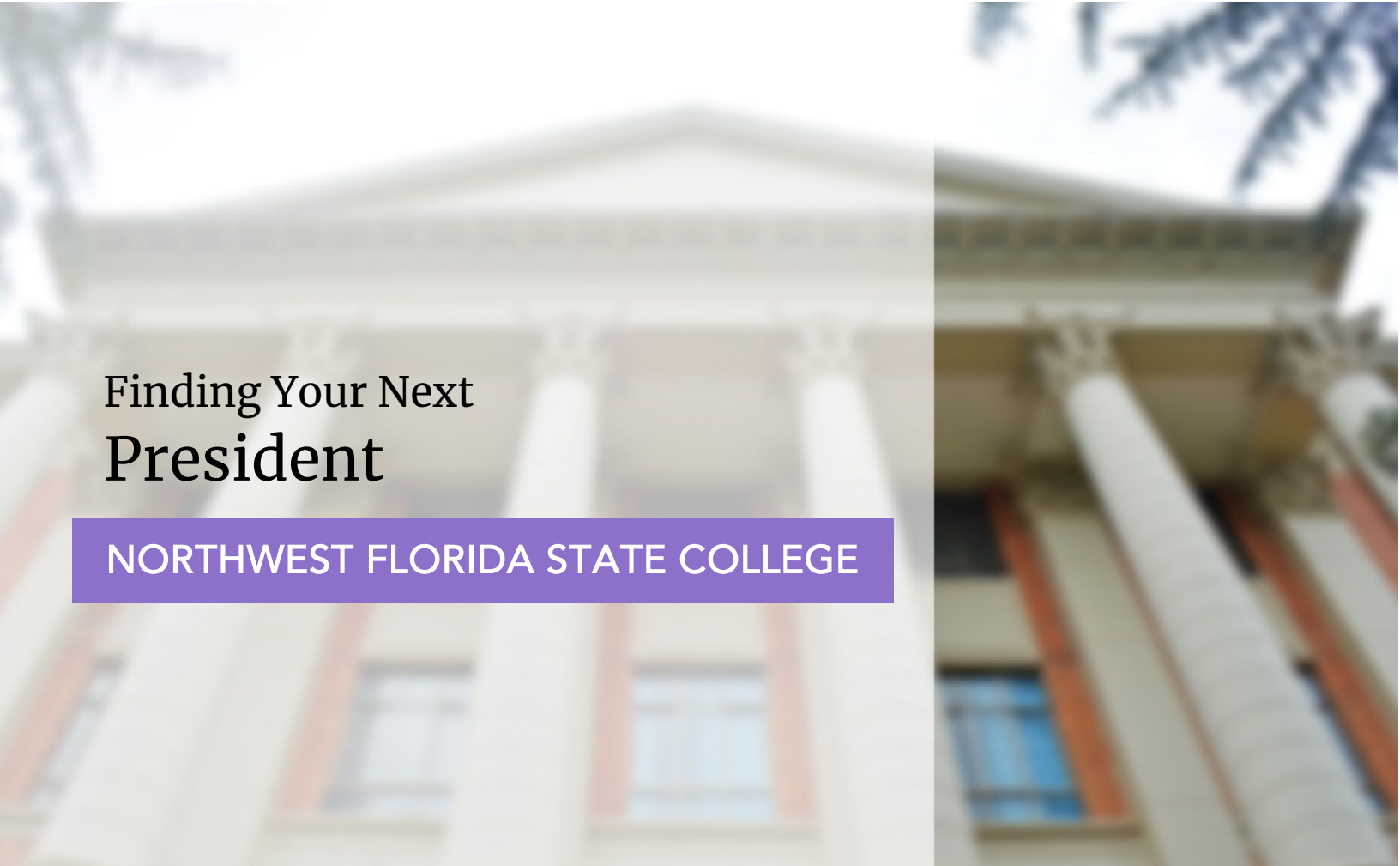


AGB SEARCH

Advancing Higher Education Leadership

Finding Your Next
President

NORTHWEST FLORIDA STATE COLLEGE



April 26, 2024

Whitney Rutherford
General Counsel
Northwest Florida State College
Submitted via: Online Submission Portal

Dear Ms. Rutherford:

AGB Search is pleased to submit this proposal to provide executive recruitment services to find the next President of Northwest Florida State College (NWFSC). With over 350 successful presidential searches, we have extensive experience identifying and recruiting highly qualified leaders for public and private colleges and universities, university systems, and institutionally-related foundations.

