHTS

- Join community college leaders to
  advocate on behalf of your community
  college and the economic development
  policies that affect the entire state.
- Help catalyze action by the community
  college leaders on Capitol Hill to
  influence the Appropriations
  Appropriations budget proposal.
- Learn from discussions of top political
  leaders and experts during the
  National Issues Symposium, and
  develop your own proposal to
  influence your legislation or client issue.
- Meet your goals as a leader of your
  community college system by focusing
  on delivering skills at local, state,
  and national levels.

DAVID GREGORY HOST OF NBC’S MEET THE PRESS

As host of NBC's Meet the Press, Emmy Award winner David Gregory has a reputation as a journalist who asks the tough questions. His reputation has earned him the nickname the “firebrand in the front row,” as well as the distinction of being one of Washington's 50 best and most influential journalists by Washingtonian magazine.

In his former role as chief White House Correspondent, he led the network's coverage of the George W. Bush Administration from 2001 through the end of his presidency. Gregory has been a fixture on NBC Nightly News with Brian Williams, Today, MSNBC, and MSBC.com. He is known to speak candidly about covering the most powerful office in the world, and talk openly about the role of the popular media, its reputation, and its responsibilities as a form of mass communication.

In the fall of 2005, Gregory became a frequent substitute for Matt Lauer on Today. He has anchored the weekend editions of Nightly News and Today. As a political commentator, he can often be seen and heard on the Chris Matthews Show and Hardball.

David Gregory has a reputation as a journalist who asks the tough questions. His reputation has earned him the nickname the “firebrand in the front row.”
AGREEMENT between
The College
and the
Association of Community College Trustees

For the sum of $xx,xxx, plus consultant(s) travel expenses, the Association of Community College Trustees (ACCT) agrees to provide comprehensive search services and to assist the Board of Trustees of The College in its search for a new Superintendent/President.

The process will begin in Month, Year.

This fee includes: four site visits by the ACCT staff/consultant(s). Services to be provided by ACCT staff/consultant(s) include: technical assistance, the processing of all the applications, reference reports and preparation of materials. Preliminary Reference Reports of more than eight semi-final candidates will be billed at a rate of $400/candidate, plus telephone, overnight mail and fax charges. In-depth Summary Reference Reports of more than five final candidates will be billed at a rate of $1,200/candidate, plus telephone, overnight mail and fax charges.

The College agrees to defend, indemnify and hold harmless ACCT from and against all claims, actions, causes of action, or liabilities, including reasonable attorneys’ fees and costs, arising from any claim, action, and cause of action or liability arising out of or resulting from the negligence or misconduct of the The College.

All individuals involved in the process of selecting the Superintendent/President of The College are expected to honor the Confidentiality Policies (attached as page 2 of this contract) and to respect the confidentiality of the candidates’ personal and professional goals and current positions.

Either party may cancel this agreement with a thirty- (30) days notice to the other party. If instituted, the college would reimburse only those charges incurred by ACCT on behalf of The College up to that point in time.

Fee is to be paid in two increments, as follows: $xx,xxx to be billed on month, date, year and $xx,xxx to be billed on month, date, year. Travel expenses, incurred by the staff/consultant(s) will be billed as they occur. Any remaining balance (i.e., additional site visits) is to be paid upon completion of all services as per above agreement.

__________________________  ____________________________
Narcisa A. Polonio, E.D.
Vice President of Research, Education and Board Leadership Services

__________________________  ____________________________
Date  Date
AGREEMENT between
The College
and the
Association of Community College Trustees

CONFIDENTIALITY POLICIES

All individuals involved in the process of selecting the president of the college are expected to honor the following policies and to respect the confidentiality of candidates' personal and professional goals and current position.

1. The college is committed to conducting an open and equitable search process that conforms to the college's Affirmative Action and EEO regulations, and to meet the spirit of AA/EEO, as well as the legal requirements of the state.

2. The official spokesperson for the search is the Chair of the Board of Trustees or the Chair of the Search Committee. Other individuals should not discuss the search with members of the press or college constituency groups. Regular progress reports will be sent to all interested groups and the media.

3. All candidate files are considered confidential and must be maintained and reviewed in a manner that insures that candidates' identities are not divulged.

4. Information on whether or not an individual is a candidate and candidates' status at each stage of the search is considered confidential.

5. All information contained in semi-final and final candidates' background and reference reports is considered confidential.

6. The identity of candidates is not to be divulged to the press, to members of the College constituency groups, and to the community, unless and until the candidates are invited to come to the college for open interviews as final candidates.
PPL Proposal for Search Consultant Services for the Pasadena Area Community College District Superintendent/President

Submitted by:

Dr. Jack Bessire, President Professional Personnel Leasing, Inc.

