Proposal to Assist in the Presidential Search
RFP # 2016-33

MOUNT WACHUSETT
COMMUNITY COLLEGE

Gardner, MA

April 20, 2016

R. H. PERRY & ASSOCIATES
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Washington, DC 20008
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rh@rhperry.com
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**APPENDIX A:**

Community and Technical College Presidential/Chancellor Searches
Conducted/Supervised by Liz Rocklin ........................................... 24

**APPENDIX B:**

Experience Listing Form
Business References
Certificate of Good Standing
Certificate of Non-Collusion
Vendor Authorized Signature Verification
April 20, 2016

Ms. Cheryl Oliveri  
Mount Wachusett Community College  
444 Green Street, Room W18  
Gardner, MA  01440

Dear Ms. Oliveri:

Thank you for inviting R. H. Perry & Associates (RHPA) to submit a proposal as Mount Wachusett Community College prepares for the vital charge of recruiting and selecting its next President. In this proposal for services, we provide information about our firm, we discuss the commitment we will make in support of the goal of identifying and attracting optimally qualified leadership, and we present a proposed outline of the search process that we recommend.

Established in 1974, RHPA is headquartered in Asheville, NC and maintains offices in Arizona, California, Florida, Illinois, Maryland, Massachusetts, Missouri, New York, Ohio, Rhode Island, Virginia, and Washington, DC. RHPA offers excellent credentials and experience in academic executive search, having successfully completed nearly 1,000 assignments in its 41-year history. Our firm’s primary focus is to assist institutions of higher education in the identification and selection of their leadership. RHPA is unique in that, while sizable enough to realize all the key efficiencies, we offer a partners-only, highly personalized approach. We have built an excellent reputation based upon the professionalism of our process, the recruitment and sensitive handling of candidates, and the in-depth due diligence we conduct.

We propose that Ms. Elizabeth (Liz) Rocklin, Mr. Jesse Thompson, and I comprise our search team with Jesse serving as the lead consultant. Jesse Thompson is a Senior Consultant with RHPA and possesses an impressive breadth of experience in higher education, encompassing a combination of more than 40 years in Massachusetts, Pennsylvania, and Michigan of senior level administration, community college trustee service, and college teaching experience.

Liz, who joined us six years ago, has an extensive background in two-year college executive searches. She has successfully conducted and/or supervised more than 200 presidential search engagements for community colleges and districts throughout the country. As one of the foremost search consultants in the country focusing on community and technical college leadership, Liz has conducted multiple CEO searches for more than 20 institutions over the course of her career, including nine such assignments since she joined RHPA.

Liz’s experience and understanding of the complexities of presidential searches, plus her broad professional network, make her ideally suited to both recruit and evaluate candidates and support an efficient and transparent process. Jesse’s knowledge and understanding of higher education administration, trustee service, and experience in community colleges, coupled with Liz’s search expertise, will make them a highly effective team to conduct this assignment.
Liz, Jesse, and I bring more than 120 combined years of experience in both public and private, two and four-year higher education institutions to this search assignment. This experience will enable our search team to recruit nationally, find high-quality candidates from throughout higher education, and ultimately find that one special person who understands the unique nature of the College and has the vision to take the school to its next level of distinction.

I would work closely with Jesse and Liz and will assume oversight responsibility from our Washington office. Since 1987, I have focused on our higher education search practice and have teamed with another consultant, or supported the two-consultant teams, on all of the firm's CEO assignments.

We would be honored to have the opportunity to serve Mount Wachusett Community College in this critically important search. Please contact me at (202) 965-6464 if you have any questions or need clarification about any aspect of our proposal. We are excited about the opportunity to work with you and if RHPA is the firm in which the Board of Trustees, the Search Committee and the College community place their confidence and trust, you will have our commitment to manage the assignment to an excellent conclusion.

Sincerely,

R. H. Perry
President Emeritus
R. H. Perry & Associates

Key Contact Information

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COMPANY OVERVIEW

RHPA offers excellent credentials and experience in academic executive search, having successfully completed nearly 1,000 assignments in its 40-year history. Our higher education practice is organized as a group of senior-level executives with a well-balanced mix of college and university presidential experience and executive search expertise. Our staff consists of twelve senior consultants who conduct searches, a team of experts who conduct research and thorough due diligence, and an IT Manager who provides end-user support and training.

We believe there are several characteristics that distinguish RHPA from other firms. They are:

**Presidential and Senior Level Administrative Search Experience:** Having completed nearly 1,000 presidential and senior level administrative search assignments, RHPA has extensive knowledge and experience that translates into a search process that is rooted in best practices, is transparent and thorough, and has clearly defined benchmarks.

**Our Presidential Search Committee Handbook for Community Colleges:** The handbook provides the rationale and “how to” guidelines for each phase of the process and detailed expectations for the Board, enhancing a close working relationship between the committee and search team.

**Commitment to Diversity:** Recognizing that proactive initiatives are necessary to identify and attract candidates of diversity, RHPA has created a Diversity Task Force. This cadre, comprised of women and diversity administrators whom Boards have appointed as a result of our searches in recent years, recommends outstanding diversity prospects as well as suggesting new sourcing and identification efforts. Further, we advertise the opportunity to diverse candidates via contacts within a plethora of associations and consortiums. As a result of these efforts, RHPA has an excellent track record in identifying and attracting highly qualified diversity and women candidates. Moreover, these candidates are competitive: since 2012, nearly 60% of the individuals selected have been from these groups.

RHPA has completed 21 searches (15 presidential and 6 senior administrators) for community colleges and districts since our first such assignment in 2010, and more than 70% of those searches resulted in the selection of a candidate from an underrepresented group.

**Candidate Communication and Management:** We take pride in the communicative, timely, and respectful treatment of our candidates, nominators, and nominees. We acknowledge all nominations and applications, provide a timeline of the search process, and promptly inform non-selected candidates of their status. By treating candidates with respect and consideration, we ensure the integrity of both our firm and our client institution.
COMPANY OVERVIEW (continued)

Thorough Finalist Due Diligence: We provide the most in-depth finalist due diligence in higher education executive search. We speak with both given and, more importantly, non-given professional references (direct reports, peers, and supervisors) both at current and former places of employment. We verify educational degrees and employment records and perform thorough background checks, including a review of civil and criminal public records. Most importantly, we offer an optional ‘extra dimension’ procedure - home campus visits - which are designed to enable the Board of Trustees to make a more considered judgment in its final selection process.

We believe that our firm has a clear understanding of how to identify and recruit the type of individual, including professional experience, personal values, overall skill set and motivation necessary to be effective and successful as the next President of Mount Wachusett Community College.
REQUIRED SUBMISSIONS:

- Proposed Timeline

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<thead>
<tr>
<th>PHASE 1 – NEEDS ASSESSMENT &amp; MARKETING (3 weeks)</th>
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<tbody>
<tr>
<td>Search team conducts a pre-search study, develops draft of the Executive Search Profile, advertising strategy; 1st Search Committee meeting; Candidate Evaluation Training</td>
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<td>Search team and Search Committee meet by conference call or in person to edit and finalize profile, advertisement strategy, and timeline; Board approves Profile</td>
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<tr>
<td>Advertisements online and in print; the profile is posted to <a href="http://www.mwcc.mass.edu">www.mwcc.mass.edu</a> and <a href="http://www.rhperry.com">www.rhperry.com</a></td>
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<tr>
<th>PHASE 2 – RECRUITMENT STRATEGY &amp; CANDIDATE MANAGEMENT (6-8 weeks)</th>
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<tr>
<td>Search team implements general and targeted recruitment strategy, including nominations and diversity outreach. Search team recruits qualified candidates; uploads candidate files to Secure Client Suite. Applications due date: TBD</td>
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<td>Search Committee receives access to Secure Client Suite; reviews candidate materials</td>
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<tr>
<th>PHASE 3 – SELECTION &amp; EVALUATION (5-6 weeks)</th>
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<tr>
<td>Search Committee identifies top candidates; Search team conducts interviews of, and references for, top candidates; candidate files are updated on Secure Client Suite</td>
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<tr>
<td>Search team presents entire candidate pool to Search Committee; the Committee selects semi-finalists via conference call or in person</td>
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<tr>
<td>Search Committee conducts semi-finalist interviews in person at off-site location; Committee selects finalists</td>
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<th>PHASE 4 – FINALIST DUE DILIGENCE (3-4 weeks)</th>
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<tr>
<td>Search team conducts background checks, publicity screenings, and reference interviews; updates finalist files on Secure Client Suite</td>
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<th>PHASE 5 – FINALIST INTERVIEWS &amp; APPOINTMENT (3-4 weeks)</th>
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<tr>
<td>Search team meets with Board of Trustees to review final due diligence in person or via phone/video</td>
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<tr>
<td>Finalists interview with Board of Trustees and college and community constituents.</td>
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<td>Board of Trustees selects new President (Requires approval by the Board of Higher Education)</td>
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<td>The new President assumes office</td>
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• Proposed Project Methodology-Detailed

Our recommended search process is adapted from both higher education and corporate models developed and refined over four decades as a firm and will be tailored to be responsive to the particular needs and circumstances of the College. The proposed timeline on the previous page outlines the key benchmarks as they are described below.

To assist the Board in executing its process, the search team provides RHPA’s Presidential Search Committee Handbook for Community Colleges to the Board of Trustees and search committee members at the outset of the assignment. The handbook provides the rationale and “how to” guidelines for each phase of the process and detailed expectations for the Board, enhancing a close working relationship between the committee and search team.

Phase 1 – Needs Assessment & Marketing

Assessment of Leadership Needs

The first phase of the assignment is devoted to developing a comprehensive understanding of the environment, culture, and unique aspects of the College. Of particular importance at this point is identifying the leadership needs and determining the key challenges for the institution. Accordingly, Jesse will spend two days at the College conducting a pre-search study where individuals and focus groups are asked to discuss major challenges and to suggest the skills and experiences needed to address those challenges. These groups include the, Board of Trustees, faculty representatives, staff and student representatives, the Search Committee, and other appropriate internal and external constituencies.

The Executive Search Profile

Based on the pre-search study, we create a full color Executive Search Profile that describes the institution, promotes the opportunity, and outlines the desired characteristics and experience of ideal candidates for the position. After obtaining the approval of the Board, we use the profile to effectively market the opportunity and guide our sourcing. Along with the timeline, it serves both as a blueprint for the search process and a resource for the Board and the College community.

Advertisement of the Position

We draft and format a camera-ready advertisement for approval by the Board and/or Search Committee, which is then submitted to print and online journals which may include: Chronicle of Higher Education, Community College Week, Community College Times, AACC Times, Asian Week, Hispanic Outlook in Higher Education, DIVERSE: Issues in Higher Education, InsideHigherEd, HigherEdJobs, BIHE, WIAResport, LGBT Career Link, and any additional appropriate venues for advertisements, in order to implement a broad-based advertising strategy.
Phase 2 – Recruitment Strategy & Candidate Management

National Recruitment Strategy

We design and implement a nationwide, all-inclusive sourcing initiative to identify outstanding prospects, making them aware of the College’s opportunity and mission. We include individuals from our proprietary database, comprised of thousands of top candidates from searches the firm has conducted, as well as other outstanding individuals whose careers we have tracked.