AGB – More than 100 Years of Serving Higher Education

Founded as an affiliate of the Association of Governing Boards of Universities and Colleges (AGB) in 2010, we have a deep and comprehensive understanding of the ideal qualifications for effective higher education leadership. Our affiliation with AGB, a premier organization focused on empowering boards to govern with knowledge and confidence, ensures clients receive access to valued resources and training, in addition to our highly regarded search services. AGB Search combines search expertise with deep sector knowledge through our principals' and executive search consultants' decades of experience in higher education leadership and executive search.

AGB Search is a national search firm that has assisted with more than 1,300 permanent and interim searches at over 600 institutions and organizations. Our experience includes conducting searches for senior leaders at public institutions in Florida such as Broward College, Florida A&M University, Florida Polytechnic University, Florida State College at Jacksonville, Indian River State College, Miami Dade College, Polk State College, Santa Fe College, Seminole State College of Florida, the University of Central Florida, the University of West Florida, and Valencia College, among others.

Our work spans all 50 states, the District of Columbia, and the U.S. territories of Puerto Rico and Guam. The public and private colleges and universities we have served are both small and large institutions, with annual budgets below \$20 million and over \$5 billion, endowments ranging from \$25 million to over \$41 billion, and total enrollments ranging from under 500 to more than 90,000 students.

On an annual basis, AGB Search conducts nearly 150 successful searches for higher education executives. We currently enjoy a **95% successful placement rate overall**. Over the past five years, **90% of our presidential placements have served for at least three years**. In addition to higher education searches, AGB Search offers interim executive search services, Executive Coaching Services, and ExecComp, the firm's executive compensation evaluation service.

Our Consultants Have Served in The Seat

AGB Search largely comprises senior higher education leaders who have transitioned to impacting higher education leadership from a new vantage point. They have been presidents, vice presidents (e.g., Advancement, Finance and Administration; Human Resources), provosts, deans, student affairs leaders, and enrollment experts, to name a few positions and areas of expertise. They understand first-hand the challenges and opportunities that colleges and universities face and offer invaluable guidance to institutions as they recruit critical hires.

We are proposing Fred Moore, J.D., MBA, Senior Executive Search Consultant, and Jeanne Foster Jacobs, Ph.D., Executive Search Consultant, to conduct this search. Mr. Moore and Dr. Jacobs are an effective team, having worked together on many executive leadership searches for higher education institutions. Of particular interest to NWFSC, they have recently conducted presidential searches for Howard Community College, Northeastern Illinois University (in process), Rhode Island College, and Waubensee Community College. Additionally, they recently conducted searches for Santa Fe College's Provost and Vice President, Advancement (in process), as well as Seminole State College of Florida's Vice President of Academic Affairs. Their expertise in university leadership and executive search consulting will benefit Northwest Florida State College with a pool of quality candidates vetted for their credentials, character, and commitment to your mission and vision.

Biographical sketches and references of Mr. Moore and Dr. Jacobs are included to provide an overview of their experience in academia, higher education leadership, and executive search consulting.

Fred Moore, J.D., MBA, Senior Executive Search Consultant



Fred Moore, J.D., MBA, joined AGB Search in 2017, after serving as President of Buena Vista University (BVU) for 22 years. He has assisted higher education institutions with over 50 successfully completed searches. During his tenure at BVU, the institution reached new heights in academic quality, fundraising success, program development, financial strength, and facilities construction. In 2017, the university named him President Emeritus and awarded him an honorary doctorate.

Prior to his service at BVU, Mr. Moore served as Vice President for Development and General Counsel at North Carolina Wesleyan College. He also has practiced law and has experience as a marketing executive and financial analyst in private industry.

Mr. Moore served on the boards of the National Association of Independent Colleges and Universities, the Council of Independent Colleges, and the Council for Adult and Experiential Learning. He chaired the boards of the Iowa Association of Independent Colleges and Universities, the Iowa Intercollegiate Athletic Conference, and the Iowa Campus Compact. Mr. Moore was appointed by Iowa governors to numerous commissions and task forces, including the Iowa College Student Aid Commission. He served as a Director of The Iowa Lakes Corridor Development Corporation, which fostered entrepreneurship among first-generation and underserved students. He formerly chaired the board of a publicly traded financial services company.

