

# Proposal & Agreement

EXECUTIVE  
SEARCH  
President

PREPARED FOR:



NORTHWEST FLORIDA  
STATE COLLEGE

April 25 2024

AMERICAS | EMEA | APAC  
ZRGpartners.com

# Proposal

## Executive Summary

Thank you for the opportunity to present a proposal to assist you with your current talent needs. Our clients rely on ZRG Partners, LLC to identify and present great talent. However, what separates us from the pack is our ability to help our clients make great hiring decisions, using data and analytics in tandem with superior search acumen. Our proposal will give you an overview of our approach that is changing how companies hire critical talent globally.

We are pleased to present the following proposal which will address your immediate impact while providing a simplified format for future work we do together in all levels of recruiting. While ZRG has the resources and niche expertise to get the job done, our patented Z Score process will change how you hire critical talent in the future. Our proprietary Z Score Process provides you with three distinct advantages:

### More Choices:

- A robust slate of candidates to choose from for each position
- Higher quality candidates sourced compared to the typical hiring processes targeting job seekers and existing data bases

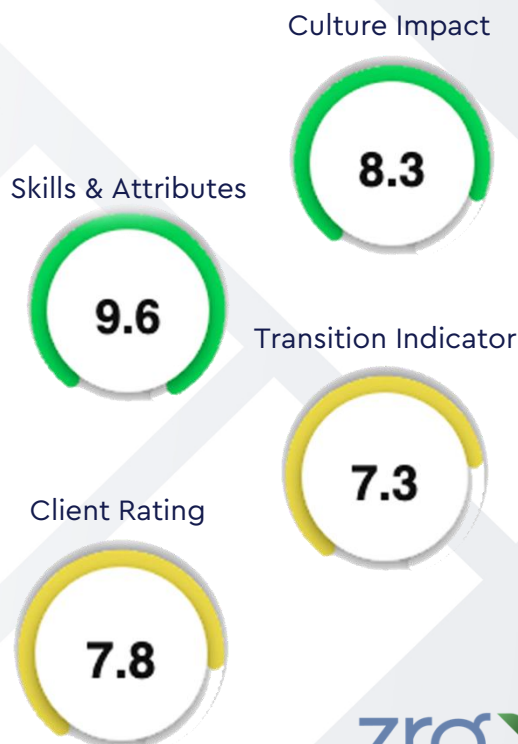
### Data and Analytics to make Great Hiring Decisions:

- We will provide critical subjective information to assist you in making solid, fact-based decisions
- Your search books will include comprehensive candidate dossiers with resumes, skill-based writeups, skills & attributes grids, and hiring scorecard data

### Efficient and Time-Saving Process:

- Time savings with a major shift of time and resources to ZRG as we manage the entire Z Score Process for you, reinventing the typical search paradigm
- Measured accountability and project management with committed timelines and project milestones

Candidate	Skills & Attributes	Compensation	Culture Impact	Transition Indicator	Client Rating
Stephen Lumbow	8.4	8.5	8.5	8.5	4.9
Neddy Wiles	7.7	8.4	8.4	8.4	5.8
John George	8.4	8.4	8.4	8.4	7.8
Melissa Carlson	7.9	8.5	8.5	8.5	6.2
John Pridal	8.5	8.5	8.5	8.5	8.0
Tim Horton	8.4	8.7	8.7	8.7	5.3





# Proposal

## Company Overview

**Account Holder:** ZRG Partners Holdings Corp,  
Doing Business as: ZRG Partners, LLC

**Primary Address:**  
365 West Passaic Street  
Suite 465  
Rochelle Park, NJ 07662  
205.902.9029  
[www.zrgpartners.com](http://www.zrgpartners.com)

**Key Contact and authorized contract individual:**  
Gene Head  
Managing Director  
Global Education and Non-Profit Practice Leader C:  
205.902.9029

Founded in 1999, ZRG is a mid-sized executive search, professional staffing, and talent advisory firm with global reach and unique capabilities leading to the optimization of the recruitment process. ZRG was established as an innovator in the executive search field, blending traditional best practices in leadership identification with proprietary data analytics—leadership found a better way.

ZRG combines the expertise of over 140+ Managing Directors as well as a robust candidate research and recruitment staff. ZRG has 500+ employees and over 30 offices in North America, South America, Europe, MENA, and Asia, Pacific. (Copies of our latest financial statement, provided in Appendix B.)

The parent company, ZRG Partners, LLC is headquartered in the New York tri-state area. Our team is composed of diverse and talented professionals committed to recruiting the same on behalf of our clients.

## Our Diverse Recruitment Strategy

We know that a thriving business hinges on diversity. We can help you bring a diversity hiring strategy to the next level by focusing both internally and externally, effortlessly connecting you with fresh audiences. By bolstering your talent pipeline like never before, you can elevate your status as a premier employer of choice. We will help you create talent ambassadors to champion your brand far and wide.