In addition, we utilize electronic mailing lists from the Higher Education Directory of 4,662 colleges, universities, and community colleges containing contact information for over 90,000 individuals. We communicate the opportunity to thousands of selected sitting presidents and senior academic administrators as well as senior leadership within the associations, consortiums, and organizations in which the College holds membership.

Finally, we solicit recommendations and nominations from within the College community, as well as the greater higher education and community college community and the business and industry community, for nominations and recommendations of prospective candidates, in effect becoming a full partner in ensuring that the best possible candidates are selected for further consideration.

Our combination of presidential and senior administrative experience and executive search expertise enables us to find strong prospects that would not otherwise become candidates. This is the very essence, the raison d’être of executive search — namely, identifying and attracting two elusive groups of prospective candidates. We reach the first group, comprised of those who are unaware of the opportunity, through the targeted research and sourcing discussed above. The second group includes those men and women who are aware of the opportunity, but will not apply or accept nominations due to concern for confidentiality. We are skillful at assuring a given prospect of confidential consideration to the point of determining a viable candidacy, i.e., the finalist stage of the search process. It is noteworthy that many of the most successful searches initially develop in just this manner.

Diversity Recruitment and Outreach

Recognizing that proactive initiatives are necessary to generate women and minority candidates, RHPA has created a Diversity Task Force, which is comprised of women and minority presidents and senior level administrators whom Boards have appointed as a result of our searches in recent years. Its purpose is two-fold: to recommend outstanding women and minority prospects for on-going searches, and to suggest new sourcing and identification efforts.

We also contact program directors of higher education associations, such as the American Council on Education’s Spectrum Initiative, Office of Women in Higher Education and Center for Advancement of Racial & Ethnic Equality, to discuss the position and seek recommendations of highly qualified individuals to reach a diverse audience of potential candidates.
We contact the American Association of Community Colleges’ diversity councils, including the National Council on Black American Affairs (NCBAA), the National Community College Hispanic Council (NCCCH), the National Asian/Pacific Islander Council (NAPIC), the American Association of Women in Community Colleges (AAWCC), and other groups. In addition, we advertise the opportunity with groups that target specific diverse populations.

As a result of these efforts and the professionalism of our process, RHPA has established an excellent track record in identifying and attracting highly qualified under-represented minority and women candidates for our clients’ consideration. Since 2012, nearly 60% of the candidates selected in our presidential and senior administrative searches have been from these diverse groups. As noted earlier, in our 21 completed searches for community colleges since 2010, more than 70% of the searches resulted in the selection of a candidate from an under-represented group.

Search & Candidate Management

We encourage candidates to apply via email with their materials, which helps ensure an efficient application process. Our reputation for discretion assures potential candidates that their interest in the position remains confidential. The search team acknowledges receipt of applications and nominations, apprises candidates of the search timeline, and personally notify candidates not selected for further consideration in a timely manner.

The importance of this aspect of our involvement is essential. By having application materials and inquiries directed to our offices, our commitment to, and experience with, total confidentiality assures potential candidates that their interest in the position will remain confidential. In addition, we relieve the committee of a time-consuming burden. RHPA’s conducting of the reference checking and applicant processing ensures consistency and confidentiality in the treatment of candidates.

Secure Client Suite

We will host a password protected Secure Client Suite for the search, which provides a convenient and efficient way for members of the Search Committee to review all candidate materials and due diligence and other important documents.

Phase 3 – Selection and Evaluation

Once the deadline for completed applications has passed, the search team assists the Search Committee in narrowing the list of candidates. Using the qualifications criteria described in the profile, Jesse and Liz and the Search Committee evaluate the applicant pool and identify the top candidates. Jesse and Liz and the search team interview the top candidates and conduct one reference check and preliminary publicity screening for each.

Jesse meets with the Search Committee to: 1) thoroughly review the entire candidate pool, particularly the top candidates and their preliminary screening; 2) facilitate the identification of a smaller group of semi-finalist candidates; and 3) develop specific criteria and questions for the semi-finalist interview process.
We recommend that the Search Committee conduct interviews in person at an off-site location (or via Skype or other videoconferencing technology). Jesse facilitates this process and is present during the interviews. At the conclusion of the semi-finalist interviews, the Search Committee selects a group of continuing candidates for campus visits. At this point, the search team initiates due diligence on the continuing candidates to be completed before the Board must make its decision.

**Phase 4 – Due Diligence**

The due diligence process is essential to the search and one that we take very seriously. The search team conducts as many given and non-given (or “off-list”) reference checks as are judged necessary, generally four to five, to guarantee that the finalists are qualified, above reproach, and a good fit for both the position and the College.

For the selected finalists, we will conduct a thorough background check, retaining Aurico Reports, Inc. to conduct the following background investigations: federal, state, and county civil and criminal checks, driver’s license abstract, and credit check. In addition to reference checks, we verify terminal degrees and perform publicity checks through Lexis-Nexis, the *Chronicle of Higher Education*, and other venues. All of the due diligence is then posted to the secure client suite for the Board’s review.

**Optional Home Campus Visits**

RHPA may recommend that a special team, consisting of three to four members of the Board conduct a full day visit to the finalist’s home campus or office. The purpose of the visit is to better understand the finalist’s strengths, shortcomings, management style and, most importantly, potential “fit.” Prior to the visit, we work with the team on protocol, scheduling, and interviewing techniques and assist in preparing the summary report.

**Phase 5 – Campus Interviews, Appointment & Closure**

**Campus Interviews**

Jesse and Liz consult with the Board of Trustees in the arrangements for full day visits by continuing candidates (and spouses or partners at the direction of the Board), and in reviewing the completed due diligence before the visits. This due diligence and documentation prove to be of significant value to the Board in its final deliberation process.

**Recommended Compensation Report**

During the early stages of the process, the search team monitors salary levels and compensation packages of top prospects to preclude potential problems with the approved salary range. We talk with each finalist to determine what s/he would consider an acceptable offer package and prepare a recommended compensation package for each. This report will reflect current compensation and benefits of continuing candidates, as well as information on other competitive searches in which they may be involved. The goal is to ensure a high probability of acceptance by the selected individual.
Appointment / Closure / Follow-Up

Upon request, Jesse and Liz will be prepared to assist the Chair of the Board of Trustees in extending the offer and, depending upon the particular situation, in any necessary negotiations. RHPA stays with each assignment beyond successful completion, working closely with both the Board of Trustees and the incumbent for at least one year to ensure a smooth transition. Periodically within that year we contact both parties to determine that mutual expectations are being met.

If requested, Jesse and Liz will provide counsel to the team that assumes responsibility for developing a smooth transition (Board and/or College committee). They will recommend the best transitional practices to the team. In addition, Jesse and Liz stand ready to provide advice and counsel to the new President in order to help assure a good beginning to her/his tenure. This advice and counsel is particularly critical during the first year of service and can be structured according to an established schedule or “on-call” as needed.
• Project Staff and Their Experience/Assignment to this Project

For this assignment, we propose that Ms. Elizabeth (Liz) Rocklin, Mr. Jesse Thompson, and I comprise our search team with Jesse serving as the lead consultant. As principal consultant, Jesse will prioritize this engagement and will attend all meetings and site visits to the College and consult with the Board throughout the process. Liz will assist in each phase of the process and will also devote significant time to this assignment. Rob will assume oversight responsibility from our Washington, DC office.

RHPA is a lateral organization that conducts its search practice with two-consultant teams supported by the president and a team of specialists for research, communications, due diligence, and information technology. The firm’s other Senior Consultants, Associates, and Diversity Task Force, play an active role in nominating and recommending prospective candidates.
ELIZABETH (LIZ) ROCKLIN joined RHPA six years ago. She has a 20-plus year background in serving community and technical colleges through executive search services. Liz was the first Director of Board Services for the Association of Community College Trustees (ACCT). For ten years, she was responsible for providing chief executive officer search assistance to more than 160 community colleges and districts throughout the country. In addition, Liz supervised all ACCT search activities and provided interim CEO’s and board leadership retreat services through ACCT’s cadre of retreat consultants and retired community college CEO’s.

The processes and procedures developed and instituted by Ms. Rocklin were a major factor in the ACCT search service’s ability to recruit outstanding minority and women candidates for CEO positions. Through Liz’s efforts, ACCT provided outreach and services to a number of national organizations, including the League for Innovation in Community Colleges, the National Institute for Leadership Development, National Council on Black American Affairs, and the National Community College Hispanic Council. All of these organizations provide leadership development and are affiliated with the American Association of Community Colleges. During her tenure at ACCT, 63% of the successful searches resulted in the hiring of minority and women candidates.

Prior to coming to ACCT, Liz was a Search Principal in the education practice of Korn/Ferry International. At Korn/Ferry, Liz was actively involved in a number of college and university CEO searches as well as two statewide community or technical college systems.

Previously, she served as Director of Administration and Membership Services at the National Association of Independent Colleges and Universities (NAICU) and Assistant Executive Director at the American Vocational Association (now the Association for Career and Technical Education).

Liz’s other professional experiences include serving as the president of the community college division of an information technology firm as well as senior consultant to other technology firms and search firms.

Liz’s two-plus decades of commitment and tireless work on behalf of community colleges are the reasons why many trustees and executives believe she is one of the most respected individuals serving community colleges today. Please see page 23 for a complete list of Liz’s searches.
JESSE M. THOMPSON is a Senior Consultant with RHPA and possesses an impressive breadth of experience in higher education, encompassing a combination of more than 40 years in Massachusetts, Pennsylvania, and Michigan of senior level administration, community college trustee service, and college teaching experience. Most recently, during his 16 years at Boston's Bunker Hill Community College, he rose through a series of senior level administrative positions to Executive Vice President and Chief Financial Officer, growing the College's reserves from less than a half million dollars to more than 14 million dollars. Among the 11 divisions he supervised were Marketing and Communications and Human Resources and Labor Relations. In this role, Jesse chaired numerous successful national searches for senior administrative positions, such as the Vice-President of Academic Affairs. He ensured that a consistent protocol for searches was used and that search committees appropriately represented college constituencies.

In Michigan, Jesse won a countywide election to the Mott Community College Board of Trustees and served as Board Treasurer and Chair of the Board's Personnel and Finance Committees. He also participated in two presidential searches that resulted in successful hires. Jesse was also employed as CEO of a large non-profit community service organization and later as the Chief Human Resources and Labor Relations Officer for the City of Flint. For 15 years as an adjunct professor, he taught college management courses, such as human resources and labor relations.

Jesse earned a Master's Degree in Education from the University of Michigan and a second Master's Degree in Human Resources and Labor Relations Administration from Central Michigan University. Benefitting from both his wide ranging experience in the public, private and municipal sectors, and academic expertise, Jesse brings a unique perspective and skill set to the critical task of recruiting candidates, evaluating their qualifications, and assessing their "fit" to ensure successful search outcomes.
ROBERT HASTINGS PERRY is President of RHPA, an executive search firm he established in Washington, DC in 1974 and continues to lead today. Since 1992, Mr. Perry has focused on presidential and chancellor search for colleges and universities. RHPA also maintains a search practice for a wide range of not-for-profit organizations, including associations, foundations, and advocacy groups as well as private sector corporations.

