

Professional Recruiting Services Proposal

for

**Presidential Search
Northwest Florida State College**

2023-2024-01

April 26, 2024



April 26, 2024

Whitney Rutherford
General Counsel
Northwest Florida State College
100 College Blvd E
Niceville, FL 32578

Dear Ms. Rutherford:

Greenwood Asher & Associates (GA&A) appreciates the opportunity to submit our professional recruiting services proposal for the President of Northwest Florida State College (NWFSC).

GA&A's Experience & Strengths. GA&A has two decades of experience specializing in the unique recruiting needs of higher education. Our success in the field, the strategic and efficient services we provide, and the trusting search partnerships we have established result in a notable 97% repeat client rate.

Understanding of Nature & Scope. GA&A understands the importance of finding a President who can meet the strategic priorities of NWSFC in transforming lives through exemplary, relevant programs and educational experiences, and meeting the workforce demands of Northwest Florida's ever-changing economy.

Capacity to Assist the College. GA&A meets and exceeds the capabilities required in the scope of work. Our curated search team has recently conducted a presidential search in Florida and is available to begin immediately upon request.

In the following proposal we highlight our extensive experience with presidential searches of similar or greater size to NWFSC, and aspects of our approach and team that set us apart from other firms and will result in a successful partnership.

Please reach out to me with any questions or if you would like to schedule a meeting with our team to discuss further.

Authorized Signatory,



Susanne Griffin
Vice President & Managing Director
Greenwood Asher & Associates, Kelly
Email: Sgriffin@greenwoodsearch.com

Table of Contents

Firm Information.....	4
Years in Business	4
Confirmation of Presidential Search Services Offered	5
Evidence & Explanation of Presidential Search Experience.....	7
Quoted Cost to Perform Presidential Search.....	11
Timeline to Perform Presidential Search.....	13
Proposed Process to Perform Presidential Search	15
Staff to be Assigned to the Project	20
References	25
Disclosure of Relationships Between GA&A and NSFSC	26
Appendix I: Letter of Recommendation for Search Team.....	27
Appendix II: Redacted Quotes from Board Chairs & Presidents.....	28
Appendix III: Emerging Market Trends.....	30
Appendix IV: Value-Added Services.....	32

Firm Information

Brief History

GA&A was founded in 2004 as a full-service retained search firm. Since then, we have completed over 2,000 searches with a 97% return client rate.

Firm Location

Greenwood Asher & Associates
42 Business Centre Drive, Suite 206
Miramar Beach, FL 32550
www.greenwoodsearch.com

Firm Representative

Name: Susanne Griffin
Title: Vice President & Managing Director
Phone: (850) 650-2277
Email: sgriffin@greenwoodsearch.com

Years in Business

GA&A has been in business for 20 years. Founded in 2004 by Dr. Jan Greenwood and Dr. Betty Asher, who both served as tenured professors and university presidents, our firm and our consultants have a deep understanding of the organizational structures and challenges within higher education. GA&A is now one of the premier education executive search firms within the United States.

Confirmation of Presidential Search Services Offered

GA&A is a full-service retained search firm, partnering with higher education institutions to strategically identify their next generation of dynamic leaders. Our firm has an excellent understanding of the executive search and recruitment process at the highest level. We provide all services related to securing quality presidential candidates, including but not be limited to:

- Coordinating with the Board, the search chair(s), the search committee, and others involved in the search process.
- Analyzing the needs of the client and working with the search committee to create a job description and/or profile of the position.
- Providing market intelligence regarding salary and other compensation necessary to attract the best qualified candidates.
- Developing and preparing quality recruitment strategies and materials.
- Coordinating advertising, recruiting, and screening in order to create a pool of diverse and outstanding candidates for the search committee to review.
- Working with the search committee to develop the desired pre-screening method to identify semi-finalists.
- Coordinating with members of the search committee and scheduling campus interviews. Scheduling off-campus interviews if/when necessary and appropriate.
- Reviewing qualifications of applicants, conducting initial reference checks and extensive background checks (peers, colleagues, etc.), and verifying credentials.
- Providing feedback about references at various points in the process.
- Meeting with the search committee throughout the search process and keeping the committee apprised of the search status.
- Coordinating the procedural and administrative aspects of the search.
- Conducting comprehensive, active research and outreach to identify top-tier qualified candidates, including but not limited to advertising in appropriate journals and news media.
- Providing logistical support for site interviews for final candidates.
- Facilitating an evaluation and selection process with the search committee in order to identify the preferred candidate.
- Providing professional notification to all candidates of decisions made.

GA&A's Service Commitment

Our collaboration with the NWFSC Board and Search Committee will lead to a highly collaborative, transparent, and results-driven approach to your presidential search. Our goal is to exceed your expectations and provide you with outstanding candidates who align with not only the position requirements, but with your institution's mission and vision. Here's how our services stand out in addressing your unique requirements and will result in a successful and timely completion of your search:

- **Knowledge of NWFSC and the Market.** Our team invests time in understanding your institutional culture, goals, and challenges. We stay current with market trends and industry developments to find candidates who fit your specific needs and align with your values.
- **Efficient and Cost-Effective Processes.** Our streamlined methodologies are designed to save you time and money while ensuring high-quality results. We manage the search process efficiently, providing you with exceptional value.
- **Consulting Experience You Can Trust.** Our team has a collective 300 years of experience in executive search consulting. We bring a wealth of knowledge and a proven track record, ensuring you receive trustworthy advice and guidance throughout the search process.
- **Timely Responses.** We understand the importance of urgency in the executive search process. Our team is committed to providing timely responses and updates, ensuring you are always informed and engaged.
- **Innovation and Flexibility.** Our approach is not one-size-fits-all. We adapt our methods to meet your specific needs and goals, incorporating innovative strategies to find the best candidates for consideration.
- **Use of Technology.** We leverage technology to enhance the search process, reduce costs, and improve efficiency. From digital screening tools to secure online platforms for communication, our use of technology supports a smooth and effective search.
- **Code of Ethics.** We subscribe to the American Council on Education's (ACE) endorsed Code of Ethics, which speaks directly to ethical issues such as confidentiality and conflicts of interest. We believe this Code provides a strong foundation for each search and recommend that our clients adopt this code to the extent it is compatible with applicable state laws or regulatory requirements.