Mr. Moore earned Juris Doctor with honors, Master of Business Administration, and Bachelor of Arts degrees from the University of North Carolina at Chapel Hill. He is a member of Phi Beta Kappa and Beta Gamma Sigma. He is based in Delray Beach, FL.

REPRESENTATIVE SEARCHES

- **President**, Albizu University
- **President**, Erie Community College (SUNY)
- **President**, Florida State College at Jacksonville
- **President; Vice President for Administration and Finance**, Grand View University
- **President**, Howard Community College
- **President**, Indian River State College
- **President**; Northeastern Illinois University – *In Process (Semi-Finalist Stage)*
- **President**, Owens Community College
- **President**, Rhode Island College
- **President; Provost; Vice President Advancement** – *In Process (Candidate Recruitment Stage)*; Santa Fe College
- **President; Chief Financial Officer; Vice President for Student Affairs; Vice President for Academic Affairs**, Seminole State College of Florida
- **President**, Valencia College
- **President**, Wake Technical Community College
- **President; Chief of Staff and Vice President of Strategy; Vice President of Talent & Culture/Chief Diversity Officer** – *In Process (Finalist Stage)*, Waubonsee Community College

Jeanne Foster Jacobs, Ph.D., Executive Search Consultant



Jeanne Foster Jacobs joined AGB Search in 2021. As a proven leader in higher education, she brings over 35 years of executive experience that advanced strategic direction, innovation, and institutional performance in community and state colleges.

Dr. Jacobs served for fifteen years as President and CEO of Miami Dade College's Homestead campus. During her tenure at MDC, she led many college-wide initiatives that resulted in the complete transformation of the campus, from its physical size to significantly increased student enrollment and engagement.

By establishing partnerships with local municipalities and organizations, Dr. Jacobs expanded educational programs in STEM, electrical power technology, transportation and logistics, aviation, nursing, hospitality management, business and entrepreneurship, and workforce development. She strengthened legislative advocacy efforts that resulted in funding for capital projects such as the building of a new Student Success Center, and she secured major federal grants to support student success and college completion initiatives.

Prior to MDC, Dr. Jacobs held the position of Vice President of Instruction at Sinclair Community College in Dayton, Ohio. Dr. Jacobs has contributed to the boards of both local and national organizations, including the Community College Advisory Panel of The College Board; the Executive Committee of the Board of Directors of the American Association of Community Colleges (AACC); the Board of Directors of the American Council on Education (ACE), Office of Women in Higher Education; and the Board of Directors of Homestead Hospital-Baptist Health South Florida.

Dr. Jacobs earned her Ph.D. in Administration of Higher Education from the University of Alabama, Master of Education from Alabama A&M University, and B.A. in English from Fisk University. She has completed post-doctoral work in leadership development with the Institute for Educational Management and the New Presidents Seminar at Harvard University.

REPRESENTATIVE SEARCHES

- **Chancellor**, Foothill-De Anza Community College District
- **President**, Cuyahoga Community College System
- **President**, Howard Community College
- **President**, Missouri Valley College
- **President**, Northampton Community College
- **President**; Northeastern Illinois University – *In Process (Finalist Stage)*
- **President**, Rhode Island College
- **Provost; Vice President Advancement** – *In Process (Candidate Recruitment Stage)*, Santa Fe College
- **President; Chief of Staff and Vice President of Strategy; Vice President of Talent & Culture/Chief Diversity Officer** – *In Process (Finalist Stage)*, Waubensee Community College
- **Vice President, Economic Development, Workforce and Career Technical Education**, Monroe Community College
- **Vice President, Chief Academic Officer**, Seminole State College
- **Assistant Vice Chancellor for Professional and Continuing Education**, California State University, Long Beach

References

Cuyahoga Community College District

SEARCH: PRESIDENT (2022)
CONTACT: Mr. Victor Ruiz, Search Chair
EMAIL: victor@esperanzainc.org
CONSULTANT: Dr. Jacobs

Florida State College at Jacksonville

SEARCH: PRESIDENT (2019)
CONTACT: Mr. T.R. "Mac" McGehee, Trustee and Co-Chair, Search Committee
EMAIL: mmcgehee59@gmail.com
CONSULTANT: Mr. Moore