Prior to founding RHPA, Mr. Perry was selected as a Fellow in the White House Executive Exchange Program in 1972. As Special Assistant to the Director, Office of Management and Budget, Executive Office of the President, he headed a recruiting task force to staff the Management Associates Program, a new initiative providing 40 GS-13 - GS-18 OMB positions and 30 more on the staffs of Assistant Secretaries in the Cabinet Departments.

From 1968 to 1972, Mr. Perry served the International Telephone and Telegraph Corporation (ITT) initially as Assistant Manager, Headquarters Recruiting; and then as Manager of Staffing, with responsibility for one-half of ITT's corporate executive staffing. In 1971, Mr. Perry developed and implemented ITT's first corporate MBA Program, doubling its complement in the second year while maintaining a 40% minorities rate. Mr. Perry began his career as an Industrial Engineer for the Colgate-Palmolive Company. Promoted four times in seven years, he completed his tenure with Colgate as Manager of College Recruitment (1966-1968).

Mr. Perry is a graduate of St. Albans School and the University of North Carolina, and he continued in graduate studies at both Chapel Hill and New York University. Mr. Perry's first book, How To Answer A Headhunter's Call: A Complete Guide To Executive Search, was published by the American Management Association. He co-edited a second text, The Executive Search Collaboration, published by Quorum Books and is currently completing a third business text book. Mr. Perry has authored and co-authored numerous articles on human resources issues in higher education in such publications as Association of Governing Boards of Universities and Colleges' Trusteeship and The Chronicle of Higher Education. The firm is a supporter of, and frequent presenter at higher education associations, including ACE, ACCU, AGB, CIC, and NAICU.

Mr. Perry will also serve as Executive Director of the firm's upcoming Trustee Search Service. This new service, including several monographs on college and university governance issues, will be announced on our website soon.
• Sample Interview Questions and Materials

The RHPA search team provides the Search Committee with 11 pages of potential questions for semi-final candidates (page 1 of 11 attached). Each member of the Search Committee will be asked to draft one or two questions to ask during the candidate interviews.

Also attached is a sample 2-day interview schedule.
SAMPLE INTERVIEW QUESTIONS

Introductory Questions:

1. What are some of the accomplishments in your educational background and professional experience that have best prepared you to be the President of [our name] Community College? In other words, what strengths do you bring to the position, or, please tell us why we should select you?

   Follow Up: It has been said that we learn more from our failures than from our successes. Can you give us an example of a failure and what you've learned from that experience?

2. Please describe for us a great moment in your own education when you were a student. There are no limitations -- you define what is 'a great moment.'

3. How do you see the presidency of [our name] Community College and life in this community fitting into your career, personal goals and objectives?

4. We've sent you a number of materials about [our name] Community College and I expect that you have researched the college independently. What have you learned about the communities and students served by the college?

   Follow Up: What most attracts you about the position of President of [our name] Community College? Or, why do you want to become our president? What, if anything, is less attractive?

5. If we were to visit your campus, what is the best thing about the college we will hear? What is the most disappointing? What will we hear about you, personally?

Future Activities as our President:

1. Based on what you know about [our name] Community College at this point in time, what will be your priorities during your first three months in the position of President?

   Follow Up: As the new President, everyone will know your name. How will you get to know the students and faculty and other employees?

2. As President, what would you do to make this campus a more exciting learning facility?

3. As President, your time will have an inward focus (having to do with operations in the college and student life), and an outward focus (having to do with fundraising, community involvement and working with state and local government). How would you balance these activities?
College
Candidate Interview Schedule
[dates], 2016
Hotel

Day 1, 2016

8:00 am - 8:30 am  Interview Process
8:30 am - 9:40 am  Interview Candidate 1
9:40 am - 10:00 am  Break; Evaluate Candidate 1
10:00 am -11:10 am  Interview Candidate 2
11:10 am -11:30 pm  Break; Evaluate Candidate 2
11:30 am - 12:40 am  Interview Candidate 3
12:40 am -1:30 pm  Break; Evaluate Candidate 3 & lunch
1:30 pm - 2:40 pm  Interview Candidate 4
2:40 pm - 3:00 pm  Break; Evaluate Candidate 4
3:00 pm - 4:10 pm  Interview Candidate 5
4:10 pm - 4:30 pm  Break; Evaluate Candidate 5
4:30 pm - 5:40 pm  Interview Candidate 6
5:40 pm - 6:30 pm  Break; Evaluate Candidate 6; discuss first 6 candidates
Day 2, 2016

8:00 am - 8:30 am  Continental Breakfast, Pre-Interview Meeting, Discussion of Interview Process
8:30 am - 9:40 am  Interview Candidate 7
9:40 am - 10:00 am  Break; Evaluate Candidate 7
10:00 am - 11:10 am  Interview Candidate 8
11:10 am - 11:30 pm  Break; Evaluate Candidate 8
11:30 am - 12:40 am  Interview Candidate 9
12:40 am - 1:30 pm  Break; Evaluate Candidate 9 & lunch
1:30 pm - 2:40 pm  Interview Candidate 10
2:40 pm - 3:00 pm  Break; Evaluate Candidate 10
3:00 pm - 4:10 pm  Interview Candidate 11
4:10 pm - 4:30 pm  Break; Evaluate Candidate 11
4:30 pm - 5:40 pm  Interview Candidate 12
5:40 pm - 6:30 pm  Break; Evaluate Candidate 12; discuss last 6 candidates
6:30 pm – 7:30 pm  Discuss all candidates; Committee to recommend 3-5 final candidates to recommend to Board of Trustees
PRICING

The total proposed contract price shall be a flat fee for the engagement which covers the following:

- Visits by Firm consultant(s) to the College;
- Communicating with the Board, Search Committee (including Search Committee Liaison), candidates, and College Liaison;
- Developing an institutional profile or other background materials on the institution;
- Preparing and placing advertisements;
- Identifying and soliciting applications from qualified candidates;
- Preparing and processing correspondence with candidates;
- Responding to candidate inquiries and information requests;
- Making travel and lodging arrangements for out-of-state candidates;
- Conducting background and reference checks on applicants;
- Providing a statistical analysis of the applicant pool at each stage of the search process; and/or
- Other related services.

Any additional fees, such as consultant travel, must be detailed in Section D below to be considered for payment. The College will directly fund any costs associated with semi-final and final candidate travel, as well as any Board travel to finalists’ institutions.

A. This bid includes addenda numbered none._(if applicable).
B. The undersigned proposes to furnish all labor and materials required for RFP# 2016-33, Presidential Search Firm for the total contract price specified below, subject to additions and deductions according to the terms of the specifications.
C. The total proposed contract price is Forty-seven thousand dollars (47,000). **Please see page 22 for full pricing details.**
   - How many on site days are included in the contract price? 
D. List and quantify all other anticipated and optional expenses –
   **Please see page 23 for a breakdown of the estimated expenses.**

Date: April 20, 2016

(Signature of Bidder)

By

Paul Doeg, President & COO
(Name and Title)

R.H. Perry & Associates
(Company)
Customarily, we offer a comprehensive fixed fee for conducting a search based upon one-third of the approved midpoint of the salary range for the position. However, in the interest of reducing fees for community colleges, for this assignment we offer a fee of $47,000, which includes all professional services related to the assignment. We bill our retainer in three equal installments: the first upon signing of the contract; the second 30 days later and the third 60 days later. In addition, we bill monthly at cost for reimbursement for outside services for advertising, consultant travel, and finalist background checks, providing hard copy receipts for each expense. See the Estimate of Direct Expenses on the following page.

We stay with each assignment until successful completion, which we define as an acceptance in writing of a written offer from the Chair of the Board. In the unlikely event that the search does not provide a successful candidate at the conclusion of this phase, we would recommend that we launch an accelerated process of four to six weeks to identify new candidates. Concurrently, we would work with the Committee to re-evaluate the top candidate pool to determine whether any other possible candidates would be viable for further consideration.

Cancellation Terms

This agreement may be terminated at any time by either party giving the other party at least two weeks' written notice of such termination. Upon such termination, our total fixed fee would include (in addition to the fees already billed) that portion of our remaining fixed fee calculated on a pro rata basis for the time elapsed since our most recent billing. We also bill expenses incurred up to the date of termination.

Guarantee Policy

We guarantee all of our searches. Our policy states that if the individual selected by the board leaves office within the first year – irrespective of the reason – we will conduct a replacement search for no additional fees, other than expenses.

“Off-Limits” Policy

We are proud of the integrity of our search process, which extends well beyond the successful conclusion of an assignment. RHPA does not proactively recruit individuals who have been appointed to their positions for as long as they remain with their institutions. If those presidents or senior-level administrators apply for a search we are conducting, we request they obtain clearance in writing from their immediate superior.

Equal Employment Opportunity Policy

RHPA is committed to equal opportunity and non-discrimination in its hiring for the firm and its research, sourcing, and recruiting practice for clients. The firm does not discriminate against any employee or prospective candidate or applicant regarding age, race, color, religion, gender, marital status, national origin, handicap or disability, status as a Vietnam Era Veteran, sexual orientation, or any other factors which cannot be considered, to the extent specified by applicable federal and state laws. We ensure that minority group members and women are afforded equal employment opportunities without discrimination.
Estimated Budget

This estimated budget provides examples of the expenses.

<table>
<thead>
<tr>
<th>Direct Expenses</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consultant Travel</strong></td>
<td></td>
</tr>
<tr>
<td>• Consultant Travel (3 trips to campus)</td>
<td>$3,600</td>
</tr>
<tr>
<td><strong>Online Advertising</strong> (Optional venues to be selected by the committee)</td>
<td></td>
</tr>
<tr>
<td>• Chronicle of Higher Education (60-day posting)</td>
<td>$320</td>
</tr>
<tr>
<td>• HispanicOutlook.com (4-week posting)</td>
<td>$245</td>
</tr>
<tr>
<td>• DiverseJobs.net (60-day posting)</td>
<td>$295</td>
</tr>
<tr>
<td>• InsideHigherEd.com (60-day posting)</td>
<td>$250</td>
</tr>
<tr>
<td>• LGBT Career Link (30-day job posting)</td>
<td>$200</td>
</tr>
<tr>
<td>• Black Issues in Higher Education - BIHE (60-day posting)</td>
<td>$245</td>
</tr>
<tr>
<td>• Women in Academia - WIAReport.com (60-day posting)</td>
<td>$245</td>
</tr>
<tr>
<td><strong>ADVERTISING TOTAL</strong></td>
<td>$1,800</td>
</tr>
<tr>
<td><strong>Due Diligence for selected finalists</strong> (based on 3 finalists)</td>
<td></td>
</tr>
<tr>
<td>• Credit check, drivers license abstract, federal and state/county civil and criminal record searches conducted by Aurico Reports, Inc. (estimated at $600 each, dependent upon the number of jurisdictions in which finalists have resided)</td>
<td>$1,800</td>
</tr>
<tr>
<td><strong>ESTIMATE OF DIRECT EXPENSES</strong></td>
<td>$7,200</td>
</tr>
</tbody>
</table>
APPENDIX A
COMMUNITY AND TECHNICAL COLLEGE SEARCHES
Conducted or supervised by Liz Rocklin