Evidence & Explanation of Presidential Search Experience

Since 2004, GA&A has successfully conducted hundreds of presidential searches for higher education institutions across the nation. Our firm’s higher education database is reinforced by our national and global contacts, networks, and resources who can provide quality leads and nominations for your next president.

Presidential Searches

Below are examples of presidential searches we have conducted for colleges similar to NWFSC within the last six years.

Institution	Search Position	Year Closed
SUNY Broome Community College	President	2023
Stillman College	President	2023
Gateway Technical College	President	2022
Ventura County Community College District	Chancellor	2022
Dean College	Chancellor	2022
Dean College	President	2022
Virginia Community College System	Chancellor	2022
Montgomery College	President	2022
Dyersburg State Community College	President	2021
Southeast College HCC	President	2021
Volunteer State Community College	President	2021
Hostos Community College	President	2021
Alvin Community College	President	2021
Bucks County Community College	President	2021
Borough of Manhattan Community College	President	2020
Jackson State Community College	President	2020
Lansing Community College	President	2020
Excelsior College	President	2020
Trinidad State Junior College	President	2019
Baltimore City Community College	President	2018
Crafton Hills College	Interim President	2018
Northeast State Community College	President	2018
Eastfield College	President	2018
Forsyth Technical Community College	President	2018
Nashville State Community College	President	2018
Motlow State Community College	President	2018

State of Florida Searches

Below are examples of searches we have conducted for clients in the state of Florida.

Institution	Search Position
Embry-Riddle Aeronautical University	Dean, David B. O'Maley College of Business
Embry-Riddle Aeronautical University	Senior Vice President for Academic Affairs & Provost
Embry-Riddle Aeronautical University	President
Florida A&M University	Dean, School of Allied Health Sciences
Florida A&M University	CFO/Vice President for Finance and Administration
Florida A&M University	Dean, School of Journalism & Graphic Communication
Florida A&M University	Dean, School of Nursing
Florida A&M University	Superintendent, Developmental Research School
Florida A&M University	Dean, College of Education
Florida A&M University	Dean, College of Pharmacy and Pharmaceutical Sciences
Florida A&M University	Dean, School of Journalism & Graphic Communications
Florida A&M University	Dean, College of Science and Technology
Florida A&M University	Dean, College of Nursing
Florida A&M University	Dean, College of Engineering
Florida A&M University	Dean, College of Engineering
Florida A&M University	Dean, College of Education
Florida A&M University	Dean, College of Law
Florida A&M University	Director, Black Archives Research Center
Florida A&M University	Provost and Vice President for Academic Affairs
Florida Atlantic University	President
Florida Board of Governors	Chancellor
Florida Department of Education	Chancellor
Florida Gulf Coast University	President
Florida Gulf Coast University	President
Florida International University	Associate Dean for Academic Affairs, College of Nursing
Florida International University	Director, Latin American and Caribbean Center
Florida International University	Associate Vice President, Enrollment Services
Florida International University	Director, School of Computing and Information Sciences
Florida International University	Executive Director, MBA Program

Institution (continued)	Search Position
Florida International University	Chair, Electrical and Computer Engineering
Florida International University	Chair, Communication Sciences and Disorders
Florida International University	Chair, Occupational Therapy
Florida International University	Dean, College of Architecture and the Arts
Florida International University	Dean, College of Nursing and Health Sciences
Florida International University	Nursing Faculty (3 Positions)
Florida International University	Director, School of Accounting
Florida International University	Director, Graduate Nursing 2009
Florida International University	Chair, Physical Therapy Department
Florida International University	President
Florida International University	Associate Dean of Research
Florida International University	Dean, College of Engineering and Computing
Florida International University	Director, Undergraduate Admissions
Florida International University	Director, Graduate Nursing 2008
Florida International University	Vice President, Human Resources
Florida International University	Director, Libraries & Librarian
Florida State University	Director of the Museum of Fine Arts
Florida State University	English Department Chair
Florida State University	Dean, College of Business
Florida State University	Associate Dean, Research and Learning Services
Florida State University	Dean, Panama City Campus
Florida State University	Dean, College of Social Work
South University	Associate Dean, College of Pharmacy
University of Central Florida	Vice Provost and Dean of Undergraduate Studies
University of Florida	President
University of Florida	Senior Vice President, Administration
University of Florida	President
University of Florida	Provost & Senior Vice President for Academic Affairs
University of Miami	Director, Counseling Center
University of Miami	Executive Director, International Programs and Studie
University of Miami	Counseling Center Director
University of South Florida	President
University of South Florida	Vice President and CEO Lakeland Campus
University of West Florida	President

Experience Recruiting in Sunshine Law States

GA&A specializes in conducting presidential searches in states with stringent open meeting laws. Our experience includes successful searches at institutions such as Florida State University, the University of Arkansas (Fayetteville), and the University of Nebraska (Lincoln and Omaha). In Florida alone, we have managed over sixty searches in compliance with sunshine laws.

Given our extensive experience in these environments, we excel at maintaining candidate confidentiality while adhering to open meeting regulations. We are confident that our expertise would greatly benefit NWFSC's presidential search.

Quoted Cost to Perform Presidential Search

GA&A is a retained executive search firm, which means we are dedicated to you as a client, to the success of your search, and to search closure. Our commitment is to continue working with you until you have selected a candidate of choice.

Price Quotation for NWFSC Presidential Search

Based on an estimated first-year cash compensation of between \$200,000 – \$300,000, GA&A's fee for performing the search will be between **\$74,667 – \$112,000**.