*The difference of a diverse workforce – success built on inclusion is the success that lasts.*

### External Focus

Helps you to expand your access to diverse employee talent through various opportunities and strategic brand positioning.

Diversity overlay can be applied to social media and marketing strategies to activate professional social networks and use targeted, data-driven tools to reach specific audiences.

### Internal Focus

These can be leveraged to acquire advantage of synergies, identify new talent sources and enhance referrals.

Drive collaboration with the extended diversity community to align on diversity recruiting strategies.

Facilitate ongoing awareness and education to support diversity mindset among the company's employees.

Work across staffing to include diversity focus in business staffing strategies.



## Relevant Experience:



Listed below is a small sampling of relevant, successful President searches:

- Abraham Baldwin Agricultural College
- Augustana University
- Bevil State Community College
- Campbellsville University
- Columbia State University
- Columbia Theological Seminary
- Fuller Theological Seminary
- Gadsden State Community College
- Harford Community College
- Helms College (Goodwill Middle Georgia-Helms College)
- Jacksonville State University
- Kennesaw State University
- Lurlean B. Wallace Community College
- Luther Seminary
- Pennsylvania Commission for Community Colleges
- University of Alabama
- University of Alabama at Birmingham
- University of Alabama at Birmingham O'Neal Comprehensive Cancer
- University of Alabama at Huntsville
- University of Maine at August

## Executive Search Sampling for Community Colleges and State Systems:

**Alamo Colleges District:** This network of five community colleges serves 68,000 students in the Greater San Antonio metropolitan area.

**Bevil State Community College:** Bevil State Community College is a public community college in Sumiton, Alabama. It enrolls 3,986 students and has been accredited by the Commission on Colleges of the Southern Association of Colleges and Schools since 1994.

**Enterprise State Community College:** The Alabama Aviation College at Ozark total enrollment at Enterprise State Community College in 2021, both undergraduate and graduate, is 1,796 students.

**Gadsden State Community College:** This College is a public, open door, comprehensive community college comprised of five campuses or educational centers. Established nearly 100 years ago, it is now part of the Alabama Community College System, which had an enrollment of 83,509 students in 2023.

**HACC, Central Pennsylvania's Community College:** HACC is the first established and largest of Pennsylvania's 15 community colleges. It serves more than 12,800 degree-seeking students and more than 2,500 workforce development students.

**Harford Community College:** Harford is an open-access institution situated on more than 350 acres near Bel Air, Maryland. It offers more than 140 affordable degree, certificate, and career and workforce programs to more than 6,300 full- and part-time students as well as community education courses to nearly 6,000 students per year.

**Lake Michigan College:** This public community college in Berrien County, Michigan, has four campuses serving a collective 3,000 students.

**Lane Community College:** Located in Eugene, Oregon between the Cascade Mountains and the Pacific Ocean, Lane serves more than 25,000 students per year through transfer, career technical, and personal enrichment programs.

**Maricopa Community College District (MCCCD):** One of the nation's largest community college districts, MCCCD is comprised of 10 colleges in Arizona. It promotes innovative, transformative, and cost-effective higher education and serves more than 100,000 students.

**Riverland Community College:** Riverland is one of 31 institutions in the Minnesota State System. It has three campuses within the southeastern part of the state and offers educational programs and courses to nearly 5,000 students annually through traditional, hybrid, and online access.

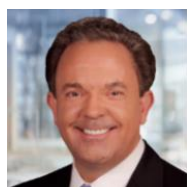
**Roxbury Community College:** With nearly 3,000 in total enrollment, this public community college sits on 16 acres in Boston, Massachusetts.

**State University of New York (SUNY):** SUNY is the country's largest integrated system of public higher education with 64 campuses. They serve nearly 1.3 million students in credit bearing courses and programs and through continuing education and community outreach programs.

**University of Massachusetts (UMass):** This public university system with five campuses and a satellite campus serves approximately 75,000 students in the state. Through UMass Global, there are also 25 physical campuses in California and Washington state and one virtual campus.

#### Firm Qualifications and Team:

ZRG's Northwest Florida State College's Search Team will be composed of exceptional professionals and supported by the full breadth & depth of our Education Practice. Gene Head, Managing Director, is nationally regarded for his work with identifying innovative and highly experienced College leaders with a breadth of experience in the Higher Education space, he is committed to serve as the search lead and will oversee and work directly on Northwest Florida State College Presidential recruitment and will also enjoy the support and work of others on the practice team depending on area of expertise.