October 21, 2009, 2009

www.professionalpersonnelleasing.com
October 21, 2007

Pasadena City College
Human Resources Office
Ms. Melinda Polo, Supervisor
1570 East Colorado Blvd.
Pasadena, Ca 91106

Dear Trustees:

Thank you for inviting Professional Personnel Leasing, Inc. (PPL) to
submit a proposal for assisting in your search for a permanent
superintendent/president. This is one of the most important tasks facing a
board, and we would be honored to assist you.

We would be happy to meet with you to determine the specific services
that you would like us to provide. Our proposal is for a full search that
includes all of the services normally requested in such a project. We have
addressed the six specific items below that you listed in your RFP letter of
October 13, 2009.

1. Description of how diversity and cultural commitments are
   included in the recruiting, screening, interviewing, and selection
   processes.

   These commitments come out of the years of association with people of
   underrepresented groups. We have been colleagues and friends. We
depend a great deal on these important contacts for recommendations of
candidates that will match the characteristics for which a District is
searching. The commitment to diversity/culture is also met by:
   - utilizing various bulletins that focus on the recruitment of
diverse groups.
   - contacting doctoral programs, associations and state-wide
   professional organizations.
   - communicating with candidates, especially those of
   underrepresented groups, who have expressed the desire to
   move into executive positions.
   - working carefully with the Human Resources office in
   monitoring the candidate pool.
diligently generating questions, evaluation tools and qualification criteria that are equitable and have no bias.

• bringing to the conscious level, for the Board and search committees, the commitment we all have to diversity/culture. This is reinforced at the very start of the process with the job announcement and continues with agenda items that deal with this important issue.

• networking with people like George Boggs and our Texas affiliate who both include among their contacts many potential diverse candidates.

• working with the District to ensure a commitment to diversity during the process. Our search services to districts have resulted in the following CEO appointments, which speaks well for ethnicity and gender balance:

  a woman with an instruction background; an out-of-state male with a student services and instruction background; a woman with student services administrative experience and Chancellor's Office background; an African American male who had been a single college district superintendent/president; a male with a business background; a woman with a vocational-technical, instruction and student services background; a female who was President of an Arizona college in a multi-college district; an African American female who was a college president in a California multi-college district; an out-of-state male who had served as a Vice President in a mid-western college; a Latina who was a college president in a California multi-college district; an internal female vice president of academic affairs; a male who was vice president of a major community college center, who came from a student services and instructional background; a Latina who was the internal vice president of instruction and interim president; and a male vice president of instruction from out of state.

2. Description of your firm’s current pool of potentially qualified candidates, including pool diversity.

PPL has a consultant list of over 200 people. They are a source for identifying candidates, as well as are our contacts in the Western states and the nation. Many of these contacts, as mentioned above, are persons who represent diverse groups. They are always eager to help us identify qualified persons. A list of candidates from previous searches is also maintained.

Various groups/agencies are in contact with PPL, and we can bring them up to date on openings within the State. Our web site: www.professionalpersonnelleasing.com has a link which updates CEO vacancies.

We have also identified candidates in past searches who may be strong candidates in another search that better meets their qualifications and characteristics. A good "fit" with the district is an important consideration.

We work with human resources in assuring that the announcement is on key web sites, including The Chancellor's Office registry.
Any one of the Human resources people with whom we have worked can attest to the balance of the search pool. There has never been a delay in a PPL search process because of the lack of diversity.

In the final analysis, what we do well is stay in contact with prospective candidates and many of the districts in the state. We have done business with most of them throughout the years. This effort allows us to maintain many valuable and fruitful relationships, thus helping immeasurably as we generate strong, balanced candidate pools.

3. Description of anticipated interaction with PCC's Human Resources office, and the use of the HR staff—please be specific.

We will depend on the HR staff, or selected liaison, to:

- Schedule all meetings, including room reservations and notices to participants
- Print the brochure and place all advertisements
- Mail announcements to community college administrators in the western states. (mailing list provided by PPL)
- Receive and review applications for completeness; notify applicants of status of their applications
- Make travel arrangements for a visit to campus of finalist

The principal consultant will also be on campus whenever appropriate to meet with HR, the search committee and the Board.

4. Description of your firm's communication plan (candidates, students, college employees, and the community), including updates to the Board of Trustees.

It is strongly recommended that periodic reports to the college at large (usually by email) that, without compromising the confidentiality of the process be made to, update everyone regarding the process. Timely announcements through the media are also recommended. Candidates are updated by the principal consultant, where appropriate, about interviews, expectations, calendar and their progress at each level. The consultant also invites questions from candidates about the District and the position.