With further discussion, we are willing to negotiate our fee or provide a flat-rate fee upon request.

Explanation of GA&A Fees

- **GA&A Professional Fees**

Our service is based on one-third (1/3) of the total first year's estimated cash compensation for the individual employed, or a minimum fee of \$60,000, whichever is higher.

- **GA&A Indirect Expenses**

We charge 12% of the professional fee for indirect expenses. Indirect costs represent the search expenses that are not readily identified with a particular search but are essential for the search to be completed successfully. Costs such as administrative support, contracting, billing, and research are examples of indirect expenses. These expenses are billed over the first three months of service.

Explanation of Client-Elected/Direct Expenses

We bill all direct expenses with receipts separately for items such as consultant and candidate travel, lodging, and food; report reproduction; copying and supplies; express mail; subscriptions for research; and phone, video, or telecommunications.

- **Travel and Lodging**

Most clients' budgets are \$1,500–\$2,000 per person per trip (candidate or consultant). The client will decide how many candidates it wishes to meet (e.g., five versus ten) and should budget accordingly. Travel expenses are actual, without markup, and furnished with receipts. **Estimated cost for 3 finalists – \$6000 / 1 Consultant \$2000**

(Continued)

- **Job Boards / Advertisements**

GA&A does not require advertising for the position, but often, advertisements are placed based on the client's request. When requested, we would assist with the placement of advertisements in international, national, and local papers and publications such as *Diverse Jobs*, *Chronicle of Higher Education*, and *Women in Higher Education*, and *Disabled in Higher Ed*. **Estimated cost \$2000**

- **Background Checks**

GA&A often coordinates extensive background checks for our clients beyond the referencing that is completed as part of the professional fee. Depending on the role, background checks may include degree verification, litigation search, driving record search, criminal background checks, and credit reports. In general, the cost for the basic background work is about \$1,100 per candidate depending on the depth of research requested by the client. **Estimated cost \$3300**

- **Billing**

We bill professional fees over the first three (3) months of service. Expenses are billed as incurred. Invoices are due and payable upon presentation and will be presented monthly. The first third of the fee will be due upon signing the contract. We offer an electronic payment option in lieu of paper checks, if desired.

Search Guarantee

GA&A agrees to make every effort to present you with the best candidates. However, we cannot guarantee the performance of a candidate selected by the client. GA&A agrees that if a person is hired for the position and within one year of employment is terminated for cause by the client for reasons that should have been identified by GA&A during the search assignment, we will conduct a replacement search and will apply the original fee towards such search. Expenses associated with the replacement search are invoiced to the client.

Timeline to Perform Presidential Search

The following general example presents a possible timeline. The specific timeline and milestone dates for each search phase will be developed in collaboration with the NWFSC Board during the planning phase.

Week	Tasks
Week of June 10 Planning	Facilitate planning meeting with NWFSC BOT Chair and President Search Committee Chair.
June – July Planning Continued	Identify advertising & outreach strategy; Develop comprehensive position profile; update calls with BOT Chair and President Search Committee Chair; develop draft comprehensive position profile; Identify advertising & outreach strategy.
Weeks of Aug. 19–30 Planning Continued	Conduct focus groups & needs analysis during Convocation Week; Hold Presidential Search Committee Start-Up Meeting; Complete position profile.
Weeks of Sept. 2 – Oct. 11 Recruitment	Place advertisements; Begin sourcing & recruiting efforts; Commence GA&A outreach with sources/prospects; Cultivate prospects (including one-on-one discussions); Gather Applicant Materials.
Week of Oct. 14 Evaluation	Present candidates to search committee; Meet with Search Committee to review candidate pool; Identify candidates to be interviewed.
Week of Oct. 21 Round One Interviews	Plan/facilitate confidential round-one interviews in accordance with Presidential Sunshine Law Exemption; identify final candidates, initiate 3-week sunshine period and finalize the campus forum and/or BOT interview process.

Week of Nov. 8 – Nov. 25
Selection

Support NWFSC to conduct comprehensive campus visits and/or public BOT interviews for finalists; Debrief with NWFSC BOT/Presidential Search Committee; GA&A provides comprehensive referencing and background check results.

Week of Nov. 25
Appointment & Follow-Up

Identify preferred candidate; Support offer and negotiations; Aid with announcement if requested; Provide transition planning support, if requested.

Proposed Process to Perform Presidential Search

Our People–First Approach

Our primary approach to executive search is to be our client’s trusted partner and be responsive to their needs. While we use an evidence–based framework to guide our search process, we understand that each search should be modified based on factors such as search scale, organizational culture, candidate or search committee availability, and additional services needed. We conduct searches in accordance with applicable state laws, and GA&A works with each client to fully ensure the confidentiality of candidates to the extent possible and permissible by law.

Traditional recruitment methods sometimes fail to address the nuanced requirements and dynamic challenges inherent in hiring high–level executives such as college presidents. GA&A approaches executive search a little differently than most, and we built our company and our services to transcend the one–size–fits–all solutions. Below are a few qualities that set us apart from other firms and will add value to NWFSC’s presidential search.

Agile Communication and Collaboration. Our commitment to proactive and transparent collaboration allows GA&A to prioritize the needs and objectives of the hiring authority and search committee, ensuring that all stakeholders are fully informed and engaged throughout the process. Our open–communication approach to addressing challenges or concerns ensures a smooth and efficient search process, minimizes disruptions, maintains momentum, and increases the likelihood of securing the ideal candidate for NWFSC’s next president within the desired timeframe.

Flexible and Adaptive Methodologies. Our willingness to embrace flexible, adaptive methodologies is a significant benefit to our clients. By capitalizing on emerging trends and leveraging innovative approaches, we ensure that our search strategies remain efficient and effective. Moreover, our ability to pivot swiftly in response to evolving priorities and market dynamics means that we can quickly adjust our approach to meet the changing needs of our clients.