2010-2015 – RHPA
Berkshire CC, MA
Brookdale CC, NJ & 1991
Bunker Hill CC, MA & 1996
CC of Beaver County, PA & 1999
Cuyahoga CC, OH
Cuyahoga CC Western Campus, OH
Dallas CCD, TX; 3 Vice Chancellors
Dutchess CC, NY & 1992
Edison CC, OH
Frederick CC, MD & 1997
Henry Ford CC, MI
Hutchinson CC, KS & 1991
Illinois Central College, IL w/Jesse Thompson
McHenry County College, IL & 1997 w/Jesse Thompson
Middlesex CC, MA & 1990
Moraine Valley CC, IL & 1991
North Shore CC, MA
North Shore CC, MA VPAA
Orange County Community College, NY & 1997
Stark State College, OH Provost
Sussex County CC, NJ w/Jesse Thompson
Westchester CC, NY
Westmoreland County CC, PA

FY 1999-2000 (continued)
Spokane Falls CC, WA
The City University of New York
- Queensborough CC
- LaGuardia CC
- Kingsborough CC
Umpqua CC, OR

FY 1998-1999
Carteret CC, NC
Community Colleges of Spokane, WA
Contra Costa College, CA
El Paso CCD, TX
Grand Rapids CC, MI
Grossmont-Cuyamaca CCD, CA
Mission College, CA
Montgomery College, MD
Northeast Mississippi CC
Prince George's CC, MD & 2007
Red Rocks CC, CO
State Center CCD, CA
The Community Colleges of Baltimore County
- Catonsville Campus
- Dundalk Campus
- Essex Campus
West Valley-Mission CCD, CA

FY 1997-1998
Chabot College, CA
Cincinnati State T and CC, OH
Cochise CCD, AZ
Cumberland County College, NJ
Harrisburg Area CC, PA & 1992
Houston CC System, TX
- Central College
- Northeast College
Howard CC, MD
Merced CCD, CA
Navarro College, TX
New Hampshire CTC

R.H. PERRY & ASSOCIATES
SEARCH COUNSEL TO HIGHER EDUCATION
FY 1997-1998 (continued)
North Idaho College
Rancho Santiago CCD, CA & 1991
Raritan Valley CC, NJ
Rock Valley College, IL
San Jacinto College District System, TX
   - San Jacinto College North
   - San Jacinto College South
Santa Fe CC, NM
Seattle CCD, WA & 1991
Sullivan County CC, NY

FY 1995-1996 (continued)
Hudson Valley CC, NY
Los Angeles CCD, CA
Mt. Hood CC, OR
Muskegon CC, MI
San Jacinto CCD, TX
Victor Valley CC, CA
Wayne County CC, MI & 1990
West Valley College, CA

FY 1994-1995
Bergen CC, NJ
Bismarck State College, ND
City College of San Francisco, CA
Elgin CC, IL
Foothill-De Anza CCD, CA
Gateway Technical College, WI
Harford CC, MD
Laredo CC, TX
Rio Hondo CCD, CA
Temple Junior College, TX
Wharton County Junior College, TX
Yuba CCD, CA

FY 1993-1994
Albuquerque Technical-Vocational Institute, NM
Black Hawk College, IL
Butler County CC, PA
Central Ohio Technical College, OH
College of DuPage, IL
Lake Michigan College, MI
MiraCosta College, CA
North Central Technical College, WI
Saddleback CCD, CA
Solano College, CA

FY 1992-1993
Alamo CCD, TX
Austin CC, TX
College of Marin, CA
Colorado Mountain College, CO
De Anza College, CA
Fox Valley Technical College, WI
Gavilan CCD, CA

FY 1995-1996
Antelope Valley CCD, CA
Butler County CC, KS
Chabot-Las Positas CCD, CA
College of the Sequoias, CA
Dodge City CC, KS
Essex CC, MD
Galveston College, TX
Houston CC System, TX

FY 1996-1997
Austin CC, TX & 1993
Barton County CC, KS
Brazosport CC, TX
Bunker Hill CC, MA
Clark State CC, OH
Columbia College, CA
Florida CC at Jacksonville, FL
Hillsborough CC, FL
Illinois CC Board, IL & 1990
Long Beach City College, CA
Los Rios CCD, CA
McHenry County College, IL
North Central Missouri College, MO
North Central Technical College, OH
Northeast Wisconsin Technical College, WI
Orange County CC, NY
Oxnard College, CA
San Bernardino Valley College, CA
Southwestern College, CA
Thaddeus Stevens SST, PA
Ulster County CC, NY

R.H. PERRY & ASSOCIATES
SEARCH COUNSEL TO HIGHER EDUCATION
FY 1992-1993 (continued)

Independence CC, KS
Labette CC, KS
Lincoln Land CC, IL
Minneapolis Technical College, MN
Mott CC, MI
Pueblo CC, CO
Salem CC, NJ
Terra Technical College, OH

FY 1991-1992

Chesapeake College, MD
Delaware Technical & CC, DE
Dutchess CC, NY
Finger Lakes CC, NY
Harcum Junior College, PA
Harrisburg Area CC, PA
Hawkeye Institute of Technology, IA
Lee College, TX
Mercer County CC, NJ
Napa Valley CCD, CA
Prairie State College, IL
Rancho Santiago CCD, CA
Seattle CC District, WA
Yosemite CCD, CA

FY 1990-1991

American Association of CCs, DC
Brookdale CC, NJ
Contra Costa CCD, CA
Front Range CC, CO
Guilford CC, NC
Heart of the Ozarks Technical College, MO
Illinois CC Board, IL
Hutchinson CC, KS
Moraine Valley CC, IL
Middlesex CC, MA
Northland Pioneer College, AZ
Oakland CC, MI
Passaic County CC, NJ
Southwestern CC, NC
Wayne County CC, MI
EXPERIENCE LISTING FORM

The bidder must list ALL presidential searches started in the past five (5) years. Each project listed should include organization name, start and end dates of service and a brief description of the services provided. Format is shown below.

Organization: Berkshire Community College, MA
Project Start Date: December, 2011     Project End Date: June, 2012
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Ellen Kennedy, EdD who continues to serve the office today.

Organization: Brookdale Community College, NJ
Project Start Date: June, 2011         Project End Date: February, 2012
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Maureen Murphy, PhD who continues to serve the office today.

Organization: Bunker Hill Community College, MA
Project Start Date: November, 2012     Project End Date: May, 2013
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Pam Eddinger, PhD who continues to serve the office today.

Organization: Community College of Beaver County, PA
Project Start Date: June, 2013          Project End Date: December, 2013
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Chris Reber, PhD who continues to serve the office today.

Organization: Cuyahoga Community College, OH
Project Start Date: March, 2013         Project End Date: May, 2013
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Alex Johnson, PhD who continues to serve the office today.

Organization: Dutchess Community College, NY
Project Start Date: November, 2013      Project End Date: June, 2014
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Pam Edington, PhD who continues to serve the office today.
Organization: Edison Community College, OH  
Project Start Date: May, 2010  Project End Date: February, 2011  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Christobal Valdez, EdD who left his position in 2014.

Organization: Frederick Community College, MD  
Project Start Date: January, 2014  Project End Date: May, 2014  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Ms. Elizabeth Burmaster who continues to serve the office today.

Organization: Henry Ford Community College, MI  
Project Start Date: August, 2012  Project End Date: May, 2013  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Stan Jensen, PhD who continues to serve the office today.

Organization: Hutchinson Community College, KS  
Project Start Date: February, 2014  Project End Date: October, 2014  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Carter File, PhD who continues to serve the office today.

Organization: Illinois Central College, IL  
Project Start Date: August, 2015  Project End Date: (in progress)  
Description services provided: The Liz Rocklin-Jesse Thompson search team is currently concluding the presidential search.

Organization: McHenry County College, IL  
Project Start Date: August, 2015  Project End Date: January 11, 2016  
Description services provided: The Liz Rocklin-Jesse Thompson search team successfully completed the presidential search resulting in the appointment of Clinton Gabbard, PhD who continues to serve the office today.

Organization: Middlesex Community College, MA  
Project Start Date: August, 2014  Project End Date: December, 2014  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of James Mabry, PhD who continues to serve the office today.

Organization: Moraine Valley Community College, IL  
Project Start Date: October, 2011  Project End Date: April, 2012  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Sylvia Jenkins, PhD who continues to serve the office today.
Organization: North Shore Community College, MA  
Project Start Date: April, 2013  Project End Date: October, 2013  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Patricia Gentile, EdD who continues to serve the office today.

Organization: SUNY Orange County Community College, NY  
Project Start Date: October, 2014  Project End Date: May, 2015  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Kristine Young, EdD who continues to serve the office today.

Organization: Sussex County Community College, NJ  
Project Start Date: May, 2015  Project End Date: September 2015  
Description services provided: The Liz Rocklin-Jesse Thompson search team successfully completed the presidential search resulting in the appointment of Jon Connolly, PhD who continues to serve the office today.

Organization: Westchester Community College, NY  
Project Start Date: April, 2014  Project End Date: November, 2014  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Belinda Miles, EdD who continues to serve the office today.

Organization: Westmoreland County Community College, PA  
Project Start Date: December, 2013  Project End Date: May, 2014  
Description services provided: The Rocklin-Perry search team successfully completed the presidential search resulting in the appointment of Tuesday Stanley, EdD who continues to serve the office today.
**BUSINESS REFERENCE FORM**

Bidder: R.H. Perry & Associates

RFR Name/Title: Presidential Search Firm

RFR Number: 2016-33

The bidder must provide five (5) community college references where it has completed presidential searches. Each project listed should include name and address, contact name, phone and email, start and end dates of service and a brief description of services provided including versions and modules. Format is shown below.

<table>
<thead>
<tr>
<th>Community Colleges</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sussex County Community College</strong></td>
<td><strong>Hon. Lorraine Parker, Chair, Board of Trustees</strong></td>
</tr>
<tr>
<td>One College Hill Road</td>
<td>973-219-1682; <a href="mailto:lparker@sussex.edu">lparkers@sussex.edu</a></td>
</tr>
<tr>
<td>Newton, NJ 07860</td>
<td><strong>Ms. Wendy Fullem, Assistant to the President</strong></td>
</tr>
<tr>
<td></td>
<td>973-300-2120; <a href="mailto:wfullem@sussex.edu">wfullem@sussex.edu</a></td>
</tr>
<tr>
<td></td>
<td>The Rocklin-Thompson team completed this search in September 2015.</td>
</tr>
<tr>
<td><strong>McHenry County College</strong></td>
<td><strong>Mr. Michael Smith Chair, Board of Trustees</strong></td>
</tr>
<tr>
<td>8900 US Highway 14</td>
<td>847-867-9271; <a href="mailto:michael.k.smith@ubs.com">michael.k.smith@ubs.com</a></td>
</tr>
<tr>
<td>Crystal Lake, IL 60012-2796</td>
<td><strong>Ms. Pat Kreigermeier, Assistant to the President</strong></td>
</tr>
<tr>
<td></td>
<td>815-455-8726; <a href="mailto:pkreigermeier@mchenry.edu">pkreigermeier@mchenry.edu</a></td>
</tr>
<tr>
<td></td>
<td>The Rocklin-Thompson team completed this search in December 2015.</td>
</tr>
</tbody>
</table>
| Illinois Central College | Ms. Susan Portscheller Chair, Board of Trustees  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>One College Drive</td>
<td>(w) 309-633-3755; (m) 309-369-5092</td>
</tr>
<tr>
<td>East Peoria, IL 61635-0001</td>
<td>Ms. Paula Fraley, Secretary to the Board 309-694-5520; <a href="mailto:pfraley@icc.edu">pfraley@icc.edu</a></td>
</tr>
<tr>
<td></td>
<td>The Rocklin-Thompson team is currently completing this presidential search.</td>
</tr>
<tr>
<td>Dutchess Community College (SUNY)</td>
<td>Mr. Vincent DiMaso, Chair, Presidential Search Committee and Vice Chair, Board of Trustees</td>
</tr>
<tr>
<td>53 Pendell Road</td>
<td>Ms. Linda Beasimer, Secretary to the Board 845-431-8979</td>
</tr>
<tr>
<td>Poughkeepsie, NY 12601-1595</td>
<td>The Rocklin--Perry team completed this search in 2014.</td>
</tr>
</tbody>
</table>
| Westchester Community College (SUNY) | Mr. David Swope, Board Chair  
| 75 Grassland Road      | 914-762-0010, 914-572-2288 (m) |  
| Valhalla, NY 10595-1636 | Ms. Yolanda Howell, Administrative Assistant to the President and Board |  
|                        | The Rocklin-Perry team completed this search in 2015. |
The forms for Certificate of Good Standing, the Certificate of Non-Collusion and the Vendor Authorized Signature Verification are on the following pages.
CERTIFICATE OF EXISTENCE

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify that

R. H. PERRY AND ASSOCIATES, INC.

is a corporation duly incorporated under the laws of the State of North Carolina, having been incorporated on the 4th day of April, 2016, with its period of duration being Perpetual.