**GENE E. HEAD JR.**  
Global Education and Non-Profit Practice Leader  
Managing Director  
ghead@zrgpartners.com  
C: 205.902.9029

Gene Head is a Managing Director specializing in Higher Education leadership and Global Non-Profit. Strategic leadership and economic development are major specialties of his work. Through dogged determination and a relentless pursuit of strategic alignment, his search work has included leading 300+ searches (Chancellors, Presidents, VP's, Deans). A sampling of clients includes the University of Alabama System, Auburn University, Samford University, the University of California System, the University of Texas

System, and many others. Throughout his career, he has purposely studied and prepared executive leaders in a variety of capacities, advising and consulting in numerous practice areas including high potential leadership development, succession planning, and large-scale organizational appraisal and evaluation. An expert in sustainable transformation, his client work focuses on enterprise-wide change initiatives, C-level development, and building high-performing, strategically aligned executive teams in Higher Education and global Non-Profit. The number of repeat clients in his portfolio attests to his work. Through collaborative efforts within Higher Education, corporate, and healthcare organizations, as well as the U.S. Departments of Education, Energy, Agriculture, and Commerce, He works to advance a jobs-driven economy throughout the country.

Gene received a Bachelor of Science in Management from the Brock School of Business at Samford University where he serves on the Advisory Board. He enjoys serving on several Non-Profit boards including one focused on economic development within Zambia, Zimbabwe, and Malawi.

**BARRY VINES**

Managing Director  
Global Healthcare Services & Solutions and  
Higher Education Practice  
bvines@zrgpartners.com

Barry Vines serves as a Managing Director in the firm's Atlanta office and is a senior member of the Global Healthcare Services & Solutions Practice. Additionally, he is a senior member of ZRG's Higher Education Practice. With deep roots in the higher education, healthcare, and academic medicine sectors, he brings a unique background to each search he undertakes.

Barry feels the most successful searches are the result of truly investing time to know a client and understand their organization's needs. His philosophy in search is not simply to find an experienced candidate but to find the one that will excel with thoughtful, incisive leadership to not only guide an organization but transform it.

Prior to joining ZRG Partners, Barry served clients for another global executive search firm. Additionally, he was both a partner and consultant with a boutique search firm. His successful career in executive search was preceded by leadership experience earned in major corporate and academic institutions, including AT&T, UAB Health System and School of Medicine, Cisco Systems, and software giant Computer Associates. His corporate experience has proven invaluable in leading searches.

Barry has a Bachelor of Science in Mathematics from Birmingham-Southern College. He is very active with five grandchildren and is involved in the Birmingham community supporting healthcare related programs.

**STEPHANIE FRANKLIN**

Senior Associate  
sfranklin@zrgpartners.com  
C: 817-360-5338

Stephanie Franklin has over 20 years' experience in executive recruitment, and specializes in the Higher Education, Non-Profit and Healthcare sectors.

With her expertise in C-Suite recruitment, Stephanie regularly leads and conducts searches for President, Provost, CFO, CEO, COO, CNO, CMO, CHRO, and Vice President/Dean levels. Stephanie is known for taking a partnership approach with her clients in a manner which engenders trust.



Prior to joining ZRG Partners, Stephanie's experience as Managing Partner for a recruiting research practice included clients in both the nonprofit and profit sectors. With her initial focus in healthcare, Stephanie quickly grew her clientele to include a broad spectrum of industries, technology, non-profit and higher education.

Stephanie's clinical background as an RN affords her a unique perspective and an eye for extraordinary detail. Prior to her career in executive recruitment, Stephanie worked as a nephrology nurse serving dialysis patients and families. After an introduction to executive recruitment and recognizing the opportunity to make a national impact, she turned her dedication in healthcare over to a career in executive search.

Stephanie graduated with a BS in Nursing from Texas Christian University.

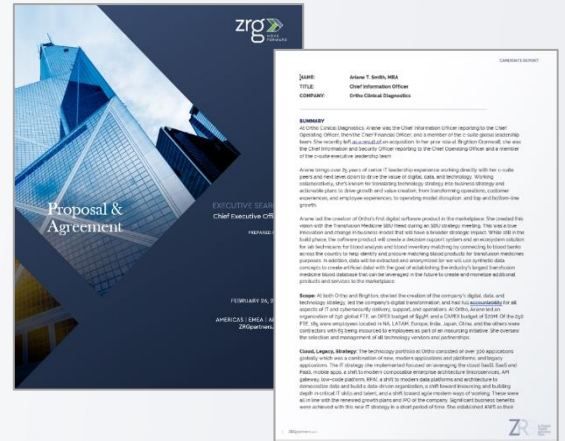
## Scope, Approach, and Methodology:

As an illustrative example, the following section will walk you through a typical search using some of our Z score tools and unique recruiting processes

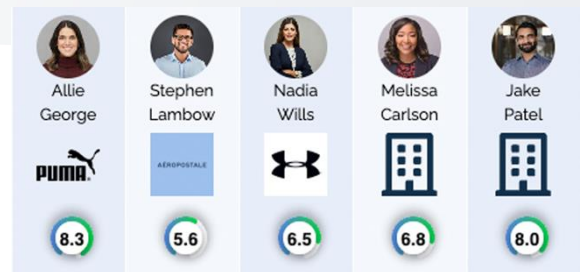
### STEP 1: Search Kickoff Development of Detailed Job Description and Skill and Attribute Matrix

To begin any new search project, we work closely with you to understand and document the initial position description, including key responsibilities, compensation, and career path possibilities.