Custom Solutions and Personalized Support. Our dedication to cultivating a deep understanding of NWFSC’s history, structure, culture, values, and strategic purpose and goals will allow GA&A to deliver candidates who not only possess the requisite skills and experience but also embody the mission and vision of the institution. Through transparent communication and a highly collaborative partnership, GA&A will deliver personalized support and guidance every step of the way to ensure the search process aligns seamlessly with NWFSC’s goals and expectations.

Scope of Work

GA&A will customize each component of your search. The following gives an overview of the six typical phases of the search process and tasks/deliverables associated with each phase. We are poised to adjust the process and sequencing depending upon your preferences and unique needs.

Phase 1: Planning

Initiate Search; Establish Expectations; Conduct Organizational Needs Analysis; Facilitate Stakeholder Listening Session(s); Collaborate to Gain Consensus on the Position Profile; Search Process, Format and Work Plans; and Establish Schedule and Search Budget.

GA&A search teams listen, learn, and communicate in a forthright, honest, and timely manner. We are equally responsible to candidates, prospects, and sources on your behalf. Our team will communicate and report valuable information throughout the search and act with dignity and fairness at each step of the process. We tailor our patterns of communications to your needs, starting with written progress update reports on our protected website, real time updates on our secure online client portal; virtual meetings and calls with the client; and preview meetings with the search chair before committee meetings.

- **Conduct needs assessment.** The GA&A team will meet with the hiring authority and search committee to perform a needs assessment. We will conduct strategic work sessions to gather insights and perspectives from key stakeholders about the position and its expectations, ensuring that we fully understand how these elements are significant to NWFSC. These sessions can be conducted in person or virtually, depending on your preference. Clients have found these meetings valuable for building rapport, improving communication among stakeholders, and providing an opportunity for key stakeholders to share input. They also help establish a clear understanding of institutional mandates within the community.

During these listening sessions, we will define the attributes and characteristics necessary for the position. This information will guide our search team in developing a recruiting strategy and refining our vetting, evaluation, and selection process. Ultimately, this will allow us to present applicants' strengths, challenges, and opportunities in a way that aligns with your criteria.

- **Finalize the search plan/timeline.** The search team will assist you in developing an action plan, establishing timelines, and crafting effective recruitment materials. Additionally, we will help design an interview and selection process that highlights the strengths, challenges, and opportunities of each candidate. Our experienced team is adept at identifying, assessing, and prioritizing candidates through a detailed comparative analysis of the information submitted by each candidate. This process includes candidate conversations, pre-screening efforts, and thorough research on each candidate. Our goal is to create a process that secures candidates who best match your criteria.

(Continued)

- **Develop the search profile and collateral.** With two decades of experience in executive search for higher education leadership, we excel in using marketing and PR strategies to enhance the search process. We will collaborate closely with the search committee and NWFSC’s communications team (if requested) to develop a tailored marketing and PR strategy. This involves identifying key messages and channels to promote the position and attract qualified candidates. Next, we’ll prepare communications and collateral materials including position description, search profile, announcements, and supporting materials that will be used in marketing the search.

Our extensive search experience has revealed that various marketing tactics are needed to reach potential candidates, and that our ability to actively leverage our expertise and robust network—built from over 2000 searches—helps us consistently identify and present candidates that exceed client expectations. Our outreach typically includes targeted email campaigns, social media outreach, digital advertising, and industry-specific publications.

Particularly for presidential searches, an institution will often want to have an institutional webpage devoted to the search. Information such as general timelines, stakeholder meetings, the position profile, a timeline graphic, positive articles about the University etc., can be a very effective communications supplement for the NWFSC community.

Phase 2: Recruiting and Candidate Development

Conduct Research; Engage in Candidate Discussions; Develop a Viable Candidate Pool; Gather Candidate Information and Discussion Notes; Pre-Qualify Candidates; Process Candidate Materials; Develop Evaluation Tools; and Monitor Market Feedback and Provide Reports.

- **Place advertisements.** In consultation with, and direction of the hiring authority and the search committee, we are poised, as appropriate, to develop an advertisement plan and either lead, or assist with, the placement of advertisements and outreach specific to the field.
- **Begin recruiting.** GA&A will actively recruit a highly qualified and diverse prospect pool for your consideration by using our established database, searching higher education-specific databases, contacting reliable sources and professional organizations for recommendations and nominations, and conducting our own original research. We view each search as an opportunity to do original research to identify top and emerging talent.

Phase 3: Candidate Evaluation

Conduct Social Media Screening; Facilitate Discussion to Identify Round One Interviewees; Facilitate Interview Process; Collaborate to Identify Candidates Moving Forward; Conduct 360 Degree Referencing on Candidates Advancing Forward; Provide Initial Referencing Report; Facilitate Discussion to Identify Finalists; and Furnish Referencing Report (oral and written) on Finalists.

- **Gather candidate materials.** Our process includes appropriate cataloging of applications on a secure website with confidential access provided to search committee members. When a client has an applicant tracking platform with specific requirements and obligations, we partner to ensure that appropriate migration and/or tracking is accomplished to meet any institutional and compliance needs. We will manage candidate information throughout the search process, provide detailed background information on the candidates, and provide supporting documentation of recruitment efforts, including overall market feedback and diversity statistics (when requested and available).
- **Conduct 360-degree referencing.** GA&A will contact supervisors, peers, and direct reports from the past 10 years for referenced candidates, which includes both on-list and, when given permission, off-list referees. We often engage 12–15 people for referenced candidates, with the results shared in a written and oral report to the Board. Although we do initial social media screening and a search of news headlines through a global news monitoring subscription, we recommend in-depth background checks, especially for comprehensive social media screening, credit searches, and criminal records checks. These can be conducted by NWFSC, or we can engage our third-party partner, Mintz Global Screening, for an additional fee.