I FURTHER certify that, as of the date set forth hereunder, the said corporation's articles of incorporation are not suspended for failure to comply with the Revenue Act of the State of North Carolina; that the said corporation is not administratively dissolved for failure to comply with the provisions of the North Carolina Business Corporation Act; that its most recent annual report required by N.C.G.S. 55-16-22 has been delivered to the Secretary of State; and that the said corporation has not filed articles of dissolution as of the date of this certificate.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 4th day of April, 2016.

Elaine F. Marshall
Secretary of State

Certification# 98380482-1 Reference# 13053767-ACH Page: 1 of 1
Verify this certificate online at http://www.sosnc.gov/verification
Certificate of Non-Collusion

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature of individual submitting bid or proposal

Name of business
COMMONWEALTH OF MASSACHUSETTS
CONTRACTOR AUTHORIZED SIGNATORY LISTING

CONTRACTOR LEGAL NAME:
CONTRACTOR VENDOR/CUSTOMER CODE:

INSTRUCTIONS: Any Contractor (other than a sole-proprietor or an individual contractor) must provide a listing of individuals who are authorized as legal representatives of the Contractor who can sign contracts and other legally binding documents related to the contract on the Contractor's behalf. In addition to this listing, any state department may require additional proof of authority to sign contracts on behalf of the Contractor, or proof of authenticity of signature (a notarized signature that the Department can use to verify that the signature and date that appear on the Contract or other legal document was actually made by the Contractor's authorized signatory, and not by a representative, designee or other individual.)

NOTICE: Acceptance of any payment under a Contract or Grant shall operate as a waiver of any defense by the Contractor challenging the existence of a valid Contract due to an alleged lack of actual authority to execute the document by the signatory.

For privacy purposes DO NOT ATTACH any documentation containing personal information, such as bank account numbers, social security numbers, driver's licenses, home addresses, social security cards or any other personally identifiable information that you do not want released as part of a public record. The Commonwealth reserves the right to publish the names and titles of authorized signatories of contractors.

<table>
<thead>
<tr>
<th>AUTHORIZED SIGNATORY NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul G Doeg</td>
<td>President and Chief Operating Officer</td>
</tr>
</tbody>
</table>

I certify that I am the President, Chief Executive Officer, Chief Fiscal Officer, Corporate Clerk or Legal Counsel for the Contractor and as an authorized officer of the Contractor I certify that the names of the individuals identified on this listing are current as of the date of execution below and that these individuals are authorized to sign contracts and other legally binding documents related to contracts with the Commonwealth of Massachusetts on behalf of the Contractor. I understand and agree that the Contractor has a duty to ensure that this listing is immediately updated and communicated to any state department with which the Contractor does business whenever the authorized signatories above retire, are otherwise terminated from the Contractor's employ, have their responsibilities changed resulting in their no longer being authorized to sign contracts with the Commonwealth or whenever new signatories are designated.

Signature: [Signature]
Date: 4/20/2016

Title: President and Chief Operating Officer
Telephone: 408-220-2129
Fax: 844-747-3779
Email: pauldoeg@rhperry.com

[Listing can not be accepted without all of this information completed.]
A copy of this listing must be attached to the “record copy” of a contract filed with the department.
COMMONWEALTH OF MASSACHUSETTS
CONTRACTOR AUTHORIZED SIGNATORY LISTING

CONTRACTOR LEGAL NAME:  
CONTRACTOR VENDOR/CUSTOMER CODE:

PROOF OF AUTHENTICATION OF SIGNATURE

This page is optional and is available for a department to authenticate contract signatures. It is recommended that Departments obtain authentication of signature for the signatory who submits the Contractor Authorized Listing.

This Section MUST be completed by the Contractor Authorized Signatory in presence of notary.

Signatory's full legal name (print or type):  Paul Gaston Doeg

Title: President and Chief Operating Officer

X

Signature as it will appear on contract or other document (Complete only in presence of notary):

AUTHENTICATED BY NOTARY OR CORPORATE CLERK (PICK ONLY ONE) AS follows:

1. _______________ (NOTARY) as a notary public certify that I witnessed the signature of the aforementioned signatory above and I verified the individual's identity on this date:

   _______________, 20

   My commission expires on: _______________

   _______________ (Notary Public)

AFFIX NOTARY SEAL

2. _______________ (CORPORATE CLERK) certify that I witnessed the signature of the aforementioned signatory above, that I verified the individual's identity and confirm the individual's authority as an authorized signatory for the Contractor on this date:

   _______________, 20 __________

AFFIX CORPORATE SEAL
THE COLLEGE

McHenry County College (MCC) is a leading, student-centered institution in northwest Illinois, providing high-quality educational experiences that have the power to transform lives. The formation of MCC’s updated mission statement, “Our focus is learning. Student success is our goal.” has reinforced the College’s priority and focus on student-centered excellence in the areas of completion, learning, labor market outcomes, and equity. MCC’s definition of student success is achieving a degree or certificate, or the skills needed to help a student succeed in work and life. At MCC, we accomplish such success by creating a climate of community that is student centered, engaging students both inside and outside of the classroom and providing robust academic support services.

MCC is a fully accredited institution recognized by the Higher Learning Commission of the North Central Association of Colleges and Schools. It currently follows the Academic and Quality Improvement Program (AQIP) to support its accreditation process. The College is also approved and/or accredited by:

- Illinois Community College Board (ICCB)
- Illinois Board of Higher Education
- U.S. Office of Education
- Illinois Office of Education
- American Occupational Therapy Association
- National Automotive Technicians Education Foundation

MCC is a member of:
- American Association of Community Colleges (AACC)
- American Association for Women in Community Colleges (AAWCC)
- Illinois Association of Community and Junior Colleges
- Council of North Central Colleges
- American Technical Education Association
- Illinois Veterans’ Congress
WELCOME TO THE COLLEGE

McHenry County College (MCC) welcomes you! Our focus always remains on the success of our students.

We are dedicated to providing a continuous educational opportunity to anyone in our community who seeks it. As the college that serves this community, MCC constantly aspires to excellence—excellence through anticipating change by quickly responding to the educational needs of our residents and businesses; excellence through building a community of learners who are transformed by their experiences; and excellence through delivering a quality experience via our programs and our people.

As an Aspen Prize Top 150 College, ranked 4th in Illinois by CNN in the areas of student success and completion, and maintaining an increasingly impressive graduation rate, MCC is an inclusive, diverse institution focused on ensuring student success through a vibrant learning environment.

Home to 11,000 credit students annually, and thousands of noncredit students and community event participants, MCC centers on three core values:

Change Ready — Anticipating the changing educational needs of our district.
Community — Building a community of learners.
Quality — Delivering quality through our people and our programs.

These three core values are incorporated into all facets of the College. They are central to how decisions are made at the institution, creating the identity and supporting the philosophical direction of serving the residents in McHenry County.

Planning is central to MCC’s success. The College’s 2013-2018 Strategic Plan (www.mchenry.edu/strategicplan) identifies five strategic initiatives, or directions, that the institution must take based on ensuring a climate of student success. These initiatives represent the College’s primary goals through 2018:

1. Increase Student Engagement, Completion and Success.
2. Maintain the College’s Financial Stability, and Expand Infrastructure and Technology to Establish State-of-the-Art Learning Environments that Inspire Postsecondary Education and Career Development.
3. Ensure High-Quality Services and Learning Opportunities through a Culture of Continuous Improvement, Innovation and Accountability.
4. Engage in Partnerships That Enable MCC Students to Succeed in a Global Economy.
5. Attract, Develop and Retain Quality Instructors Who Are Outstanding Scholars/Teachers and an Excellent, Diverse Staff Who Are Committed to the Mission of MCC.
ABOUT MCHENRY COUNTY COLLEGE

MCC was chartered as the 28th community college in the state of Illinois with passage of a referendum on April 1, 1967. The doors opened on September 16, 1968 to 312 full-time students and 1,045 part-time students at the Pure Oil Building, a rented oil company laboratory located on Route 14 in Crystal Lake, IL.

MCC has grown to a comprehensive community college providing community events, and credit and noncredit educational and training opportunities for thousands of participants annually.

Our Campus and District

The main campus includes six buildings on 169 acres.

In March 2008, trustees voted unanimously to purchase 57 adjacent acres known as the Gilger property. There are no immediate plans to build on this property, but the purchase ensures that MCC will continue to be accessible by Tartan Drive, and it positions us well for possible long term planning for additional nearby transportation options.

MCC’s satellite facilities include the Shah Center in McHenry, IL, a workforce development and training facility, and the MCC Woodstock Center, which houses the Welding Boot Camp.

McHenry County College District #528 includes most of McHenry County and small parts of Boone, Kane and Lake Counties.
ABOUT McHENRY COUNTY COLLEGE (continued)

The district covers 600 square miles, and its legal boundaries of the McHenry County College District are formed from nine public high school districts:

#12, Johnsburg
#19, Alden-Hebron
#50, Harvard
#154, Marengo
#155, Crystal Lake-Cary
#156, McHenry
#157, Richmond-Burton
#158, Huntley
#200, Woodstock

Our Students

- 53% are female
- 16% are minority
- Median age is 20

Spring 2015 Enrollment

- 6,743 credit students
- 36% full-time students
- 58,098 credit hours

Fall 2014 Enrollment

- 6,551 credit students
- 40% full-time student
- 58,197 credit hours
OUR CREDIT PROGRAMS

The College offers seven associate’s degree programs:

- Associate in Science
- Associate in Arts
- Associate in Fine Arts-Art
- Associate in Fine Arts-Music
- Associate in General Education
- Associate in Engineering Science
- Associate in Applied Sciences

MCC offers multiple options for an Associate in Applied Science degree including:

- Automotive Technology
- Criminal Justice (also online)
- Culinary Management
- Baking and Pastry
- Digital Media
- Emergency Medical Technician
- Engineering
- Fire Science
- Graphic Arts
- Health Information Technology (new)
- Industrial Maintenance Technician (new)
- Network Security
- Nursing
- Paralegal (new)
- Robotics

Certificate programs are available in over 45 areas including:

- Accounting
- Automotive Technology
- BNA Training
- Business Management Principles
- Early Childhood Education
- CNC Machining
- Culinary Management
- Fitness Instructor Training
- Graphic Design
- Medical Billing and Coding
The Fast Track

The Fast Track is an award-winning program that offers adult students the opportunity to earn a degree or a certificate by attending two to three classes per semester, one evening per week. Complete curriculum details are at www.mchenry.edu/fasttrack.