Through this discovery process, we complete a concise and compelling Position Description document that we will use to sell candidates on the role and the company. Attracting top talent takes influence and persuasion. We take great pride in how we present your company story to the marketplace, and our Position Description document is a cornerstone in our approach to attracting the best possible candidates. For this initial project, we spend time with your team to think through the "employee value proposition" of why a potential candidate should consider this career change. This will prove crucial in the final selling.



### Skills & Attributes



### STEP 2: The Skills & Attributes Grid

This is a critical tool in ZRG's recruiting and selection process. It allows you to see how candidates are ranked and scored against the individual attributes of the ideal candidate profile. Not only will we focus on critical skills, but our tools will weigh those skills so we can truly assess tradeoffs with each candidate in an objective and fact-based manner. We will customize this for each role.

		Allie George	Stephen Lambow	Nadia Wills	Melissa Carlson	Jake Patel	Average
Weight		8.3	5.6	6.5	6.8	8.0	
10+ Yrs Brand Marketing <i>solid experience in brand marketing for 10+ years</i>	Required	10.0	6.0	7.0	8.0	8.0	7.8
Digital Marketing <i>Digital marketing experience or leadership</i>	Required	10.0	10.0	10.0	7.0	9.0	9.2
Transformation <i>Has led a Business model transformation from analog to digital</i>	Required	10.0	7.0	10.0	8.0	10.0	9.0
Similar Leadership/Spin <i>Has led a 50 person department with a \$20M budget</i>	Required	10.0	7.0	8.0	9.0	8.0	8.4
Experience <i>Experience in large, complex companies companies going through transformation</i>	Required	8.5	6.0	8.0	9.0	10.0	8.3
Character <i>High emotional intelligence; total team player</i>	Required	10.0	6.0	8.0	7.0	8.0	7.4
Progression <i>High promotion potential; a history of moving quickly through the ranks</i>	Required	10.0	7.0	7.0	8.0	10.0	8.4
Collaboration <i>Experience working with senior leadership teams and boards with an ability to sell - "new moon"</i>	Desired	10.0	10.0	10.0	10.0	10.0	10.0
Product Development <i>Product development from vertical retail or CPG</i>	Preferred	8.0	7.0	7.0	9.0	10.0	8.2
Academic Credentials <i>Entrepreneurial degree required an advanced secondary degree preferable</i>	Preferred	8.0	10.0	6.5	8.0	10.0	8.6

● Required Mandatory for the role. This will be given the highest weight in scoring calculations.  
● Preferred There is a preference to have this, but it is not mandatory. This will be given partial weight in scoring calculations.  
● Desired This is nice to have, but not a strong requirement. This will be given least weight in scoring calculations.

\*Limited to top 25 candidates



# Proposal

## STEP 3: Search Strategy

Next, we work together to develop a detailed search strategy to target the types of companies and individuals that fit the ideal candidate profile. We believe that an effective search strategy does not target job hunters and other low-hanging fruit. Rather, an effective search strategy targets highly qualified individuals who are happy in their current jobs but would also consider the perfect "next" opportunity for a great organization. In our kickoff sessions, we will work closely with the hiring team to discuss the various backgrounds and experiences that would be worth considering. Below is a sample of a typical search strategy template.

As you can see, we will clearly identify target organizations in which talent might reside to supplement the direct competitor area. We also clearly develop the functional positions that might be appropriate to recruit from, including those at the desired level you are seeking and often one level below and one level above, giving you the broadest sense of selection available at various price points.

<b>Companies</b> Adidas Nike, Inc. Puma Spalding Under Armour Sephora Ulta Beauty Urban Outfitters	<b>Position Titles</b> Director, Digital Marketing Chief Marketing Officer VP of Marketing SVP, Global Marketing
<b>Industries</b> Consumer Retail Consumer Sport	<b>Locations</b> Northeast, US Midwest, US Eastern Coast, US

## STEP 4: Hiring Scorecards for Each Role

For each candidate, you will receive a comparison of their skills and leadership style against the profile of "A" players performing in a similar role. We deliver this with our Z Score Assessment Process. As a starting point, we have already built functional scorecards for many of the key positions in the industry. We have done extensive work in building out the DNA of successful leaders and producers, and we can use this idea to help benchmark potential new candidates for your firm.

The assessment is an online process that will take each candidate about 60 minutes to complete. This process helps us better understand candidate nuances in management style, intelligence, and corporate compatibility for the position. You will be provided with a multi-page summary on each candidate. Our hiring scorecards provide you the luxury of critical inside information about each specific candidate to assist you in making the best hiring decision. Later in the process, we will also use this data to customize interviewing and reference checking processes.