Phase 4: Candidate Selection

Facilitate Interviews; Consult and Collaborate on Referencing Outcomes, Evaluation of Feedback on Finalists, and Compensation Expectations of Each Finalist; Gain Consensus on Preferred Candidate; Advise and Consult on Contract and Announcement and Transition Considerations; Support Offer of Employment; and Provide Negotiation Assistance, if Desired.

- **Assist with interviews.** Our concierge-level of support during interviews includes arranging candidate interviews, designing recommended interview questions, preparing the search committee and board for interviews, facilitating the interview process, and assisting in the assessment process. We also facilitate the interview process and assist in the assessment phase to ensure a seamless experience. We strive to make the process efficient and stress-free for you. Moreover, our team remains available for timely consultation and discussion throughout the search process, offering insights on the work of the search firm and the candidates.

Phase 5: Appointment

Notify Individuals Involved in the Search of the Decision; Collaborate with Client on Development of Announcement Materials and Timing; and Consult and Advise on Transition and Onboarding Strategies, as requested.

- **Support final selection.** While the client ultimately selects the candidate, GA&A can provide support, as requested, for market compensation analysis and negotiation with the preferred candidate. We understand that sensitivity to timing is critical for both the identified candidate as well as the client. Therefore, we will be prepared to assist in coordination and liaising, including with the client’s communication professionals.
- **Assist with transition.** We are available to assist in the development of a transition and onboarding plan for the successful candidate. In advance of the start date, we will work with the Board to establish a transition planning team to help ensure that the President has the resources necessary to begin their new position. As part of our commitment to a successful search process, we work to maintain a continued relationship with the placement after the search is closed. We continue to serve as a resource and support to the hire to ensure a long and successful partnership between the placement and the institution.

Phase 6: Post-Appointment

We traditionally provide post-hire monitoring and check-in calls with the new hire during the transition and first weeks in the job (typically four months). In these conversations, we talk with the successful candidate about the development of a transition and onboarding plan in the context of insights we have gained about NWFSC during our engagement during the search process. Beyond our primary services of an onboarding plan and check-in calls, we have expanded our offerings to include a range of leadership and strategic services tailored to meet the evolving needs of our clients. More information on GA&A’s Value-Added Services can be found on page 32.

Search Resources

Established Database and Contacts. GA&A has facilitated more than 2,000 searches, which has resulted in a database filled with national networks and global contacts that are rich with diverse, highly qualified candidates. We also view each search engagement as an opportunity to do original research to extend our contact and network on behalf of the client.

Secure Technology Infrastructure. Greenwood Asher & Associates owns its servers and has taken steps to safeguard the integrity of its communications and computing infrastructure, including but not limited to authentication, monitoring, auditing, and encryption. Security measures have been integrated into the design, implementation, and day-to-day practices of the entire operating environment as part of our continuing commitment to risk management.

Secure Online Client Portal. We have always used technology to facilitate searches to support both effectiveness and efficiency during the search process. Since the pandemic, we have expanded our use of technology to include the use of a confidential client portal to access and share information such as critical documents and candidate files.

Electronic Polling. One of our more popular enhancements is the use of electronic polling to assist with decision-making at all meetings. Electronic polling creates time efficiencies and permits anonymous feedback when needed.

Executive Search the GA&A Way

As your trusted partner, we listen, learn, and collaborate with you at every step of the search journey. We recognize that NWFSC's success is our success, and we'll approach this search with the humility to understand your needs and a dedication to deliver results that surpass those needs.

Throughout the process, you can trust us to communicate openly and transparently, providing timely updates, valuable insights, and actionable recommendations. Your satisfaction is our priority, and we'll go above and beyond to ensure that your experience with us is exceptional.

Moreover, we recognize the intrinsic value of every individual involved in the search—be it candidates, prospects, or sources. With unwavering professionalism, we uphold the dignity and fairness of all parties involved, treating each interaction as an opportunity to build lasting relationships based on trust and respect.

Staff to be Assigned to the Project

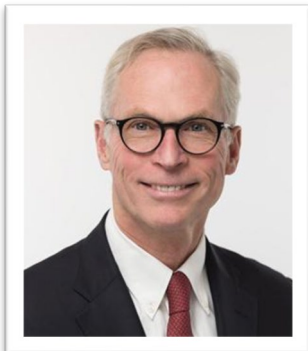
The search team for this engagement will be comprised of three (3) dedicated full-time staff members: a search manager, an executive search consultant/recruiter, and a research associate. This team possesses exceptional proficiency in cultivating top-tier candidate pools and will remain accessible around the clock to ensure both NWFSC’s requirements and the candidates’ needs are meticulously addressed.

Search Manager Qualifications & Role During Search

Dr. Jim Johnsen would serve as the principal and lead for the presidential search and serve as your primary point of contact, maintaining two-way communication with the Board and Chief of Staff/Associate Vice President/General Counsel throughout the search process. He would also be responsible for furnishing milestone reports and pertinent information as requested.

Dr. Johnsen, Vice President of Executive Search, offers the distinctive credentials, experience, and perspective ideal for assuming the role of principal and leading the search.

Jim Johnsen, Ed.D.: Vice President of Executive Search & Search Manager



As vice president of executive search, Jim serves Greenwood Asher & Associates (GA&A) and its clients by developing strong partnerships informed by his distinguished background in, and passion for, leadership in higher education, business, and government. He has successfully led searches for president, chancellor, vice president, dean, and other leadership positions in higher education.

Before joining GA&A, Jim served as a senior fellow at the National Association of System Heads (NASH), commissioner for the Western Interstate Commission on Higher Education, and Alaska representative to the State Higher Education Executive Officers.

At NASH, Jim co-developed a transformation agenda for public university systems and was the founding director of its Systems Center for State Policy. Jim continues to contribute to scholarship in higher education through his role as affiliate faculty at the University of California Berkeley and as editor of the forthcoming volume *Public University Systems: Leveraging Scale for Higher Education* to be published in 2024 by the Johns Hopkins University Press.