OUR NONCREDIT PROGRAMS

MCC's Workforce and Community Development division serves nearly 30,000 participants per year through:

- Over 700 classes, seminars and workshops.
- Over 800 events hosted each year.
- The Trips and Tours program, which enrolls approximately 1,500 individuals annually. Groups have traveled as close as downtown Chicago to as far as Paris, Switzerland and Ireland.
- An adult program that serves over 200 members annually and offers monthly lectures, lunches, discussion groups and hands-on experiences.

MCC's Workforce, Community and Business Programs Department at the Shah Center in McHenry, IL:

- Provides services that support economic and workforce development, including customized training, workshops and seminars, grant assistance, financial and planning assistance, small business development, and more.
- Offers a wide variety of topics, including: corporate training on Leadership, Computer Applications, Lean Manufacturing, Occupational Spanish, Engineering Applications, and Team Building. New programs include: Project Management Certification and Social Media Certificate.
- Includes the Illinois Small Business Development Center (ISBDC), which provides business development assistance for McHenry County business owners with up to 500 employees. Counseling services and training resources are available in areas such as business planning, marketing, cash flow, and financing.
- Serves over 600 businesses and organizations (2014-2015).
STUDENT LIFE AND EXTRACURRICULAR ACTIVITIES

- MCC offers nearly 30 clubs and organizations that students can join, plus opportunities in student leadership, multicultural programs and the Phi Theta Kappa honors society.
- MCC belongs to the Illinois Skyway Collegiate Conference, the National Junior College Athletics Association and Region IV of the NJCAA. We offer women’s basketball, softball, tennis and volleyball and men’s baseball, basketball, soccer and tennis.

OUR EMPLOYEES

As an educational institution, MCC is committed to education and development opportunities for all community members, including our employees. MCC employees are encouraged to take advantage of the various training and development opportunities offered, all of which are available to help enhance job skills and knowledge, increase efficiency and prime employees for other positions. At MCC, we believe that the quality of our programs and our people directly contribute to the success of our students. Here’s a look:

- Approximately 850 full and part-time employees
- 104 full-time instructors and an average of 225 part-time instructors per semester
- Over 90% of faculty hold a master’s or doctorate degree
- Nearly 70% of adjunct faculty hold a master’s or doctorate degree
- Nearly 70% of administrators hold a master’s or doctorate degree
OUR FINANCES

The sources of MCC’s operating funds are:

- Local Support—60.5%
- State Support—5.4%
- Student Tuition and Fees—33.3%
  - In-district tuition is currently $101 (plus applicable fees)
  - MCC tuition is currently among the lowest quartile for the state of Illinois
- Other—.8%

Community colleges enroll 64% of the state’s public higher education students, while receiving only 14% of the total higher education funding.

SUPPORTING MCC

As a public community college, MCC is funded by a combination of local property taxes, tuition, fees, and state assistance. Public support alone cannot prepare the College to fully meet all the needs that the community presents. To achieve that, it needs friends.

The Friends of MCC Foundation is a registered Illinois 501(c)(3) nonprofit corporation. It exists to build community and financial support for MCC and provide opportunities for deserving students. Hundreds of individuals, businesses, organizations, and foundations have given gifts to the Foundation. All gifts are tax deductible to the fullest extent of the law.

Together with its donors, the Friends of MCC Foundation builds financial support to strengthen and enrich McHenry County College.

MCHENRY COUNTY COLLEGE IN THE COMMUNITY

MCC is located in northwest Illinois on the Wisconsin border. MCC’s district covers 600 square miles across most of McHenry County and small parts of Boone, Lake, and Kane counties. There are 30 incorporated municipalities and two unincorporated census Designated Places (cDPs), which cross the Wisconsin border. The College’s district encompasses 18 school districts with 76 schools. There are a total of nine public high school districts, with 14 individual public high schools and one private high school in the county.

MCC’s boundaries were drawn many years ago based upon K-12 school district boundaries and were not intended to be contiguous with the county border. Because MCC’s district closely aligns with that of McHenry County, county-level data is often used for the College’s planning activities.

Roughly 77% of the MCC district is considered rural, and the other 23%, concentrated in the eastern half of the county, is suburban. The county has a population density of 511.9 people per square mile, covering a total of 603.17 square miles of land.
Quality of Life

McHenry County is located on the western edge of the Chicago urbanized area and is included in the Chicago Metropolitan statistical Area (MSA). It is the seventh most rapidly growing county in Illinois, and it is conveniently located less than an hour from Chicago. The community of over 300,000 residents provides convenient access to three international airports and public transportation. Its metropolitan amenities, combined with a relaxed pace, quality schools, and countless cultural experiences, makes McHenry County one of the most desirable locations in the Midwest.

MCC is situated in Crystal Lake, IL, a central McHenry County location. Crystal Lake is home to a variety of cultural venues, including Raue Center for the Arts and Lakeside Legacy Arts Park, as well as recreation (Crystal Lake Park District, Three Oaks Recreation Center), festivals, shopping, and dining options, including those in historic Downtown Crystal Lake/Main Street. Travel a few minutes in any direction, and you will find a wealth of additional art, entertainment, concerts, recreation, shopping, and dining spots including:

- Outdoor recreation, beaches, and state parks, including McHenry County Conservation District Prairie Trail, a 26-mile path that includes picturesque views and runs north to the Wisconsin border
- The historic Woodstock Square, featuring the famous Woodstock Opera House and its annual Mozart Festival, highly-acclaimed Farmers Market, and annual Groundhog Day festivities (Groundhog Day filmed here)
- Over 20 golf courses providing a variety of challenge levels
- Easy access to shopping and retail, including Algonquin Commons
- Fun entertainment venues, including the newly renovated McHenry Outdoor Theatre, Union Railway Museum, and Donley’s Wild West Town
- Outdoor festivals and fairs: McHenry County Fair, Jazz Festival, Harvard Milk Days, Lakeside Festival, McHenry Fiesta Days, Huntley Fall Fest, Lake in the Hills Ribfest, and more
- Award-winning Starline Gallery in Harvard
- Farmers Markets, orchards, and farms located throughout the county
- Only 30 minutes away from charming Lake Geneva, WI
<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in Plant, less depreciation</td>
<td>$33 Million</td>
</tr>
<tr>
<td>Plant Replacement Insured Value</td>
<td>$92 Million</td>
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<tr>
<td>Cost of Operating Physical Plant</td>
<td>$3 Million (including utilities)</td>
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<tr>
<td>Deferred Maintenance</td>
<td>$41 Million</td>
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<tr>
<td>Endowment/Foundation</td>
<td>$44,253,403</td>
</tr>
<tr>
<td>Operating Budget (Revenue)</td>
<td>$44,253,403</td>
</tr>
<tr>
<td>Revenue Mix</td>
<td>33.3% Tuition/Fees</td>
</tr>
<tr>
<td></td>
<td>60.5% Local</td>
</tr>
<tr>
<td></td>
<td>5.4% State</td>
</tr>
<tr>
<td></td>
<td>.8% Other (includes Federal grants)</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>#34 and 12%</td>
</tr>
<tr>
<td>Operating Budget (Expense)</td>
<td>$41,896,072</td>
</tr>
<tr>
<td>Tuition</td>
<td>Per Credit Hour for FY 2016 (July 2015-June 2016):</td>
</tr>
<tr>
<td></td>
<td>In-district: $101.00 (plus applicable fees)</td>
</tr>
<tr>
<td></td>
<td>Out of District: $346.06 (plus applicable fees)</td>
</tr>
<tr>
<td></td>
<td>Out of State: $440.41 (plus applicable fees)</td>
</tr>
<tr>
<td>FTE Student Enrollment for Fall 2014</td>
<td>3,880</td>
</tr>
<tr>
<td>Total Headcount</td>
<td>6,551 (with adult education)</td>
</tr>
<tr>
<td>% In Developmental Programs</td>
<td>15%</td>
</tr>
<tr>
<td>Non-Credit Enrollment</td>
<td>8,013 (annual for FY 2015)</td>
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<tr>
<td>Student Diversity Statistics</td>
<td>18.3%; 1,130</td>
</tr>
<tr>
<td>% Of Graduating Students who enroll after graduation</td>
<td>76.2% (graduated in FY 2014)</td>
</tr>
<tr>
<td>First Year Retention Rate</td>
<td>56.5% (IPEDS for Fall 2014)</td>
</tr>
<tr>
<td># Of Degrees Awarded Annually</td>
<td>2,096 (FY 2014)</td>
</tr>
<tr>
<td># Of Students Transferring to 4-year Institutions Annually</td>
<td>104 (Fall 2011)</td>
</tr>
<tr>
<td></td>
<td>*number for first-time, full-time students only</td>
</tr>
<tr>
<td>Number of Full-time Faculty</td>
<td>101</td>
</tr>
<tr>
<td># Tenure Track Faculty; # Tenured</td>
<td>101; 93</td>
</tr>
<tr>
<td>Number of Part-time Faculty</td>
<td>394</td>
</tr>
<tr>
<td>Average Faculty Salaries</td>
<td>$89,000</td>
</tr>
<tr>
<td>Starting Salary</td>
<td>$47,100</td>
</tr>
<tr>
<td>Student/Faculty Ratio</td>
<td>19:1 (Fall 2014)</td>
</tr>
<tr>
<td>Library Volumes</td>
<td>52,045 (FY 2015)</td>
</tr>
<tr>
<td>Percent of Electronic Volumes</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
Athletics Programs
Men: Soccer, Basketball, Baseball, Tennis
Women: Tennis, Vollyball, Basketball, Softball

MCC is in Region IV of the National Junior College Athletic Association (NJCAA) and the Illinois Skyway Collegiate Conference. For more information visit see www.mchenry.edu/athletics

Unions: Faculty, Staff, Administration, etc.
-Staff Council (includes both professional and classified staff)
-MCC Full-Time Faculty Association (MCCFA)
-Adjunct Faculty Association

What is Outsourced: Bookstore, Technology, Security, etc.: Custodial

Board of Trustees: #; Elected/Appointed:
-7 elected trustees (elected by district voters)
-1 student trustee (elected by the student body)
THE OPPORTUNITY

At the center of the mission of McHenry County College is student success. The current President will retire at the end of this calendar year. The Board of Trustees invites applications and nominations for the next President of the College to advance the success of students. Consequently, a visionary, student-centered, empowering, engaging, ethical, politically-astute, and fiscally prudent leader is needed to take the College to unprecedented levels of excellence in student access and success, faculty and staff development, community participation and collaboration, and the efficient and effective use of human, physical and financial resources.