Seminole State College of Florida

SEARCH 1: PRESIDENT (2018)
CONTACT: Ms. Mae Ashby, Associate Vice President, Human Resources
EMAIL: ashbym@seminolestate.edu
CONSULTANTS: Mr. Moore

SEARCH 2: VICE PRESIDENT OF ACADEMIC AFFAIRS (2023)
CONSULTANTS: Mr. Moore and Dr. Jacobs

Rhode Island College

SEARCH: PRESIDENT (2024)
CONTACT: Ms. Rachelle Green, Search Chair
EMAIL: rgreen@cgdesq.com
CONSULTANTS: Mr. Moore and Dr. Jacobs

Waubonsee Community College

SEARCH: PRESIDENT (2022)
CONTACT: Ms. Rebecca Oliver, Chair, Board of Trustees
EMAIL: roliver@hrmproperties.com
CONSULTANTS: Mr. Moore and Dr. Jacobs

Our Experience & Placements

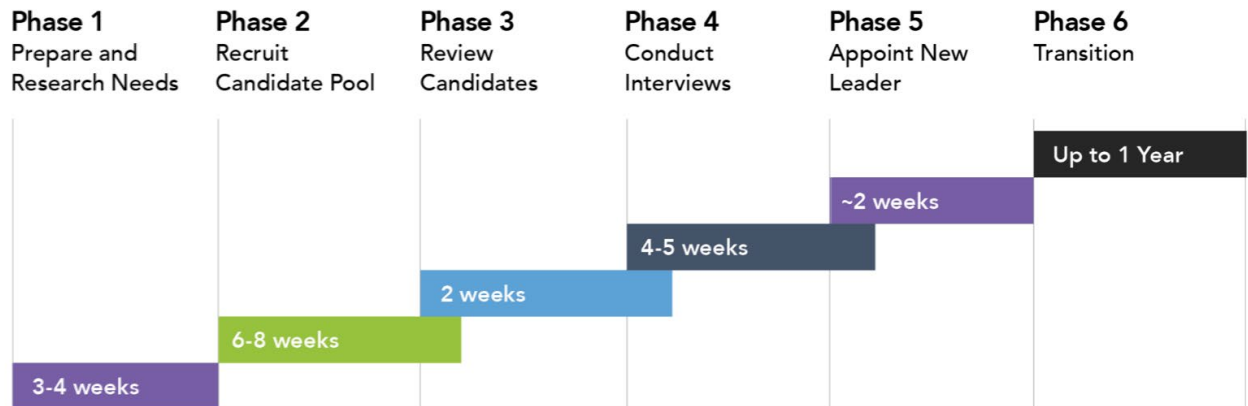
To illustrate the depth and breadth of AGB Search's capacity, flexibility, and experience, we are pleased to present a representative list of placements of presidents and related positions for public colleges, universities, and other education-related organizations.

Placements of Presidents at Public Colleges and Universities

Angelo State University	Housatonic Community College
Broward College	Howard Community College
California State University, Channel Islands	Idaho State University
California State University, Chico	Indian River State College
California State University, Fresno	Iowa State University
California State University, Sacramento	Johnson County Community College
Central Connecticut State University	Kentucky Community and Technical College System
Central State University	Kingsborough Community College
Chicago State University	Lake Land College
City Colleges of Chicago	Lake Region State College
College of Charleston	Lamar Institute of Technology
College of DuPage	Lewis-Clark State College
Columbia College	Longwood University
Community College of Allegheny County	Lorain County Community College
Community College of Philadelphia	Louisiana State University
Connecticut Board of Regents for Higher Education	Louisiana State University Shreveport
Cuyahoga Community College	Maine Maritime Academy
Dickinson State University	Malcolm X College
Edmonds College	Marshall University
Emporia State University	Mayville State University
Erie Community College	Metropolitan State University of Denver
Fairmont State University	Miami Dade College
Florida State College at Jacksonville	Missouri University of Science and Technology
Foothill-De Anza Community College District	Missouri Western State University
Fort Hays State University	Montana Technological University
Harris-Stowe State University	Nevada State University
Harry S Truman College	Nevada System of Higher Education
Helena College University of Montana	New Jersey City University
Henry Ford College	New Mexico State University