Prior to his role at NASH, Jim was president of the University of Alaska system where he led: resolution of a severe budget crisis; creation of an innovative vision for the university as of 2040; setting system level goals and measures tied to the state’s needs; resolution of systemic Title IX issues on the campuses; the first statewide philanthropy campaign; creation of the

(Continued)

framework for resolving the university land–grant deficit; and elevation of faculty, staff, and students in system governance. His previous roles include leadership positions at Alaska Communications, Inc.; Doyon, Limited; the University of Alaska; the University of Minnesota; and the State of Alaska.

In addition to his work with GA&A, Jim serves on the advisory boards of the McPherson Eye Research Institute at the University of Wisconsin, Madison and the Executive Doctorate program in higher education management at the University of Pennsylvania.

Jim earned an Ed.D. in higher education management from the University of Pennsylvania; an M.A. in political science from the University of Chicago; and a B.A. in politics from the University of California, Santa Cruz

Executive Consultant / Recruiter Qualifications & Role During the Search

GA&A executive search consultants/recruiters strategically market and recruit for the position and reference prospects/candidates. For this search, Julie Schrodt, Lois Stetson, or Shelley Sullivan Feather will be assigned.

Julie Schrodt: Senior Executive Search Consultant/Recruiter



Julie Schrodt is a seasoned, professional communicator who utilizes her excellent organizational skills and strong professional connections to support exceptional outcomes for clients. Her experience as the Foundation donor relations and communications coordinator, the executive assistant to the president and, most recently, the executive director of strategic communications at Northwest Florida State College has prepared her to work in an extremely fast–paced environment, multi–tasking to meet deadlines, while providing top–

notch service.

As Northwest Florida State College’s liaison to the board of trustees, Julie gained invaluable experience working with the Florida state legislature and within the unique sunshine law requirements.

As a senior executive search consultant who has successfully closed searches in the state of Florida, Julie works in collaboration with clients to match high–quality talent to their executive openings. Her responsibilities include coordinating the development of the search, recruiting candidates, referencing, and presenting a qualified candidate pool of candidates to the search.

Julie was educated at the University of Florida (B.S., health education and promotion) and Central Michigan University (M.S.A., administration/human resources).

(Continued)

A life-long, proud Florida resident, Julie and her three boys reside in Niceville, FL, located on the panhandle's Emerald Coast. In addition to her work with GA&A, Julie is an active member of the Panhandle Youth Football Association Board and volunteers with A Bed4Me Foundation.

Lois Stetson: Senior Executive Search Consultant/Recruiter



With a rich professional background, Lois brings forth invaluable expertise and adaptability to her role of Senior Executive Search Consultant at GA&A.

Before assuming her current position, Lois honed her skills as a paralegal, lending her expertise to both private law firms and the State of Florida. Throughout her tenure, she navigated a diverse array of cases, providing indispensable support to legal teams in criminal and civil proceedings and trials. This experience instilled in her a meticulous attention to detail and a knack for strategic problem-solving.

With a rich professional and educational background, Lois transitioned seamlessly into her role as a Senior Executive Search Consultant at GA&A. She has over four years of hands-on experience in recruiting top-tier executive leaders for higher education institutions, using her foundation in research and data analysis to adeptly conduct comprehensive market research, identify top-tier candidates, and crafts compelling communications and reports.

Beyond her professional commitments, Lois is deeply engaged in her passion for travel and archaeology, actively contributing to the Pensacola Archaeological Society. As a Notary Public for the State of Florida, Lois also upholds the highest standards of professionalism and integrity.

Lois's academic credentials include a Bachelor of Arts in Anthropology from the University of Central Florida, complemented by a certificate in Data Analytics & Visualization from the same institution, as well as a certification in Grant Proposal Writing from Fort Hays State University.

Shelley Sullivan Feather: Senior Executive Search Consultant/Recruiter & Practice Leader for Library & Information Science



Senior Executive Search Consultant Shelley Sullivan Feather has facilitated over 95 higher education searches for positions ranging from presidents to department chairs. She joined GA&A as a researcher and advanced to executive search consultant. One of Shelley’s specialties is human resources. She has helmed most of GA&A’s human resources searches.

Shelley brings her background in library science to her work as head of the GA&A practice in library searches. She has assisted numerous organizations ranging from colleges to multi-institutional and multi-state library consortia with searches for chief library positions. Her leadership in library searches builds on her previous career working in public library systems. She served as assistant director, head of acquisitions as well as head of media and technology. She chaired the selection committee of a state-wide library information system currently in use in Florida’s specialized state libraries. She has participated in the planning, construction and opening of two state-of-the-art library buildings.

Shelley holds a B.A from the University of Kentucky and an M.L.S. degree from the University of Alabama.

References

Mr. Blake Gable

Chair, Board of Trustees

10501 FGCU Boulevard South

Fort Meyers, FL 33965–6565

Phone: (239) 262–2600

Email: bgable@barroncollier.com

Note: Board Chair for 2023 Florida Gulf Coast University presidential search.

Stephen D Cain, Ph.D.

Chief of Staff/Strategy Officer

Montgomery College

9221 Corporate Blvd

Rockville, MD 20850

Phone: (240) 567 – 1796

Email: stephen.cain@montgomerycollege.edu

Note: Client for presidential search

Dr. Ritu Raju

President & CEO

Gateway Technical College

3520 30th Avenue

Kenosha, WI 53144

Phone: (262) 564–2200

Email: rajur@gtc.edu

Note: Placement from presidential search

Ms. Emily J. Reynolds

Board Member, Vice Chair

Tennessee Board of Regents

1415 Murfreesboro Road

Nashville, TN 37217–2833

Phone: (615) 319–4313 / (615) 366–4400

Email: ejr_3731@bellsouth.net

Note: Client for multiple searches including the Chancellor, Tennessee Board of Regents Office; President, Jackson State Community College; and President of the Northeast State Community College.