**PXT Select™ Comprehensive Selection Report**

**Oliver Chase**  
 CONFIDENTIAL  
 Assessment Date: 08/22/17 Printed: 07/20/18

This report generated by:  
 ZRG Systems, LLC  
 210 West Peach Street  
 Suite 501  
 Charlotte, NC 27702  
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**MANAGING DIRECTOR**  
 Frank Laudadio

**OVERALL FIT: 70%**

Performance Model - Highlights below Frank's placement in his roles

**THINKING STYLE**

Composite Score	PL	64% FIT
Verbal Skill	PL	
Verbal Reasoning	PL	
Nonverbal Ability	PL	
Nonverbal Reasoning	PL	

**BEHAVIORAL TRAITS**

Risk	PL	77% FIT
Assertiveness	PL	
Security	PL	
Conformity	PL	
Outlook	PL	
Decisiveness	PL	
Accommodation	PL	
Independence	PL	
Judgment	PL	

**INTERESTS**

FINANCIAL	PL	60% FIT
TECHNOLOGY	PL	
PEOPLE SERVICE	PL	
OPERATIONS	PL	
MANAGEMENT	PL	
INTELLIGENCE	PL	
CREATIVITY	PL	
PEOPLE SERVICE	PL	
TECHNOLOGY	PL	
FINANCIAL/OPERATIONS	PL	

**PERFORMANCE MODEL**  
 Frank Laudadio

MANAGING DIRECTOR  
 MANAGING DIRECTOR  
 MANAGING DIRECTOR  
 MANAGING DIRECTOR

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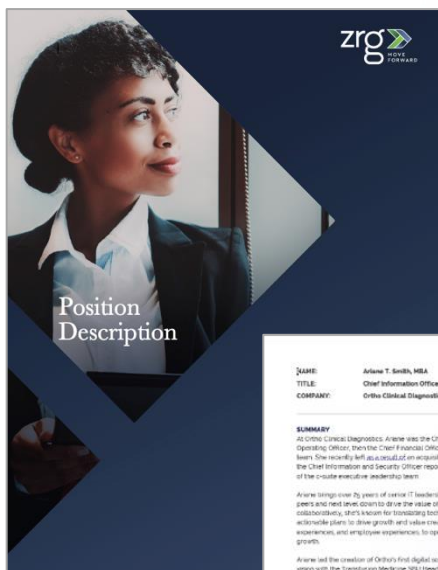
# Proposal

## STEP 5: Search Fulfillment

Next, we focus our attention on research, recruiting, and developing your slate of candidates for each search. We will dedicate a team, typically of three professionals, to work on each regional project. Your team will include a ZRG Managing Director, a senior Search Consultant, and a Research Consultant. The basic stages of each regional search will include:

- Concentrated Market Calling:** We will spend three to five weeks on concentrated market calling to identify, network, and engage talented, experienced professionals.
- In-depth Interviews:** Once we have identified a slate of interested, qualified candidates, we will conduct in-depth interviews covering professional requirements as well as "softer" attributes and cultural fit.

- Zi Platform:** Throughout the duration of the search, clients can access a password protected technology platform to review the pipeline and slate of candidates. This includes and is not limited to the Skills & Attributes scoring, Candidate resumes and summaries, Wiley PXT Select™ assessment results, Compensation Analysis, Interview Insights, the Transition Indicator, and the Culture Fit Indicator. It is the most comprehensive and objective tool that enables clients to evaluate candidates for long-term success.
- Hiring Scorecard Comparison:** Typically, after the first round of interviews, we will have the 2-3 candidate finalists complete the Z Score Hiring Scorecard Assessment process. You will receive electronic updates of the results, and we will include a summary of results in the final search book.



**CONCISE REPORT**

**NAME:** Andrew T. Smith, MBA  
**TITLE:** Chief Information Officer  
**COMPANY:** Ortho Clinical Diagnostics

**SUMMARY**  
 At Ortho Clinical Diagnostics, Andrew was the Chief Information Officer reporting to the Chief Operating Officer, the Chief Financial Officer, and a member of the executive leadership team. One recently left to start a new role at a competitor. In her prior role at Brigham Young, she was the Chief Information and Security Officer reporting to the Chief Operating Officer and a member of the executive leadership team.

Andrew brings over 25 years of senior IT leadership experience working directly with C-suite executives and senior leaders to drive the value of digital, data, and technology. Working collaboratively, she's known for translating technology strategy into business strategy and actionable plans to drive growth and value creation, from hardware operations, customer experience, and employee experiences, to operating model disruption, and top and bottom-line growth.

Andrew led the creation of Ortho's first digital software product in the marketplace. She created this vision with the Transition Medicine SDOU head during an SDOU strategy meeting. This was a true innovation and change in business model that will have a broader strategic impact. While still in the build phase, the software product will create a decision support system and an ecosystem solution for all lab users for blood analysis and blood inventory multi-tying by connecting to blood banks across the country to help identify and procure matching blood products for transfusion medicine purposes. In addition, data will be extracted and anonymized for use in synthetic data concepts to create artificial data with the goal of establishing the industry's largest transfusion medicine blood database that can be leveraged in the future to create an emerging academic products and services to the marketplace.