There will likely be meetings with the college faculty/staff and the community, especially as the preliminary information is gathered in order to produce a job announcement. Forums will be held to get information which will help develop the job announcement. Forums will also be held at which the final candidates will appear. The consultant will be present at all such meetings.

We believe that this is one of the crucial issues: communication on a regular basis in order to avoid surprises.
5. Reasons for your firm’s past success recruiting qualified candidates for Superintendent-Presidents of large community colleges.

A number of colleges/district which PPL has assisted are considered to be in the “large” category. Our searches have been successful in small, medium, and small colleges. They will all give us high marks for professional service. Some of the reasons for our success are:

We are professional educators dedicated to helping a district select an administrator who will serve that district effectively. We understand community colleges and how to work with boards, faculty, staff, students, and communities. Here are some unique aspects of our services:

- Professional Personnel Leasing, Inc. (PPL) has been serving California Community Colleges since 1978. We have been called upon for interim administrators, searches, and consulting by districts and colleges because they know that we provide quality and effective service.

- Our price is competitive, and our travel expenses will be minimal.

- We work hard to assure that the Search process is a college and community wide experience in which everyone has a possibility for involvement and can become a part of the decision-making process.

- The Search process, as we design it, will help the College become more aware of its strengths, the challenges it faces, and the kind of leadership needed to meet the challenges.

- Our thorough reference checking has been reported to be very helpful in decision making by the search committees and by the board members.

- The size and diversity of our candidate pools have been very good in comparison to other searches. Our placements have reflected outstanding diversity.

- Our philosophy is to advise, not to direct, a district in its search efforts. We will suggest practices and approaches that have been successful and ones that have been problematic, but we will not insist on a specific way to do something. We will ask for confidentiality for the candidates in the process up to the point that they become finalists. We will also insist upon full and equal consideration for each qualified candidate.

- Our firm works as a team. You will have the talents of Dr. Carl Ehmann, Dr. Jack Bessire, Dr. Grace Mitchell, Dr. Don Averill and Dr. John Anthony (Texas) available for assistance in the search process, including their assistance in recruitment and reference checking.

- We have an alliance with ERCS in Texas that expands our recruitment and reference checking ability. In addition, we call upon many of our 200 PPL consultants to help us locate candidates. We have developed working relationships with nation-wide community college associations and leadership programs that assist in recruitment.
6. A timeline which supports PCC’s commitment to select a college Superintendent-President by July 1, 2010.

*Following is a draft timeline that would need to be reviewed with the Board and Search Committee:*

**TIMELINE FOR SEARCH**

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<th>Month</th>
<th>Activity Description</th>
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<tr>
<td>November</td>
<td>Convene Search Committee to establish meeting calendar, review process, discuss Board charge</td>
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<tr>
<td>November</td>
<td>Conduct Public Forums on Opportunities, Challenges and Characteristics</td>
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<tr>
<td>November draft brochure</td>
<td>Finalize Opportunities, Challenges, and Characteristics, prepare</td>
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<tr>
<td>December</td>
<td>Review Draft Brochure (approval by Board), determine</td>
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<tr>
<td>December</td>
<td>Print brochure</td>
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<tr>
<td>January</td>
<td>Begin advertisement of position and mail brochures</td>
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<tr>
<td>January/February</td>
<td>Develop interview questions and screening process</td>
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<tr>
<td>March</td>
<td>Applications due to HR for first reading</td>
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<tr>
<td>March</td>
<td>Review and Score Applications</td>
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<tr>
<td>April</td>
<td>Determine Semi-finalists (first week)</td>
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<tr>
<td>April</td>
<td>Interview Semi-finalists; finalists' names to Board</td>
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<tr>
<td>May</td>
<td>Conduct Campus Forums; Chancellor &amp; Board Interviews with finalists</td>
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<tr>
<td>May</td>
<td>Conduct site visit if desired</td>
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<tr>
<td>June</td>
<td>Appointment of Superintendent/President</td>
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*With regard to milestones/dates, we feel it is best to decide with the Board and Search Committee when important dates should be set. It is more effective if the calendar reflects PCC's needs rather than the consultants'. All dates are milestones, as they reflect the Board's design of the process and take into account the many days of instruction, student activities and holidays—as long as the appointment of the new president takes place on or before July 1, 2010.*
PCC's concluding request is as follows:

“Please include a copy of your proposed contract, a description of the qualifications of the consultants you plan to assign to the PCC search, a proposed tentative budget, and a graph or list of major plan milestones, including dates.”

A proposed contract is included. As mentioned, the fee will be $30,000 plus travel and lodging for the consultant.