North Dakota State College of Science	University of Guam
North Dakota State University	University of Idaho
Northampton Community College	University of Iowa
Northeastern Illinois University	University of Michigan–Flint
Northern New Mexico College	University of Minnesota
Ohio University	University of Minnesota Duluth
Owens Community College	University of Minnesota Crookston
Pasadena City College	University of Minnesota Morris
Pennsylvania Western University (formerly Clarion University)	University of Montana–Missoula
Pittsburg State University	University of Nebraska–Lincoln
Portland State University	University of Nebraska at Omaha
Prince George's Community College	University of Nebraska
Purdue University Northwest	University of Nevada, Reno
Ramapo College of New Jersey	University of North Dakota
Raritan Valley Community College	University of Northern Iowa
Rhode Island College	University of Pittsburgh at Bradford
Saginaw Valley State University	University of The Bahamas
St. Cloud State University	University of the District of Columbia
Salt Lake Community College	University of Toledo
San Francisco State University	University of Wisconsin–La Crosse
San José State University	University of Wisconsin–Madison
Santa Fe College	University of Wisconsin–Parkside
Seattle Colleges	University of Wisconsin–Stout
Seminole State College of Florida	Utah Tech University
Slippery Rock University of Pennsylvania	Valencia College
Southern Connecticut State University	Valley City State University
Southern Oregon University	Wake Technical Community College
Southern University System	Walla Walla Community College
Southwestern College (KS)	Waubensee Community College
Sul Ross State University	West Liberty University
SUNY Adirondack	West Texas A&M University
SUNY College of Optometry	West Virginia Higher Education Policy Commission
Tacoma Community College	West Virginia State University
Texas A&M University–San Antonio	Western Colorado University
Texas Southern University	Western Connecticut State University
Texas Tech University	Wichita State University
Thaddeus Stevens College of Technology	Williston State College
The College of New Jersey	Youngstown State University
University of Colorado Boulder	

Search Timeline



Our Search Process

We pride ourselves on understanding the issues our client institutions face, adapting the search process to specific institutional needs, and focusing on the best experiential and cultural alignment of candidates. We take a collaborative and transparent approach to working with search committees, organizational leadership, and hiring managers. What sets us apart is our enthusiastic ability to champion an institution and position it attractively to the most qualified and appealing candidates, many of whom may not be actively in the market for a new position. We serve as facilitators, consensus builders, and planners. We are your partners in the search process.

Mr. Moore and Dr. Jacobs will start the search with a series of listening sessions to inform and enhance their understanding of the role and of the College, and they will meet regularly with the Search Chair and Search Committee throughout the process. Our search process will incorporate these steps:

1. Organize the search and research leadership needs (June or July 2024) – Meet with appropriate representatives of Northwest Florida State College’s search (i.e., Hiring Authority or designee, Search Chair, and Search Committee) on-site or virtually and begin the important step of identifying the leadership attributes of the next President.

2. Recruit a talented candidate pool (Mid-August to Early October 2024) – We will recruit a fresh pool of strong candidates by accessing our extensive network of executive search consultants, reaching out to higher education leaders nationally to request nominations, engaging applicable groups, and advertising in targeted, relevant trade publications and beyond.

AGB Search enhances its ongoing approach to recruiting viable candidates with tools such as our proprietary database of more than 100,000 candidates, and the LinkedIn Recruiter platform. Directed by the experience, skills, and professional characteristics identified in the search profile, we will recruit candidates tailored specifically to your leadership needs. AGB Search will utilize the services of Graystone Advertising Group to place our advertisements.

3. Review and evaluate candidates (Late October 2024) – We will work closely with the hiring authority, Search Chair, and Search Committee through a collaborative process to discern the most qualified candidates. We will advise the Committee on best practices and assist them in developing an assessment methodology that ensures fair and rigorous evaluation of credentials. The introduction of rigorous

processes early in the search helps the Committee develop a keener sense of each candidate's strengths and potential. The Committee's selection of semifinalists to invite for interviews activates the first round of due diligence, in which reference calls are initiated. We also conduct Internet reviews (Google and other search engines), Nexis reviews, as well as social media research (in-house and through an outside vendor) to identify potential issues that candidates may need to address.

To support the evaluation of promising candidates, AGB Search offers the following optional assessment tools.

The Predictive Index's Behavioral Assessment. The PI Behavioral Assessment measures motivating drives in the workplace and can be used in conjunction with traditional screening methods such as résumé review, interviews, and reference checks. For more information, please visit [the Predictive Index's website here](#).