Mr. Blake Eisenhart

Member, Board of Trustees

Bucks County Community College

275 Swamp Road

Newton, PA 18940

Tel: (215) 968–8000

Email: beisenhart@yahoo.com

Note: Chair of presidential search

Disclosure of GA&A Relationships with NWFSC

GA&A Executive Search Consultant, Julie Schrodt, was employed by NWFSC from July 2016 – September 2021. She served as the Foundation Donor Relations and Communications Coordinator, the Executive Assistant to the President and, most recently, the Executive Director of Strategic Communications.

Appendix 1: Letter of Recommendation for Search Team



MINNESOTA STATE
Human Resources

30 East 7th Street
St. Paul, MN 55101

651-201-1800
888-667-2848

June 13, 2023

Dr. Jim Johnson
Vice President of Executive Search
Greenwood Asher & Associates
42 Business Centre Drive, Suite 206
Miramar Beach, Florida 32550

Dear Jim,

Minnesota State and the Board of Trustees is especially grateful to you, Lauren and the team at Greenwood Asher & Associates for the exceptional service you provided throughout our recent and highly successful search for Chancellor of Minnesota State.

As in each and every engagement we've had with Greenwood Asher & Associates, your firm took the time to develop a deep understanding of the challenges and opportunities facing our system and worked collaboratively with the search committee as well as the Board of Trustees to generate a diverse and exceptionally well qualified pool of applicants. You helped us confidently select a Chancellor who is well-positioned to lead the Minnesota State system into future.

We are delighted with the outcome of this search and the fair and transparent process you facilitated. Your candidate networks, your experience with our system, the thoroughness of your process and your hard work behind the scenes to manage and respond to candidate needs and interests reflected favorably not only on Greenwood Asher & Associates, but on Minnesota State. Thank you for your excellent work. I will not hesitate to partner with Greenwood Asher & Associates for future searches.

With respect,

Eric M. Davis
Vice Chancellor for Human Resources



Appendix II: Redacted Quotes from Board Chairs & Presidents

- The entire university family could not be more pleased with the skill and acumen of this firm. Greenwood Asher’s collective decades of experience in higher education were evident at every stage of the search. They worked extremely well with the university staff, the search committee, and most importantly, the university trustees charged with selecting the president. The result of their outstanding work and guidance was a nationally visible search, run on time, and without even a single thread of discontent or drama.
- From the very beginning of our search, as we interviewed firms and considered who would be most helpful, the professional aspects of Greenwood/Asher that most attracted our attention were (1) their rich understanding of “the academy” and (2) the calm and lighthearted manner by which they conduct themselves. It would, quite literally, be impossible to find oneself nervous in their presence. With the skill of a master sommelier and the tact and charm of a seasoned diplomat, every representative of this firm disarms and relaxes all of those with whom they meet. Campus representatives were immediately aware that the search would be wisely entrusted into their capable hands.
- Through their strong collective character, affable personalities, and well-reasoned strategic advice, they have aptly counseled and advised more than 500 searches for president or chancellor and at least 500+ searches for other key university posts. Indeed, they have been a great force in higher education and have represented their many clients as well as any search firm we have encountered. I can firmly attest that Jan and Betty and their entire team would serve you quite well.
- Greenwood/Asher coached our administrators and were available to counsel our team when needed. They were always willing, even in a pandemic, to travel when efficacious for the presidential search. This firm is skilled in the delicate interpersonal intricacies of a major search as well as the related areas of employment law, finance, and university relations. Greenwood/Asher communicated with us early and often and in so many ways, they made my job as Board of Trustees Executive Committee Chair considerably easier.
- I firmly attest to Greenwood Asher’s outstanding skills, uncommon emotional intelligence, and unquestionable character. I offer my strongest recommendation for their service and am thankful for all they have done for us.

(Continued)

- I'm constantly reminded of the important role played by Greenwood Asher and Associates in our selection process. Your knowledge of the University System, your focus on keeping us in line with the Sunshine Law and related Laws, and your depth of knowledge of university leaders across the nation and around the world provided, in my judgment, a strong foundation on which to conduct our successful search.
- During my more than 30 years in higher education, I have never seen a search that was more thorough, more professional, or produced a stronger field of candidates. It is a great testament to your network of connections across the nation, your hard work behind the scenes, your collaboration with a dedicated and thoughtful search advisory committee, and to the world-class drawing power.
- Needless to say, I could not be more pleased with the outcome. Our candidate's achievements and character check every box on our wish list for a new permanent chancellor academic and research excellence, superior leadership, and communication skill, a Big Ten and land-grant background, and an unwavering commitment to integrity, shared Governance and collegiality.
- As I said when we welcomed our new Chancellor to campus, I am still pinching myself that we were able to recruit a leader of his caliber. He is the ideal choice to build our rich legacy of excellence, and we are indebted to you for helping bring him to us.
- The Board of Trustees and Presidential Search Committee express deep gratitude to you and Greenwood Asher & Associates team for the exceptional, expert service you provided in the search for the University's President. The high quality of your contacts among leaders of the nation's AAU and other academic research universities, your experience in public and private presidential searches, the frequent updates you offered for coordination, the thoroughness of your referencing, and the good judgment and advice you shared served the search and our university well and enabled me to focus my efforts most effectively. You became a member of the University's team and worked collaboratively for the success of the search and the best interest of the University.

Appendix III: Emerging Market Trends

Increase in Expedited Searches

Clients are increasingly demanding faster timelines for completing executive searches, including those for presidential positions. However, the traditional search process may not be optimized for speed, leading to delays in identifying and securing top-tier candidates. Balancing the need for expediency with the imperative of maintaining search quality presents a significant challenge for the institution and its search committees.