-The qualifications of the consultants:

We are proposing that Dr. Carl Ehmann serve as your principal Search Consultant. Dr. Ehmann retired as Superintendent/President of Mendocino-Lake Community College District after 11 years and served as Interim Superintendent/President of Siskiyou Community College District and Monterey Peninsula Community College District. He helped Hartnell Community College District find a successful Interim Superintendent/President at a very difficult time for that District. Dr. Ehmann has done full CEO searches for Shasta-Tehema-Trinity CCD, San Jose-Evergreen CCD, Palomar CCD, Feather River CCD and the latest Siskiyou Joint CCD search.

Dr. Ehmann serves as the Vice President for Northern California PPL services. In that role, he has placed many administrators in community colleges throughout the state at all levels of administration. His community college networking is wide and is up to date. A resume’ for Dr. Ehmann is attached.

Dr. Don Averill will serve as a team member and as a back-up for Dr. Ehmann. Dr. Averill retired as Chancellor from San Bernardino CCD at the end of June and is PPL’s Vice President of Southern California Services. He has been active statewide and nationally in community college affairs and brings a vast network of contacts as a resource to the search. He has been trained in PPL search methodology and has first-hand experience with searches, including service as the Human Resources administrator at Glendale CCD. He recently completed the Barstow CCD Superintendent/President search. His resume is attached.

Other members of the PPL team are Dr. Grace Mitchell and myself.

Dr. Grace Mitchell is currently the Vice President of PPL and is providing educational master planning services to districts. She has conducted successful CEO searches at Victor Valley CCD and Cabrillo CCD. In addition, she has placed many interim administrators in colleges and district offices throughout the state. Dr. Mitchell retired from Cuesta College as the Superintendent/President and had extensive California community college experience prior to that.
I retired as the Acting President of Monterey Peninsula College after serving in most administrative roles in several different community college districts. I have been the principal PPL consultant for the following CEO searches: Siskiyou, Gavilan, Marin, Hartnell, and West Valley-Mission College.

Short bios are available for each team member on our web site:
www.professionalpersonnelleasing.com

We have an alliance with Executive Resource Consulting Services (ERCS). ERCS is headquartered in Texas and has contacts across the nation. Dr. John Anthony is President of ERCS and has extensive community college administrative experience and district search experience. Dr. Anthony received national awards for his work in economic development, in community relations, and with the Hispanic community. In addition, he continues to serve as an accreditation consultant to colleges nationally. He has conducted several recent searches in Texas and is an important source for potential candidates.

A proposed budget: is $30,000 for the full search plus required travel and lodging expenses. The District will have other direct costs, including those itemized in #3 above.

We look forward to working with you to find a permanent and outstanding leader for Pasadena Area Community College District. Please feel free to call Dr. Ehmann or myself for any questions that you have regarding the proposal.

Sincerely,

Jack Bessire
Jack Bessire, President
Professional Personnel Leasing, Inc.
PPL SEARCHES

PPL has a history of conducting successful superintendent/searches. We have completed every search we started, and a candidate who emerged from each search was employed.

Here is a listing of the chief executive searches conducted by PPL since 2002:

Mendocino - Lake Community College District
(Dr. Lois Callahan, Principal PPL Consultant)

Siskiyou Joint Community College District
(Dr. Jack Bessire, Principal PPL Consultant)

Chabot-Las Positas Community College District
(Dr. Lois Callahan, Principal PPL Consultant)

West Valley-Mission Community College District
(Dr. Lois Callahan, Principal PPL Consultant)

Gavilan Joint Community College District
(Dr. Jack Bessire, Principal PPL Consultant)

Victor Valley Community College District
(Dr. Grace Mitchell, Principal PPL Consultant)

Shasta-Tehama-Trinity Community College District
(Dr. Carl Ehmann, Principal PPL Consultant)

Marin Community College District
(Dr. Jack Bessire, Principal PPL Consultant)

Cabrillo Community College District
(Dr. Grace Mitchell, Principal PPL Consultant)

Palomar Community College District
(Dr. Carl Ehmann, Principal PPL Consultant)

San Jose-Evergreen Community College District
(Dr. Carl Ehmann, Principal PPL Consultant)

Monterey Peninsula College
(Dr. Jack Bessire, Principal PPL Consultant)

Mission College
(Dr. Jack Bessire, PPL Principal Consultant)

Barstow Community College District
(Dr. Don Averill, PPL Principal Consultant)

Siskiyou Joint Community College District
(Dr. Carl Ehmann, PPL Principal Consultant)

Feather River Community College District
(Dr. Carl Ehmann, PPL Principal Consultant)

Barstow Community College District
(Dr. Don Averill, PPL Principal Consultant)
Carl J. Ehmann  
Resume'  
PO Box 1416  
Ukiah, CA  95482  
707-463-1521  
ehmann@pacific.net

**Administrative and Teaching Experience**

2008-present  
Continued placement of interim administrators.