**Scope:** At both Ortho and Brigham, she led the creation of the company's digital, data, and technology strategy, and the company's digital transformation, and had full accountability for all aspects of IT and cybersecurity delivery, support, and operations. At Ortho, Andrew led an organization of 200 global IT, an OPEX budget of \$9M, and a CAPEX budget of \$20M. At the 200 FTE, she managed employees located in MA, LA, UK, France, India, Japan, China, and she managed contractors with 75 being procured to employees as part of an ongoing initiative. She oversees the selection and management of all technology vendors and partnerships.

**Cloud Legacy Strategy:** The technology portfolio at Ortho consisted of over 300 applications globally which was a combination of new, modern applications and platforms, and legacy applications. The IT strategy she implemented focused on leveraging the cloud (AWS, SaaS and PaaS) mobile apps, a multi-cloud, containerized enterprise architecture (microservices), and delivery, low-code platform, PaaS, a shift to modern data platforms and architecture to consolidate data and build a data-driven organization, a shift toward cloud and building depth in critical IT skills and talent, and a shift toward agile modern ways of working. These were all in line with the renewed growth plans and IPO of the company. Significant business benefits were achieved with this new IT strategy in a short period of time. The substantial impact is that

**\$700,002**  
Budget

U Penn - Chief Marketing Officer

**\$310,916**  
Slate Average

**\$305,500**  
Compensation of Top Talent

Competitive vs. Job

Compensation Against Targets

Headed in the Role

Overall Score: 9.5

- Regul. Transformation: 4.5/5
- Strategic Leadership: 4.5/5
- Technical Attributes: 4.5/5
- M&A Experience: 4.5/5
- Leadership: 4.5/5

I would highly recommend Andrew to our organization. He has shown to own team, drive results, and execute on strategic initiatives. He has shown to own team, drive results, and execute on strategic initiatives. He has shown to own team, drive results, and execute on strategic initiatives.

# Proposal

## STEP 6: Onboarding

Once the candidates have been selected, we will assist you with onboarding and coaching for each new employee. This coaching will include key behavioral recommendations based on the unique scorecard results of each employee, and it will help with getting employees productive faster.

## Timeline

Below is an **example project timeline** format for a search. We take great pride in managing projects around specific and measurable date targets. Upon search commencement, we will provide a detailed timeline for each specific project.

<b>Week 1-2</b>	<ul style="list-style-type: none"> <li>Launch Search</li> <li>Search Committee kick-off meeting with Northwest Florida State College leadership and key stakeholder to develop understanding of organization including culture, history, opportunities, and challenges</li> </ul>	Northwest Florida State College and ZRG
<b>Week 3</b>	<ul style="list-style-type: none"> <li>Draft Position Prospectus and Advertisement</li> <li>Communication plan</li> <li>Candidate Research- Proactive candidate longlist development</li> </ul>	ZRG
<b>Week 4</b>	<ul style="list-style-type: none"> <li>Committee Meeting to approve Advertisement and Prospectus;</li> <li>Review and Finalize Timeline</li> </ul>	Northwest Florida State College and ZRG
<b>Week 4-16</b>	<ul style="list-style-type: none"> <li>Active sourcing of prospective candidates</li> <li>Candidate development</li> <li>Conduct initial candidate interviews to include internal and external candidates</li> </ul>	ZRG
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>Committee Update Call</li> <li>Introduction to secure candidate portal</li> </ul>	Northwest Florida State College and ZRG
<b>Week 16</b>	<ul style="list-style-type: none"> <li>Formal presentation of recommended candidates/candidate slate to Northwest Florida State College</li> </ul>	Northwest Florida State College and ZRG
<b>Week 17 -18</b>	<ul style="list-style-type: none"> <li>Develop schedule, interview format, and suggested interview questions</li> <li>First Round Interviews with Northwest Florida State College Search Committee</li> <li>Selection and recommendation of finalist candidate</li> </ul>	Northwest Florida State College and ZRG
<b>Week 21</b>	<ul style="list-style-type: none"> <li>Interviews for selected finalist candidates</li> <li>Finalist Assessments</li> <li>On-site and/or virtual interviews with selected key stakeholders (confidential process)</li> <li>Reference checks</li> <li>Complete background checks as approved</li> <li>Final Interview (If required)</li> </ul>	Northwest Florida State College and ZRG
<b>Week 22-23</b>	<ul style="list-style-type: none"> <li>Assist in structuring and negotiating offer package</li> <li>Extend offer</li> <li>Relay final offer and acceptance including communications to candidates not selected</li> <li>Announcement</li> <li>Transition/Onboarding</li> </ul>	Northwest Florida State College and ZRG



## Search Agreement - NORTHWEST FLORIDA STATE COLLEGE

ZRG Partners, LLC (ZRG) and Northwest Florida State College are entering into a relationship whereby ZRG will provide executive search and recruiting services for Northwest Florida State College. This agreement will outline the basic terms and conditions that will apply to any work conducted between the parties.