GA&A's Expertise. GA&A recognizes the urgency of completing searches in a faster timeline while ensuring that quality is not compromised. We have successfully designed several search schedules with this in mind, leveraging our expertise and experience to streamline the search process without sacrificing quality. By collaborating closely with search committees and stakeholders, we can expedite key milestones and decision-making processes, accelerating the overall timeline for completing the search.

Our approach involves proactive communication, efficient coordination, and strategic prioritization of search activities to maximize efficiency and minimize delays. We understand that the pace of the search is contingent upon the availability and responsiveness of the search committee and other stakeholders. Therefore, we strive to work as quickly as the governing board and search committee can be available, ensuring that the search progresses swiftly while maintaining high standards of excellence.

We are also appreciative that presidential searches necessitate an increased degree of thoughtfulness and nuanced approach to ensure that, given the potential existing positions and stature of prospective candidates, we develop a timeline and approach that avoids unnecessary angst or compromise for such individuals at their existing institution.

A Need for Comprehensive Hiring Packages

Some clients are facing challenges in attracting and retaining top talent due to the lack of comprehensive hiring packages. While start-up bonuses are increasingly recognized as a valuable incentive, they are not yet widely implemented, leading to difficulties in competing for qualified candidates. Additionally, clients may struggle with structuring competitive salary considerations and effective onboarding practices, further hindering their ability to attract and retain talent.

GA&A's Expertise. GA&A is highly experienced at advising governing boards on market intelligence regarding salary and other compensation necessary to attract top-tier candidates. We recognize the importance of start-up bonuses as a growing trend in candidate acquisition and provide strategic guidance to clients on implementing this incentive effectively. We also have a firm understanding of other compensation and non-remuneration prerequisites or incentives that may come into play, whether it be deferred compensation,

(Continued)

longevity incentives, dependent tuition considerations, etc. Additionally, we advise clients on structuring competitive salary considerations that align with industry standards and the candidate's expectations, with the anticipation that when the preferred candidate is identified, a fulsome understanding of candidate expectations and institutional realities are not a surprise to either NWFSC or the preferred candidate. In some cases, GA&A has connected boards with consulting firms to conduct salary analysis at the beginning of the search.

Furthermore, our expertise extends to developing effective onboarding practices that ensure a seamless transition for our client's placements. This strategic approach positions clients as desirable employers and enhances their ability to attract and retain the best candidates in the competitive market.

Increased Need for Leadership Assessment & Coaching

The American Council on Education's (ACE) American College President Study (2023) reports that over half (55 percent) of higher education presidents are planning to step down within the next five years, and over half (59 percent) of those presidents are not cultivating a successor for their current position. This potential loss of institutional knowledge will undoubtedly impact the higher education sector, making it critical to accurately assess the leadership agility and potential of candidates during the search process. Traditional methods of evaluation may not provide sufficient insight into a candidate's leadership capabilities, leading to uncertainty and risk in hiring decisions. Additionally, some of our clients struggle to find assessment tools tailored to the unique needs and challenges of higher education leadership roles.

GA&A Expertise. When requested by the client, GA&A augments our 360-degree referencing process with leadership assessment, providing clients with a comprehensive understanding of a candidate's leadership agility and potential. This integrated approach combines insights from multiple sources to offer a holistic view of the candidate's capabilities.

We utilize the most valid and reliable leadership assessment tools specifically designed to meet the unique needs and challenges of higher education. These assessment tools are rigorously validated and proven to provide accurate insights into a candidate's leadership capabilities, allowing clients to make informed hiring decisions with confidence.

Appendix IV: Value-Added Services

At GA&A, we are dedicated to our clients' success and provide unparalleled support and expertise every step of the way. While our core focus remains on executive search and recruitment, we have expanded our offerings to include a range of leadership and strategic services tailored to meet the evolving needs of our clients.

Given the complexities of today's educational landscape, many of our forward-thinking clients and placements leverage GA&A's value-added services to reach their full potential and achieve their most ambitious goals.

Costs associated with executive coaching and transition support are not included in the proposed flat fee. The scope and level of coaching and support, as well as whether supplemental services might span into working with the new President's executive team as well, would determine the supplemental costs of such services, and we would welcome the opportunity to discuss in more detail NWFSC's thoughts and ideas on what services may be assistive to NWFSC and the new President.

Leadership Assessment. We understand the importance of continuous growth and development for leaders in the educational sector. That's why we offer comprehensive leadership assessments, which can be seamlessly integrated into the search process or conducted independently. These assessments provide invaluable insights into candidates' strengths and development areas, facilitating informed decision-making and supporting successful onboarding and leadership development initiatives.

Executive Coaching. Our executive coaching services are meticulously crafted to support both senior and emerging leaders on their journey to sustained success. Through personalized coaching partnerships and cutting-edge analytical tools, we empower individuals to perform their best, refine their leadership skills, and achieve personal growth. We are deeply committed to helping our clients navigate challenges and transitions with confidence and resilience.

Strategic Consulting. In addition to our leadership services, we offer strategic consulting and planning to help educational institutions thrive in a rapidly changing landscape. From facilitating strategic planning processes to conducting comprehensive organizational reviews, we partner with our clients to design tailored solutions that align with their unique vision and goals.

Thank you for the opportunity to submit this proposal.

Please contact us with any questions.

Susanne Griffin, Vice President & Managing Director

Greenwood Asher & Associates and Kelly Education

sgriffin@greenwoodsearch.com

Courtney Kerrigan, Business Development Manager

Greenwood Asher & Associates and Kelly Education

courtneykerrigan@greenwoodsearch.com

Greenwood Asher & Associates

team@greenwoodsearch.com

Tel: 850.650.2277

Fax: 850.650.2272

Learn more about our services at: greenwoodsearch.com

**Greenwood
Asher &
Associates®**

A Kelly Education Company

Greenwood Asher & Associates is a Kelly® Education company.
An Equal Opportunity Employer © 2022 Kelly Services, Inc. All rights reserved MT1823