2007-2008  
PPL Principal Consultant, Feather River College and College of the Siskiyou presidential searches.

2005-2006  
Interim Superintendent/President, Monterey Peninsula College

2005  
PPL Principal Consultant (February-June) to San Jose-Evergreen CCD for the Chancellor search.

2004  
Assist PPL with reference checks (Marin) and recruitment phase (Cuesta); President and Vice Presidents, respectively.

2004  
PPL Principal Consultant to Palomar College for the Superintendent/President search.

7/03-present  
Vice President/Northern California and principal consultant for Professional Personnel Leasing, Inc. (PPL). Currently involved in executive searches (CEO’s) and placement of interim administrators for northern California community colleges.

2003  
PPL Principal Consultant to Shasta College for the Superintendent/President search.

2001-2002  
Interim Superintendent/President, College of the Siskiyou. Chair of Search Committee for permanent Supt/President.

1990-2001  
Superintendent/President, Mendocino College. (Retired from this position).

2000 (Spring)  
English 200 (university transfer; one course).

1985-1990  
Executive Dean of Instruction, Mendocino College.

1982-1985  
Part-time faculty; English, Interpersonal Communication,
Mendocino College.

1981-1982 Adjunct faculty, School of Business; University of Southern California.


1979.1983 Dean of Instruction, Cypress College.

1968-1978 Associate Dean of Instruction, Cypress College.

1966.1968 Full-time faculty, Cypress College; Health and Physical Education.

**Formal Education**


University of Southern California; Emphasis: administration of higher education.

M.A., Physical Education/Exercise Physiology, California State University, Long Beach. Emphasis: movement analysis (kinesiology), life and general science.

B.A.; Physical Education, California State University, Long Beach.

**Organizational experience**

**Community**

Business/Education Round Table; Founding member, Leadership Mendocino (workshop for developing leadership in the county); Ukiah Rotary Board of Directors; United Way (former campaign chair); City of Ukiah General Plan Revision Committee; Ukiah Chamber of Commerce (Subcommittee on Attracting New businesses to Mendocino County); St. Mary's School Board; "Lunch Group" (Meetings every other month with representatives from Lake and Mendocino County business, law enforcement, education and government from the three largest cities in these counties).

**Presidential Initiatives**

Funding and construction of a 38,000 sq. ft. fine arts building; successfully lobbied, with other community college CEO's, state legislators for equalization funding which resulted in $8.6
million ($500,000 for Mendocino College) being included in the Governor's budget.

Professional

Association of California Community College Administrators (ACCCCA); Community College League of California (CCLC) task force on policy development regarding advocacy process between and among State Chancellor's Office, Board of Governors and the state legislature; attendance at state-wide CEO conferences and workshops; chair of three accreditation teams in the last six years.

Consulting (other)

Trinity School; CIGNA Financial Services; Telesearch; North Orange County Community College District; Compton (CA) College; Tahoe Community College; San Francisco Unified School District; Connecticut General Life Insurance Company; IBM (Tucson office).

Accomplishments

In over eleven years as President at Mendocino College, I was particularly proud to have been instrumental in:

* developing an Institutional Master Plan in 1994, the first ever adopted.

* contributing to the accreditation process in both self-evaluation and visiting team experiences.

* lobbying legislators/Chancellor's Office staff on behalf of the Community Colleges in general; the small, rural colleges in particular.

At Monterey Peninsula College:

Provided leadership for the development of timely, public and accurate communication systems that included College constituent groups. The areas of master planning, budget and the effective use of construction bond monies were the major areas improved.
At College of the Siskiyous:

Provided leadership for the development of a planning process; instituted reforms in governance, communication and organizational behavior.

Personal

I enjoy the company of my wife and children. We all enjoy skiing, reading, individual/dual sports and hiking.

Professional References

Monterey Peninsula College

Dr. Jim Tunney, Chair
Lynn Davis, Vice Chair
Board of Trustees
831-655-8530 (H)

Shasta College:

Patricia Demo, Director
Human Resources
(530) 225-4609 (O)

College of the Siskiyous:

Dave Clarke, President
Academic Senate
530-938-5250 (O)

Mendocino College/other:

Nancy Proto-Robinson, President
Academic Senate (retired)
seavilla@comcast.net

Palomar College:

Berta Cuaron, VP
Instruction/Co-chair Search Committee
760-744-1150 x2246

Rocco Versaci, Pres. Fac Assn
Co-chair, Search Committee
760-744-1150 x2971
San Jose-Evergreen Community College District

Terry Christensen, Professor
Political Science, San Jose St. University
Chair, Search Committee
408-924-5565

Ron Lind, Chair
Board of Trustees
lind428@yahoo.com
408-2746700 (Distr Office)

Feather River College Community College District

Cameron Abbott, Director/Human Resources
Feather River College
530-283-0202; x257

Bill Elliott, Acting Chair
Feather River College
Board of Trustees
530-283-1478 (H)

Rick Stock, faculty & co-chair search committee
Feather River College
530-283-0202 x275

Russell Reid, faculty
Feather River College
and President, FRC Foundation
530-283-0202
Dr. Donald F. Averill has 47 years of experience in education including 14 years in secondary education and 33 years in the community colleges. This experience includes an extensive background and leadership in the fields listed below that can be translated into consulting opportunities for higher education.