The Predictive Index's Cognitive Assessment. The PI Cognitive Assessment consists of 50 multiple choice questions from three cognitive ability categories (verbal, numerical, and abstract reasoning) and nine subcategories. It is used to assess the rate at which a person can learn and process complex information. For more information, please visit [the Predictive Index's website here](#).

4. Facilitate interviews (Mid-November to Mid-December 2024) – We will support the hiring authority's and/or Search Committee's preparation and delivery of two rounds of in-person interviews: semifinalist interviews at an off-campus location (neutral site) and more extensive rounds of interviews for finalists. The Search Committee may wish to conduct semifinalist interviews virtually, through interfaces such as Zoom. As part of the interview process for finalists, we also conduct additional due diligence, including "off-list" reference calls, which target individuals who can address specific areas of interest for finalists; extensive social media checks and background checks, including driving, criminal, civil, and credit checks; and verification of all academic degrees and credentials. AGB Search utilizes the services of the Mintz Group to conduct background and social media checks. In planning for the administrative and logistical support for this search, we recommend that Northwest Florida State College provide a Search Liaison to facilitate the process.

5. Support discussions and appointment (Late December 2024 or Early January 2025) – By gathering compensation expectations and other information from the most promising candidates as the search progresses, we can inform the eventual discussions with the candidate of choice. Mr. Moore and Dr. Jacobs can also serve in an intermediary role during initial negotiations, working with the hiring authority and candidate of choice to ensure there is a shared understanding of interests.

6. Leadership Transition Planning – AGB Search provides transition planning for presidential searches for one year. Transition planning includes developing strategies to support, prepare, and ensure a successful launch and transition for the new president. We include this service as part of our process at no additional fee. A thoughtful and well-executed transition plan in the early months of a new leader's tenure supports the new president's first year in office and sets the stage for long-term success. With support and guidance from Mr. Moore and Dr. Jacobs, we will ensure that NWFSC and the President-elect are prepared for and committed to a successful leadership transition.

Search Process Deliverables

Mr. Moore and Dr. Jacobs will provide the following deliverables with the support and assistance of other AGB Search staff as appropriate.

- **A pre-search study**, which includes virtual or in-person meetings with representatives from the faculty, staff, students, and other constituents to define a common understanding of the needs of Northwest Florida State College and an agreement on desirable leadership attributes for the position. This stage of the process will also include a kick-off meeting between the AGB Search team and the Search Committee.
- **A final comprehensive search profile**, which will include all the necessary information about the position, the College, and the community to attract outstanding candidates.
- **Solicitation of a diverse candidate pool**. This pool will represent diversity of background, race, ethnicity, gender, and other factors, ensuring quality candidates that reflect NWFSC community.
- **A detailed advertising and outreach plan**, which targets the advertisement in locations likely to reach strong candidates and assures that the search profile reaches higher education leaders best able to recommend qualified potential candidates.
- **A mid-search meeting of Mr. Moore and Dr. Jacobs** with the Search Committee to advise the Committee on best practices and to develop a rating system for candidate application evaluation.
- **A secure, password-protected website** providing the Search Committee with access to all candidate application materials.
- **Assistance during the interview process**, including guidance on interview techniques, providing sample questions to review and revise, planning and conducting neutral site interviews, and ensuring candidate confidentiality.
- **Reference checks** for chosen candidates and facilitation of professional background checks on finalists.
- **All search-related outreach and candidate administrative services**, including communication with the Search Chair, solicitation and processing of applications, and management of correspondence and contact with the candidates.

Proposed Fees and Expenses

AGB SEARCH FEES	AMOUNT
Search Fee (Fixed)	To be determined based on industry-standard of one-third of the first-year base salary of the appointed candidate.
Client Service and Support Fee	\$5,000
Total AGB Search Fees	33% of the first-year base salary of the appointed candidate plus the Client Service and Support Fee.
ESTIMATED SEARCH EXPENSES	AMOUNT
Travel Expenses for Consultants (airfare, lodging, transportation, meals) <i>Travel is contingent on the Search Committee's needs and may not be required in the event of a remote search.</i>	Reimbursed at cost.
Advertising	\$4,000
Finalist Candidate Background Checks (Estimated 3 Candidates)	\$2,250

Proposed Search Fee: AGB Search's fee is equal to one-third of the base salary of the amount contracted for the first year of the appointed candidate.