Goals and Expectations

The MCC Board of Trustees seeks a proven leader, an individual who sees McHenry County College as a destination and not a stop on a journey to another institution. Therefore, the successful candidate will want to make a long-term commitment to the College. The next President of McHenry County College will demonstrate evidence of success in the following areas and will be expected to:

- Demonstrate a high level of integrity and excellent interpersonal and communication skills that foster trust, build strong relationships and inspire team action to accomplish goals and objectives;
- Build and maintain a positive relationship and effective communication channels with all members of the Board of Trustees and assist the Board in identifying opportunities for Board development;
- Serve as the chief advocate of the College with external groups and develop partnerships with entities such as K-12 districts, health care facilities, community based organizations, four-year colleges, employers, civic organizations, and governmental units;
- Ensure that the College is fiscally sound and provide adequate controls to prevent fiscal mismanagement;
- Build a strong executive team and continuously engage faculty, staff, students and community leaders in ways that improve student access and success;
- Lead strategic planning efforts that are inclusive and transparent, and result in innovative and comprehensive actions that address the needs of students, faculty, staff, community groups and public and private organizations and enterprises;
- Ensure that technology is aligned with institutional goals, and as necessary, update existing technology and install new technology to support student, faculty, staff, and administrative needs;
- Take data-informed risks that might require changes in the organizational structure, policies and procedures, priorities and the allocation of existing human, physical and financial resources to improve student success;
- Work collaboratively and successfully with representatives of the College’s employee groups, preferably through experience with labor unions;
- Give administrators the direction, resources, support, and flexibility they need to carry out their responsibilities; acknowledge their successes and hold them accountable for implementing strategies to improve in areas where they have not achieved expected outcomes;
- Develop strategies to reach underserved populations and strengthen diversity initiatives to create a more inclusive learning and work environment for students and employees, respectively;
- Expand current sustainability initiatives and increase efforts to educate the College community and the community-at-large on the importance of such initiatives;
- Secure additional resources through public and private fundraising by working with the College’s Foundation, establishing partnerships throughout the service area with business and industry and obtaining grants from local, state, regional and national sources.
PROFESSIONAL AND PERSONAL QUALIFICATIONS

The next President will have a deep commitment to student success and will elevate the stature of the College in the county, state, region, and nation. The successful candidate will build upon the College's existing successes and implement strategies and initiatives to strengthen areas where the College must change in order to better serve its students, faculty, staff, and the community. The next President will have demonstrated the following in his or her career:

- Charismatic, visionary leadership demonstrating outstanding interpersonal and communication skills, with both internal and external groups, including strong verbal and writing skills;
- Successful experience in board relations and strategic planning;
- A consensus builder who has successfully empowered faculty, staff, administrators and students to share their creativity and innovations to develop initiatives that improved student success;
- Demonstrated accomplishments in senior management positions in higher education or other sectors; however, community college experience is preferred;
- Demonstrated ability to secure funds from a variety of sources, such as private donors, corporations, foundations, and all levels of government;
- Successful experience using technology to support students, faculty, staff, and College operations;
- Evidence of a willingness and desire to engage all individuals and groups on campus and in the community, and a desire to play an active role in College and community activities;
- A record of supporting and implementing initiatives that serve to recruit and retain a diverse group of students and employees; use of data to ensure that students persist and accomplish their educational goals and employees are valued, included, and fairly compensated and promoted;
- Demonstrated knowledge of and experience in managing complex institutional budgets and providing adequate controls to prevent fiscal mismanagement;
- Experience with regional accrediting agencies and the AQIP accreditation process and the ability to lead faculty and staff in creating and maintaining a culture of continuous quality improvement;
- Experience teaching or providing direct student support services to a diverse student population; and an earned doctorate from a regionally accredited institution of higher education (preferred but not required).
APPLICATION PROCEDURES

Although flexible, the College would like its new President to begin as early as possible in 2016. The review of applications begins OCTOBER 16, 2015, and will continue until the position is filled. To ensure full consideration, materials should be received by that date.

Candidates should email, as MSWord or Adobe Acrobat attachments, 1) a cover letter that specifically addresses each of the Goals and Expectations and Professional and Personal Qualifications identified as critical by the College. (This material will be evaluated by the Presidential Search Committee); 2) a current résumé; and 3) the names and contact information of three professional references to: presidentmchenery@rhperry.com

For Further Information, Please Contact:

MS. ELIZABETH (LIZ) ROCKLIN, Senior Consultant
Office: 703 743-2273
Mobile: 202 302-7541

or

MR. JESSE M. THOMPSON, Senior Consultant
617 901-4880

POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their backgrounds and interests will not be discussed without consent of interested parties prior to becoming a candidate.

EQUAL EMPLOYMENT OPPORTUNITY, AND NON-DISCRIMINATION
POLICY STATEMENT

McHenry County College adheres to a policy of equal employment opportunity and non-discrimination in all decisions regarding recruitment, hiring, promotions, and all terms and conditions of employment.

www.mchenry.edu
The Board of Trustees of McHenry County College invites applications and nominations for its new President.

At the center of the mission of McHenry County College is student success. Consequently, a visionary, student-centered, empowering, engaging, ethical, politically-astute, and fiscally prudent leader is needed to take the College to unprecedented levels of excellence in student access and success, faculty and staff development, community participation and collaboration, and the efficient and effective use of human, physical and financial resources.

The Board of Trustees seeks a proven leader, an individual who sees McHenry County College as a destination and not a stop on a journey to another institution. Therefore, the successful candidate will want to make a long-term commitment to the College. Please review the Executive Search Profile which includes additional information about the position at: http://www.rhperry.com/files/PDF/McHenry_CC_President_Profile.pdf

The incumbent President will retire at the end of this calendar year. Although flexible, the College would like its new President to begin as early as possible in 2016. The review of applications begins October 16, 2015, and will continue until the position is filled. To ensure full consideration, materials should be received by that date.

Candidates should e-mail, as MS Word or Adobe Acrobat attachments, 1) a cover letter that specifically addresses each of the Goals and Expectations and Professional and Personal Qualifications identified as critical by the College. (This material will be evaluated by the Presidential Search Committee); 2) a current résumé; and 3) the names and contact information of three professional references to: presidentmchenry@rhperry.com

McHenry County College is being assisted with this search by R. H. PERRY & ASSOCIATES. All communications may be directed in confidence to: Ms. Elizabeth (Liz) Rocklin, Senior Consultant, (202-302-7541) or Mr. Jesse Thompson, Senior Consultant, (617-901-4990) at presidentmchenry@rhperry.com

R. H. PERRY & ASSOCIATES
2607 31st Street NW
Washington, DC 20008
www.rhperry.com
Draft Progress Report

To: Board of Trustees and PSC members...

In early September, Liz Rocklin, Jesse Thompson and their RHPA team began the process to announce the McHenry Presidential Search. RHPA sent personal emails to almost 7,000 educators in all community colleges and baccalaureate colleges in the 10 states surrounding Illinois. The purpose of the 'sourcing' is to seek nominations and applications for the position.

The college placed advertising in the following venues: (insert list from Sandra Moll; I've asked Sandra via a voice message to send Pat Kreigermeyer the names of the venues in which the ads were placed.)

Liz and Jesse have been contacting the individuals who were suggested as potential candidates by telephone and they will follow up with a reminder of the due date for submitting their applications. At this time, we have 20+ completed applications and we expect 40-50 completed applications by the due date of October 16th.

The PSC will begin reviewing and evaluating the candidate's materials prior to the application deadline. Liz and Jesse will also review and evaluate all the candidates and identify the candidates who are not appropriate. Those candidates will remain on the secure suite for any member of the PSC to review.

If you receive any suggestions about potential candidates, please do not contact the individual yourself, just call Liz or Jesse and give them the name and contact information. It is inappropriate for a member of the board or the search committee to contact a potential candidate. Liz can be reached at 202-302-7541; Jesse at 617-901-4880.
Applicant Package

At the first meeting of the Presidential Search Committee, the RHPA consultant(s) provide a training exercise to assist the PSC how to evaluate candidate's application materials. The attached materials include actual candidate materials from a completed RHPA search, however, the actual candidate's name has been changed.

The following materials are part of that exercise and include:

The Some Where Community College Opportunities and Challenges and the candidate cover letter and resume.

Some information is redacted to protect the applicant's confidentiality
SOME WHERE COMMUNITY COLLEGE

OPPORTUNITIES AND CHALLENGES

The new President will be expected to bring his/her creativity, energy, vision and leadership skills to Some Where Community College. He/She will have demonstrated success in these and/or comparable areas:

- Championing, strengthening and extending the programs and creative initiatives that are proven successes, such as a faculty-developed and sustained Student Learning Outcomes Assessment Program (SLOAP),

- Achieving the Dream, LifeMap, Learning Communities, community-based Long Range Planning, and Compelling Conversations;

- Increasing the diversity of full-time and part-time faculty and staff through unqualified support and sustained leadership of diversity initiatives;

- Maintaining fiscal stability through sound financial management, proactive advocacy with state and federal government, and demonstrated ability to obtain external funds to support the College’s mission;

- Nurturing positive relationships with the unions who serve the faculty and staff and creating additional avenues of cooperation;

- Expanding the College’s affiliations with business, industry, and labor to strengthen educational and workforce pathways for students, such as the College’s Intern Program;

- Advocating for program development that supports transfer to four-year institutions, workforce development, adult learning, and creates seamless transitions to the College for students from local high schools;

- Maximizing the use of technology in delivering and assessing programs and student success;

- Furthering the College’s commitment to professional development programs for faculty, staff, students, and the Board of Trustees;

- Using data for decision making and developing additional metrics that support student success; and

- Developing, with the College and community, a long-term vision for the next decade and beyond.
PROFESSIONAL QUALIFICATIONS

The Board of Trustees seeks a new President who will make a long-term commitment to the College. She/He will have successful experience in community and civic engagement and will be an outstanding advocate for the College in the community, with legislators, and within the system of public higher education. The next President must be innovative, committed to student success and have exceptional communication skills. An earned doctorate, (including but not limited to a Ph.D., J.D., or Ed.D.) is preferred, but not required.

In addition, the new President will demonstrate:

- Successful experience teaching or providing direct student support services to a diverse student population;
- Successful track record in fiscal leadership, capital and strategic planning, board relations, and the accreditation process;
- Evidence of empowering all faculty, staff, administrators and students to share their creativity and innovations to facilitate student success;
- Demonstrated effectiveness as an advocate and successful experience working with a diverse population in an urban location and developing rapport with city and state officials to ensure that the College is well represented;
- An entrepreneurial, visionary spirit that embodies dedication to student success and development;
- An accessible, visible leadership style that is inclusive and collaborative and enhances creativity at all levels; and
- Ability to understand and use data for effective decision making.