Career and Technical Education

Dr. Averill has extensive leadership experience in career and technical education. Examples of that experience include:

- Developed work experience education as it exists today at the K-12 and community college level. Established the professional association for this field (CAWEE).
- Wrote and sponsored extensive legislation affecting child labor including the design and development of the current work permit used by minors.
- Developed and implemented extensive workforce development programs including contract education and economic development in California. Served as one of the founders of Ed-Net the Economic Development Network of the California Community Colleges.
- Chaired a legislative study committee regarding contracting out education that led to the legislation allowing community colleges to contract out services.
- Sponsored the legislation in California that created open enrollment and allowed students to attend any California Community College.
- Chaired the Economic and Workforce Development Advisory Committee to the Board of Governors for two years.
- Developed the concept of economic development centers in Orange County, Los Angeles County, Riverside County and San Bernardino County. These centers work directly with economic development and serve as enterprise zone of the sponsoring colleges.
- Worked on the implementation of workforce development programs with the Department of Labor from the MDTA days to the current WIA legislation and the WIB. Have been on Board in Orange, Los Angeles and San Bernardino Counties.
- Developed programs that articulated with the K-12 including a P-16 Council and the Alliance for Education in San Bernardino County.
- Served on numerous economic development organizations including Cal-Ed, Inland Empire Economic Partnership and Chamber of Commerce. (Currently serve as the Chairman of the Board of the San Bernardino Area Chamber of Commerce.)
- Steering Committee for the Edge Campaign

Construction Management

During Dr. Averill’s career he has had over thirty years of experience in working with construction projects. These experiences include:

- Building new facilities for technical education and general education at the K-12 and community college level in five districts.
- Completely moved a campus from a ten acre site to a 200 acre site and expanded the instructional space of a small rural college.
- Served as the second college in the state to use multiple prime methods of construction.
- Developed and implemented a pre seismic activity funded program under FEMA that led to the replacement of seven buildings at Valley College in San Bernardino and will replace an addi-
tional three buildings within the next three years.
- Guided bond issue efforts effectively in two districts (K-12 72 – CC in 2001).
- Served as the Vice President of the Community College Facilities Coalition (CCFC).
- Completed extensive long-range facilities plans for Valley College and Crafton Hills College in San Bernardino.
- Extensive work in energy conservation and sustainability has been worked into existing projects.

Technology

Dr. Averill has been a leader in instructional technology in California and has completed or been extensively involved in the following areas:

- Implemented the first inter-active television construction in nursing education between Palo Verde College and College of the Desert.
- Implemented the first T-1 Internet project at a community college with the installation of a T-1 and Glendale College in cooperation with JPL in Pasadena.
- Created the first online open environment for Cad Cam training between Lockheed Aircraft and Glendale College using commercial training and equipment.
- First college in the state to implement open web access and put all students on line at Glendale College.
- Involved in the expansion and use of public television in community college education at Coast and San Bernardino (KOCE – KVCR).
- Implemented the first backbone for supporting video on demand for the California Community Colleges that will be hosted through San Bernardino CCD.
- Linked administrative computing and instructional computing to create a robust backbone for instructional technology.
- Served on the Board of Intelecom a producer of instructional media.
- Developed a capital campaign for KVCR to garner $90 million in capital funds. The project is now at $27 million and growing.

Human Resources

Dr. Averill was involved in Human Resources for nine years. During that time he has been involved in the following areas:

- Glendale College was the first if not the only college to decertify a merit system program at the community college level.
- Performed consulting regarding merit systems for several years.
- Developed a classified system from the ground up in changing from a merit system to a bargaining unit model.
- Developed the human resources services for a community college creating a separate department for this purpose.
- Served as the Chief negotiator for the District for eight years.
- Served as the Chairman of Southern 30’s Human Resources Group.
- Served as the Chairman of the Human Resources Commission of ACCCA for five years.
- Worked with Professional Personnel Leasing (PPL) to create the emergency waiver in STRS so administrators could earn over the annual earnings limitation.
- Created the contract finder that helped administrators in building contracts.
- Served as one of the founders of the Chief Human Resources Officers Association.