The first year's salary used to calculate this fee does not include specially deferred executive compensation, signing or performance bonuses, or payments into retirement/pension plans. The base salary will be attested to in the relevant section of the new President's final contract provided to AGB Search within 10 days after said contract has been executed. Our minimum fee is \$65,000.

AGB Search's fee is payable in four installments. The initial search fee payment will be invoiced at the end of the month in which the search contract is initiated, and the second and third installments will be invoiced at the end of the two subsequent months. The fourth and final payment will be invoiced following the Hiring Authority's or Search Committee's selection of finalist candidates. The Client Service and Support Fee, described below, will be applied to the first payment.

Client Service and Support Fee: A client service and support fee of \$5,000 will be charged and includes all costs incurred directly by AGB Search in servicing and supporting the administration of this search including: administrative staff support to the client in setting up the client's technology profiles, web profiles, and other set up fees which are usually incurred with the first installment, as well as administrative support to the client's search liaison to assist with scheduling interviews and coordinating candidate travel as needed, internal administration, copying and supplies, postage, telephone, web portal applications and digital archive, web conferencing, and other miscellaneous expenses.

Additional Hires: If other candidate placements occur from the pool of candidates presented to the Search Committee within one year of this search engagement, an additional recruitment fee will be charged at 25% of the candidate's first year base salary, with a minimum of \$30,000.

Travel for Consultants and Candidates: All consultant travel-related expenses are billed separately on a monthly basis at actual cost. The amount of consultant travel depends on the needs of the Search Committee and the number of meetings and trips requested. Candidates' expenses are covered by Northwest Florida State College and are not included in AGB Search's fee or direct costs.

Advertising: Advertising expenses are based on the needs and requests of the Search Committee, and they are billed separately on a monthly basis at actual cost. The proposed advertising expenses reflect the execution of a national online campaign.

Finalist Candidate Social Media Checks and Background Checks: Expenses are based on an estimate of three finalist candidates and will be billed directly to the College at actual cost, supported by invoices or receipts, and without administrative fees.

Additional Expenses: Additional search-related expenses approved by the Search Committee, such as printing and production, commercial courier services, and/or other services, will be billed at cost on a monthly basis.

AGB Search's Guarantee

If Northwest Florida State College is unable to identify a candidate of choice for the position of President within the initial timeline (normally 4-6 months), we will continue the search process until a successful appointment is made, within one year of the initial start date of the search.

If the person selected as President leaves the position within one year from the date he or she occupies the office (i.e., is employed by or under contract with the College), or has been terminated for any reason

excepting disability, change of ownership or organizational realignment, or if the person leaves for any reason other than unforeseen circumstances such as death, illness or disability; or a change of ownership or organizational realignment; a significant change in the role or work assignment or compensation; an abusive work environment; or if there is a material misrepresentation or lack of material information of any kind by the institution, AGB Search will assist in a follow-up search provided that the re-opened search commences within three (3) months of the employment termination date.

In each of the scenarios described above, there will be no additional search fee, and only previously agreed upon out-of-pocket expenses incurred in connection with the re-opened search will be charged, such as consultant travel, advertising, background checks, and Predictive Index Assessments (if requested).

Disclosure Statement

AGB Search does not have any personal, familial, employment, or vendor relationship between a principal or employee of the firm and Northwest Florida State College, its trustees, president, or employees within the past 5 years.

Closing

Identifying, recruiting, and evaluating candidates who possess the requisite interpersonal skills and professional experience to succeed as NWFSC's next President requires a discerning analysis that is supported by a comprehensive understanding of the position and the current higher education landscape. Mr. Moore and Dr. Jacobs understand the opportunities and challenges facing the next generation of Presidents, and their networks of contacts and AGB Search's resources will attract a pool of talented and highly-qualified candidates.

As AGB Search's Managing Principal & CEO, I oversee all searches conducted by the firm, and Northwest Florida State College can be assured that I will always be available to answer any questions or address any concerns. Please contact me at (202) 776-0854 or rod.mcdavis@agbsearch.com.

Sincerely,



Roderick J. McDavis, Ph.D.
Managing Principal & CEO
202.776.0856
rod.mcdavis@agbsearch.com



**AGB
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Advancing Higher Education Leadership

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