1. **ENGAGEMENTS:** From time to time, Northwest Florida State College may decide to engage ZRG to fill executive positions within the company. In such cases, ZRG will use the "search authorization" form that is part of this agreement to direct each engagement.
2. **ZRG TO PROVIDE:** For each engagement, ZRG will develop a candidate facing position overview as well as an interactive "Skill and Attribute Matrix" to be used in evaluating and scoring potential candidates. Additionally, ZRG will make available ZRG's Z Score assessment tools for further evaluation of candidates. ZRG will provide a dedicated search team that will focus on the engagement and provide updates and communications to ensure the search work is completed in a timely and efficient manner. ZRG will help facilitate any required background checks, drug testing or assessments your firm requests as part of the hiring process for any engagement.
3. **NORTHWEST FLORIDA STATE COLLEGE TO PROVIDE:** ZRG's ability to deliver a superior search process relies on communication and mutual project management. The most successful search assignments are those in which both parties work closely as partners. There are several important contributions Northwest Florida State College can make to the search process: provide timely feedback to ZRG regarding position specifications and background information on candidates, schedule candidate interviews promptly and review the results promptly after the interviews.
4. **PROFESSIONAL SERVICE FEES:** Northwest Florida State College agrees to pay ZRG a professional fee for each authorized search process. Our standard fee amount will be 28% of the position's first year target compensation, defined as candidate's base salary, targeted annual bonus and any sign on bonus.

The first one-third payment of each individual search will be due upon receipt. The second one-third fee will be invoiced 30 days from signed commencement and due upon receipt, which is typically after the presentation of ZRG's slate of candidates for each search. The final balance would be due upon signed acceptance by a candidate or 60 days, whichever comes sooner, with a final reconciliation billing to final candidate compensation against the payments made, to compute the final billing.

*Variances to standard fees and terms will be noted as such on the individual search authorization.*

Should Northwest Florida State College decide not to fill a specific position after engaging ZRG, ZRG will retain any earned payments as the fee for services rendered. Northwest Florida State College agrees to notify ZRG of cancellation in writing with a minimum of five days' notice. If this occurs after the presentation of the slate of candidates and interviewing has commenced, the balance due on the full fee would be earned. Should Northwest Florida State College decide to materially change the initial search specifications of a search after 30 days of the search kickoff, an additional one third payment would be due upon completion. Additionally, if a search is placed on hold by Northwest Florida State College for more than 60 continuous days, the search will be considered cancelled. Payment for each invoice will be made on a net 10-day basis from due date. For invoice amounts that are not paid within 30 days of the due date, a late fee of two percent of invoiced amount will be billed. Should any collection efforts be necessary for ZRG to enforce this contract, such costs would be reimbursed by Northwest Florida State College. If Northwest Florida State College decides to hire a ZRG candidate formally referred during this search process and within twelve months of our last contact with you regarding such candidate(s), a full fee will be due in accordance with this fee agreement. If this occurs as a supplemental hire from a retained slate, ZRG would provide a 10% discount on the billed fee for any supplemental hires.

5. **REIMBURSABLE DIRECT EXPENSES:** ZRG will be reimbursed for direct search-related expenses, including actual travel and interviewing expenses incurred on a project. ZRG travel for flights greater than five hours will be billed at business class, direct flight fare. Additionally, ZRG will help facilitate candidate travel for Northwest Florida State College, with Northwest Florida State College handling expenses directly with the candidates. ZRG will also invoice administrative/technical fees which cover direct search-related expenses, including but not limited to: general administrative services, technology services and access to the Zi Platform, Assessment capabilities and access to the PXT assessment suite, knowledge management and data. To simplify this, ZRG charges this technical expense of a flat fee of \$7,000.

- 6. **TAYLOR ASSESSMENT:** If the current fee structure of a search engagement is \$100,000 and over plus administrative/technical fees are charged, Northwest Florida State College is eligible for the Taylor Assessment. This comprehensive package comprises a Culture Profile, a Candidate Taylor Assessment for up to 3 candidates, and a Slate debrief.

If the current fee structure of a search engagement is \$99,999 or less, it does not meet the criteria for the Taylor Assessment. However, if Northwest Florida State College desires to incorporate this tool later in the search process, Northwest Florida State College agrees to compensate ZRG with a flat fee of \$3,000, encompassing a Culture Profile, a Candidate Taylor Assessment for up to 3 candidates, and a Slate debrief.