Chief Executive Officer
Dr. Averill has served as a Chief Executive Officer for the community colleges for twelve years with the following accomplishments:

- **Palo Verde College**: Guided the college off of probation to full accreditation. Increased the enrollment from 612 FTES to 1258 FTES. Annexed the City of Needles into the district. Created an economic and small business development center and brought three new industries into the community. Renewed the non-credit program and obtained a Title IV grant for developing institutions. Moved the entire campus to a new site and obtained funding to complete the first two buildings. Established the Colorado River Educational Compact that allowed for exchange of program and students between California and Arizona. Started a construction program with the City of Blythe that utilized Redevelopment Funds for low income housing.

- **San Bernardino CCD**: Became the Chancellor of the San Bernardino CCD including San Bernardino Valley College, Crafton Hills College, KVCR TV and Radio. Developed the Professional Development Center and the Applied Technology Training Center. Added a simulated fire fighting unit for training in aircraft fire fighting, expanded the federal resources for projects bringing in approximately $80 million in eight years. Established an instructional technology program that is now providing state of the art services and serves as a hub for video on demand. Established an economic development presence in the region that identifies the community college as the source of workforce development in the region. Working with the County and the K-12 increased the college going rate in the region by 45 percent with the majority of that enrollment going to the community colleges.

- **Accreditation Experience**

Dr. Averill has served on accreditation committees for the Accrediting Commission of Junior and Community Colleges (ACCCJC); The WASC Commission for Schools (K-12) and the North West Accrediting Commission. The majority of that service has been as Visiting Committee Chair. The experiences have included comprehensive public community colleges, non-profit colleges and proprietary colleges. At the K-12 the experience has been with public high schools, and private high schools.

**COMMUNITY COLLEGES (31) Chair (25)**

- American River College
- Merritt College
- Modesto Junior College
- Sierra College
- San Francisco City College
- San Jose City College
- Heald College (2) + (3) Progress Visits – Chair
- Trans Pacific College - Chair
- American Samoa College - Chair
- College of Oceaneering + (2) Progress Visits Chair
- Phillips College - Chair
- MTI College - Chair
- Fashion Institute of Design and Merchandising (FIDM) – Chair
- San Joaquin Valley College (2) (Chair
- Kelsey Jennings College Progress Visit (3) - Chair
- Brooks College + 3 Progress Visits – Chair
• Grossmont College - Chair
• West Valley College - Chair
• El Camino CCD - Chair

WASC SCHOOLS VISITS (21) Chaired (13)

• Hemet High School
• John North High School (Riverside)
• Catholic Dioceses High School Woodland Hills
• Torrance High School
• Torrey Pines High School
• Grossmont High School
• San Diego City College Navy Program
• Oceanside High School - Chair
• Harvard Academy - Chair
• Frontier High School - Coachella Valley - Chair
• San Gabriel Adventist Academy + Progress Visit - Chair
• Loma Linda Adventist Academy + Progress Visit - Chair
• Glendale Adventist Academy - Chair
• Pacific Academy of the Arts Hawaii - Chair
• American Academy Ch’ing Mai Thailand - Chair
• American Academy Pompuri Thailand - Chair
• Glendale Christian School - Chair
• Banning High School (2) Chair

CONSULTANT ACTIVITIES IN ACCREDITATION

• Palo Verde College - Worked with the college constituency while serving as Superintendent President to address a “probationary” sanction. This sanction was existing when I was appointed as President
• Lassen CCD - Worked with the acting president and his team to develop an action plan to move them off probation. That was in 1996 and the campus has again had sanctions from the Commission.
• San Mateo College - San Mateo College was on “warning” for accreditation. I facilitated the college steering committee to define the response for their focused visit. The college was removed from warning.
• Palomar College - Provided advice and support on the development of the self-study and a response to the Commission. This was not a paid consultation, but the end result was a reduced sanction from what the college expected.
• Diablo Valley College - Assistance is currently being given to Diablo Valley College to address a “show Cause” sanction by the Commission. They will come up for review in October of 2009
• Los Angeles Trade-Technical College - Kate Clark (former president of the California Community College Academic Senate) and I have been doing an analysis of the collegial consultation process and college governance. This was done immediately after the accreditation visit. Much of the information that was collected reflects on the accreditation status.
• Barstow CCD - Conducted search for Superintendent President 2009

COMMUNITY ORGANIZATIONS
Dr. Averill has been involved in community activities during his entire career and in most cases related those activities to his work in education. Professional associations and committees linked to the community colleges already appear in this document in the appropriate area of experience.

- Serve as the Vice President of Catholic Charities and also the Finance Committee Chair
- Serve as chair of the Finance Committee of St Frances X. Cabrini Catholic Church
- Serve as a consultant to the Alliance for Education in San Bernardino County.
- Serve as a consultant to the P-16 Council in San Bernardino County
- Serve on the Board of the Inland Empire Economic Partnership and serve as the Chairman of the Workforce Development Committee
AGREEMENT BETWEEN
PROFESSIONAL PERSONNEL LEASING, INCORPORATED
AND
PASADENA AREA COMMUNITY COLLEGE DISTRICT

THIS AGREEMENT is made and entered into this 22nd day of September 2008 by and between Pasadena Area Community College District (hereinafter "District") and Professional Personnel Leasing, Inc., (hereinafter "PPL") to utilize professional and technical services of Donald Averill and other consultants as needed to conduct a search for a Superintendent/President.

IT IS MUTUALLY AGREED that Consultant will provide the consulting services as shown in Appendix "A" under the following terms and conditions.

NOW, THEREFORE, it is agreed as follows:

1. **District Support.** The District shall reimburse the Consultants for necessary reasonable expenses that will be approved before incurred, including but not limited to transportation, meals, lodging, for activities included in Appendix "A" as appropriate.

2. **Indemnification.** To the extent allowed by law, District and PPL, shall each defend, indemnify, and save harmless the other and its Board of Trustees, officers, and employees against any and all claims, actions, liabilities and losses, by whomever asserted, of acts, errors, or omissions on the part of their respective officers, agents, students, or employees arising out of any activities in the performance of this Agreement, providing, however, that either party shall be given sufficient notice to enable it to participate and conduct an appropriate defense of any claims made.

3. **Consultant Not Employee of District.** It is understood that PPL is responsible for the actions of its officers, employees, and servants; that Consultant is not an employee or servant of District regardless of nature and extent of the acts performed by Consultant; that inasmuch as said Consultant shall not be an employee of District, District does not assume liability under law for any act of Consultant performing or traveling pursuant to this Agreement. Furthermore, as Consultant is a self-employed independent contractor, neither the District nor PPL shall be responsible for the payment of any unemployment insurance, Workers' Compensation Insurance, Social Security or Medicare taxes, or contribution of federal or state income tax withholding for or on behalf of the Consultant.

4. **Payment.** Payment in consideration of this Agreement shall be for thirty five thousand dollars ($30,000.00). PPL will bill three thousand seven hundred and fifty dollars ($3750) at the end of each month from November 2009 through June 2010 for the services outlined in Appendix "A". The District will reimburse PPL for Pasadena sample 1 10/21/2009
services provided by Consultant within thirty days (30) of receipt of a valid invoice from PPL.

5. **Status of District and PPL.** It is expressly understood and agreed that this Agreement is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture, or association between District and PPL, but is, rather, an agreement by and between the independent contractors, these being District and PPL.

6. **Limitations of Consultant Powers.** Regarding Appendix "A", to the extent that the law allows, Consultant will discharge those duties, which are consistent with his/her status as an independent contractor. In addition the District shall designate an employee(s) to discharge those duties and exercise those powers which can only be vested in a person employed by the District, and in that capacity the designated employee(s) and Consultant shall coordinate to ensure the orderly and consistent administration of the area of consultation. It is further understood and agreed, it is a District responsibility to ensure that a true independent contractor relationship is established and maintained.

7. **Terms of Agreement.** This Agreement shall remain in full force and effect beginning October 1, 2008 and ending June 30, 2009, or when the search is completed.

PROFESSIONAL

PERSONNEL

LEASING,

INCORPORATED.

Contract #BCCDPSCHDA1008
Tax Id # 33-0205012

Dated September 22, 2008

By
Dr. Guy Lease
PO Box 17457
South Lake Tahoe, CA 96151

PASADENA AREA COMMUNITY COLLEGE DISTRICT

DATED: __________________

By:
Name
Title
Address
Phone
Fax

Pasadena sample 2 10/21/2009
"Appendix A"
INDEPENDENT CONTRACTOR
PROFESSIONAL PERSONNEL LEASING, INCORPORATED
Dr. Carl EhmanPrincipal Consultant

DESCRIPTION OF SERVICES:

Consult and advise the Board and District administration in matters pertaining to the selection of a Superintendent/President. Other services requested are open to negotiations.

1. Provide services as outlined in the proposal-dated October 21, 2009

The services of the Consultant specifically do not include the evaluation, hiring, firing, or supervision of any District personnel. Also, the Consultant shall not process any employee grievances in the course of fulfilling this Agreement, or sign any official District documents, nor perform any functions defined as "Creditable Service" by Education Code Section 22119.5.