- 7. **EXCLUSIVITY:** Northwest Florida State College agrees that any search assignment conducted by ZRG will be on an exclusive basis for the duration of the search and all direct inquiries or recommendations will be shared with ZRG in an overall effort to produce the best candidate for the position, including review of internal candidates and referrals.
- 8. **CANDIDATE WARRANTY:** In the event that the candidate placed in a position is terminated for any reason other than reorganization, elimination of position, takeover or material change in job responsibility, ZRG will make every reasonable effort, on a one-time basis, to find a replacement candidate for the original position at no additional fee, provided the full fee and expenses have been paid as agreed, and there is no material change in the original position specification. Northwest Florida State College will be responsible for technical fees and search-related expenses associated with the replacement effort. These expenses are billed at ten percent of the original professional fee for the assignment and are payable in three equal installments beginning on the first of the month following approval of the "re-start". If a replacement candidate is compensated at a higher level than the candidate initially selected, ZRG would be paid the standard professional fee for the increase in target compensation. The candidate warranty period will be twelve months.
- 9. **CONFIDENTIALITY:** Both parties may from time to time disclose to one another certain confidential information or trade secrets about their business. Recipient agrees to use its best efforts to prevent and protect the Confidential information, or any part thereof, from disclosure to any person other than Recipient's employees having a need for disclosure in connection with Recipient's authorized use of the Confidential Information and to prevent the Confidential Information from falling into the public domain or into the possession of unauthorized persons or competitors. Both parties agree that they shall not disclose the information so conveyed, unless in conformity with this agreement.

ZRG Partners is strongly committed to protecting the privacy of personal data in alignment with the EU's General Data Protection Regulation (GDPR) which was enforced on 25 May 2018. Please find for review our GDPR privacy policy for [here](#).

- 10. **MISCELLANEOUS:** It is agreed that a facsimile / scanned copy of this agreement will be treated as an original for all purposes. The parties also agree that an e-mail or facsimile communication authorizing a specific search received from Northwest Florida State College hiring manager will be treated as formal authorization to begin a search. This search agreement supersedes any other agreements in place between the parties.

<b>Northwest Florida State College</b> Niceville, Florida 100 E College Blvd Niceville, FL 32578	<b>ZRG Partners, LLC</b> 69 Milk Street, Suite 304 Westborough, MA 01581
By: _____	By: 
Name:	Name: Gene Head
Title:	Title: April 27, 2024
Date:	Date: 205-902-9029
Phone:	Phone: ghead@zrgpartners.com
Email:	Email: Gene Head

## Search Authorization

Under the terms of the Search Agreement in place between ZRG Partners and Northwest Florida State College, the following search will be conducted by ZRG, and this letter is authorization to begin this specific engagement:

<b>Position Title(s):</b>	President
<b>Position Location/Country:</b>	Niceville, Florida
<b>Date of Search Commencement:</b>	
<b>Initial Target Compensation:</b>	Salary: TBD Bonus: TBD
<b>Estimated Fee:</b>	1/3 of total first year's target compensation
<b>Payment Schedule:</b>	1/3 due upon signed commencement 1/3 due 30 days from commencement 1/3 due 60 days from commencement
<b>Other Terms for This Search:</b>	This search does not qualify for the Taylor Assessment; therefore, Fort Lewis College will be charged a flat fee of \$3,000 for the assessment if they decide to use this assessment.  ZRG charges a technical expense of (flat fee) of \$7,000.

This letter is authorization for ZRG Partners, LLC to begin this specific search.

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

Name:

Email:

Title:

Company: Northwest Florida State College

Please scan and return to [allcontracts@zrgpartners.com](mailto:allcontracts@zrgpartners.com)

24 - A035964



## REFERENCES:

### **Alamo Colleges District**

Anna Kuwamura  
 Director of Talent Acquisition  
 akuwamura@alamo.edu  
 (210) 485-0233

Representing ACD since 2020, the Helbling Division of ZRG has completed two executive searches at the Associate Vice Chancellor level. Our firm has a third search in progress.

### **Samford University**

Mike Hardin, Ph.D.  
 Provost and Vice President for Academic Affairs  
 mhardin@samford.edu  
 (205) 726-2718

ZRG has conducted 26 searches for Samford University across all executive levels.

### **St. Petersburg College**

Janette Hunt  
 Vice President, Finance & Business Operations  
 hunt.janette@spcollege.edu  
 (727) 341-4772

St. Petersburg College offers degree programs and workforce certifications as part of the Florida College System of which Broward College is also a member institution. Our firm conducted a successful search for an Associate Vice President, Facilities Planning & Institutional Services (completed in June 2023).

### **University of California, Los Angeles**

Michael Yates  
 Manager, Talent Acquisition and Workforce Planning  
 myates@chr.ucla.edu  
 (310) 794-0877

ZRG has conducted 10-12 searches for UCLA in recent years, ranging from senior executive to director level.

### **University of Central Florida**

Jonathan Varnell  
 Vice President for Facilities and Business Operations  
 jonathan.varnell@ucf.edu  
 (407) 823-5242

The University of Central Florida (UCF) is a public research university and part of the State University System of Florida. With more than 69,000 students, UCF is the largest university by enrollment in Florida and one of the largest universities in the country. ZRG's Helbling Division completed two executive searches for UCF in partnership with Vice President Varnell:

Assistant Vice President, Facilities Operations (completed in July 2023)

Assistant Vice President, Planning, Design & Construction (completed in August 2022)