PERSONAL CHARACTERISTICS

Certain personal characteristics are essential for success as President of the College. The new President will:

- Possess the highest standards of integrity and a strong moral and ethical character;
- Be a reflective and responsive listener who is open to new ideas, articulates positions and viewpoints easily, both verbally and in writing, and challenges ideas constructively;
• Genuinely values cultural, racial and economic differences and has a deep understanding of social justice issues;

• Be an effective consensus-builder, adept at managing expectations of diverse stakeholders and at balancing sometimes competing interests with diplomacy and tact;

• Be persevering and personally effective. Candidates must be relentless achievers who enjoy working ‘hard and smart,’ who will bounce back after setbacks and achieve results even when circumstances are adverse; and

• Have a secure sense of self that results in steady, unflappable and visionary leadership.

• The President will be capable of thinking clearly and staying focused under pressure, and will project unqualified and unwavering confidence in the College’s capacity to achieve its goals.
LETTER OF APPLICATION

February 15, 2013
Presidential Search Committee
Some Where Community College
Via: Ms. E. Rocklin

Dear Members of the Search Committee:

Please accept this letter and the enclosed curriculum vitae as my application for the presidency of Some Where Community College.

This is my twentieth year of service in community colleges. Since 2008, I have been the President of Community College. I served as Executive Vice President at the same institution for four years immediately prior to the presidency. Before my 2005 move to Any State, I was Executive Vice President at Another Community College in Another State.

I have gained wide experience in the field, from administration, teaching and advocacy, to positions in the executive ranks. I have worked tirelessly in advancing the mission of the community colleges. Workforce development, student learning outcomes, accountability, the student achievement gap, the completion agenda, participatory governance, the culture of evidence – these are some of the national agendas that defined the milestones of my career. Throughout my years of service, the unwavering commitment of the community colleges to be self-reflective and to strive for improvements to help students succeed has been a continuing source of inspiration and renewal for my work. The executive profile for Somewhere Community College’s Presidency and SWCC’s 2010 accreditation self-study clearly resonate these themes. I find myself engaged in these familiar discussions, and ready to join SWCC to lead the next phase of the dialogue.

My professional experience is detailed in the attached curriculum vitae. Below are highlights of my achievements that speak directly to qualifications and opportunities expressed by the Search Committee and the College.

Academic and Student Development Initiatives

SWCC conducts a range of initiatives in academics and student development. The initiatives call for a sustained dialogue on student learning outcomes (SLO), and the assessment of program effectiveness throughout the institution. Further, these initiatives recognize the importance of integrating academics and student development, and validate the fact that student achievement is most often the result of good partnerships between classroom faculty and counseling professionals. I initiated similar projects at Community College eight years ago, and have witnessed systemic changes in how we approach teaching and learning at the College.

The SLO projects at both institutions emphasize faculty leadership and engagement, and rely fully on discipline faculty expertise. As of this fall, Community College has developed and
assessed 100% of institutional, programmatic, and course outcomes for all academic, student development, and administrative areas. Our college also institutionalized the SLO process by moving from manual documentation to an electronic database, TracDat. TracDat houses trend data and narrative for annual Program Review, budget allocation requests, and SLO assessment information for some 70 programs. The migration to TracDat allows the College to view historical information in qualitative and quantitative terms. The unification of program reviews, SLO assessment, and resource allocation is an achievement that was a decade in the making at Community College.

Descriptive Materials Removed

Transfer Curriculum, Career Technical Education, Basic Skills

In maintaining Community College as a comprehensive college serving a diverse population, I have focused program development in three areas: transfer, career-technical education and basic skills. The overarching strategy supporting this three-fold mission is the creation of an academic and career pipeline that connects K-12, community college, to workforce entry or university transfer.

In the last two years, I have led Community College to streamline the majority of its associate degree programs to facilitate completion as part of our state’s 4-year Transfer Initiative. Community College faculty have been proactive in ensuring the optimum number of degree pathways are established for our students, and our institution has been designated as a high performing college in this effort. Any Community College consistently leads in transfer to our state universities among mid-size community colleges in the state. To further extend the educational pipeline for transfer, I spearheaded a Bachelors completion program on campus in partnership with the University of XXXXX for the areas of child development, liberal arts, and business. The program is in its 6th year and remains vibrant.

Descriptive Materials Removed

Educational Master Planning, Strategic Planning, and Annual Planning

As college president within a three-college district, my responsibilities for planning are two-fold: I lead both District-wide and College-level planning. District-wide planning is complex in that our three colleges are independently accredited; planning must bring coherence to the whole District while respecting the individual character of the colleges, and leveraging their combined strengths.

As chair of the District Council for Accreditation and Planning, I lead the planning effort at the District level, and assist the Board of Trustees in defining overarching goals that reflect the needs of the community. I designed a manual for District integrated planning, and outlined a six-year master planning cycle for implementation. I continue to provide guidance to a collaborative team as we implement master planning activities, which include community and college focus groups, and the drafting of the initial District Educational Master Plan.
Participatory Governance and Decision-Making

Participatory Governance in *State* Community Colleges is set in statute, which requires consultation with the Academic Senate and other appropriate bodies in a wide-range of academic and professional matters. Within these complex mandates lies a simple fact – our colleges make better decisions if we leverage the expertise of those who are in the best position to understand the issues.

As President, my task is to design a governance structure that provides the appropriate venues for deliberation, and to bring stakeholders and constituent groups to the table for advice and recommendations.

A “Dialogue-Rich Environment”

In addition to building a clear governance structure, I have supported venues for information sharing and “roll up your sleeves” work sessions. In collaboration with the leadership team, I conduct Townhalls throughout the year to apprise *Community College* constituents of our fiscal status, enrollment progress, and other college-wide issues. I also authorize what we call Y’All Come work sessions when we need campus-wide input on matters such as master planning, basic skills, learning communities, and career-technical education development.

Multicultural Experience and Commitment to Diversity

I have always lived in a multicultural environment and have drawn upon those experiences to inform my academic and professional career. My family immigrated to the United States when I was 11. As I acquired English in those early years, I quickly became translator and intermediary for my parents and siblings, assuming adult responsibilities and challenges that face many young immigrants today. Although I lived among kind neighbors and friends, and had dedicated teachers in school, racial discrimination was prevalent and overt. There were few celebrations of diversity; the overriding pressure was to acculturate and to integrate. In the years since those difficult first days, however, I have witnessed the tremendous progress we have made as a country, from merely tolerating racial and ethnic differences, to the celebration of cultural diversity that is espoused as the norm today.
Fiscal Stability

The fiscal stability of a college hinges on the dependability of its main revenue sources. In many, these are the tuition dollars submitted to the state and returned as general fund apportionment, the fees colleges levy and keep, contract and continuing education revenue, and other funds from grants. Best practices call for five or more percent of base reserve, with additional contingency to cover cash flow and emergencies. However, this equilibrium has always been tenuous because state funding has historically fluctuated with the economy. While this has been the case in your state, it is even more severe in our state, since our Community Colleges have no authority to retain tuition or fees on campus.

Descriptive Materials Removed

Leadership and Service

While my style of open leadership is shaped by my time in senior management, my philosophy of education and my commitment to service are rooted in the community college work of my early years. It is from those years of working directly with students, seeing their lives transformed, and telling their stories that I came to value the uniqueness of the community college movement.

My college values my leadership because I am empathetic and consistent. I listen actively, invite dissenting opinions, embrace the complexity of an issue, and build trust. I foster stability upon which my institution can stand and reach for innovations.

Sincerely,

Candidate, Ph.D.
LEADERSHIP AND ADMINISTRATION
2005 – Present
*Community College, City, State*

*Community College* is the largest of three community colleges in the XXXX County Community College District in *State*. An open access, comprehensive community college established in 1967, it offers associate degrees and certificates for transfer and career-technical programs. The College also provides multiple venues for community engagement, including foundation events; a full performing arts season for theater, music, and dance; a child development center; a fitness center and trainer program; Multicultural Day; and America’s Teaching Zoo. **Annual credit enrollment for 2011-2012 is 20,780 in headcount or 11,360 FTES.**

2008-Present
President

The President is the College’s chief executive officer, with responsibility for all aspects of institutional planning, operations, and the implementation of board policies and procedures. Areas of leadership include: long-range educational master planning, annual strategic planning, technology planning, institutional effectiveness assessment, budget planning and resource allocation, capital bond construction and facilities planning, college governance, community and civic engagement, business and industry outreach, foundation development, and regional accreditation.

Descriptive Materials Removed

Select Accomplishments

**Educational Master Planning and Institutional Effectiveness**
- Long-term Planning: Descriptive Materials Removed
- Medium-term Planning:
- Annual Integrated Planning:
- Basic Skills Initiative: Distance Learning: Institution-wide Programs: Retention, Degree Completion and Transfer:
- Annual Program Review and Planning:
- Student Learning Outcomes:

**Budget and Resource Planning**
- Integrated Planning and Budget: Descriptive Materials Removed
- Prudent Fiscal Practices:
- Enrollment Management:
College and District Governance
Continuous Improvement of College Participatory Governance Process and Structures:
Descriptive Materials Removed
- “Dialogue-Rich Environment”:
- District-wide Governance Review:

Educational Partnerships and Foundation Development
- High School at Community College: ...Descriptive Materials Removed
- Adult School Bridge Program:
- Wrap-around Nursing Program:
- University of XXXXX Bachelors Completion Program:
- Workforce Investment Board:
- Foundation Renewal:
- Holiday Lights at Community College:

Leadership Development and Succession Planning
- Mentoring and Succession Planning: ...Descriptive Materials Removed
- President’s Leadership Roundtable:

Accreditation
- College Self-Study: ...Descriptive Materials Removed
- District Accreditation:
- Service to the field

2005-2008
Executive Vice President of Student Learning

Community College

Position reports to the College President. The EVP is a senior member of the resident’s executive staff, and serves as the College’s chief instruction and chief student services officer. The position has responsibility for all instructional programs, instructional support services, and student services.

The EVP provides leadership and assists the President in institutional planning and implementation, accreditation planning, K-16 and Business and Industry partnerships, state regulations monitoring and compliance, professional development, academic budget oversight,
enrollment management and retention, program development, and resource development related to grants and aid.

Descriptive Materials Removed

Select Accomplishments

Institutional Planning and Effectiveness Descriptive Materials Removed
- College Retreat:
- Councils Planning:

Academic Management and Service to Students ...Descriptive Materials Removed
- Reorganization:
- Curricular Integrity:
- Enrollment Management:

Program Development Academic Programs:
- Distance Learning:
- Academic Innovations:

Service to District and State ...Descriptive Materials Removed

1993 – 2005
Another Community College in Another State

Another Community College one of xx publicly-supported community colleges in the State of XXXXX. Established in 1963, the college is open-access with a mission in 4-year liberal arts transfer, allied health, and advanced technology education. Annual enrollment is 9,000 headcount (4,500 FTES) credit learners, and 3,000 non-credit learners on three campuses. The College also offers associate degrees, certificates, and contributes to the region's economic development through a variety of Business and Industry workforce training partnerships.

2002 – 2005
Executive Vice President (2004-2005)
Vice President of Academic Affairs and Dean of the Faculty (2002-2004)
Position reports to the College President. The EVP is the senior member of the president’s executive staff, and serves as chief academic officer. The position has responsibility for all credit instruction and academic policy; all non-credit instruction as related to workforce development, business and industry training, and community enrichment workshops. The EVP also oversees faculty development and academic effectiveness; grants development; and external academic partnership with a variety of community-based organizations, secondary schools, senior institutions, and industry partners.
Select Accomplishments
Organizational Improvements
Planning and Accreditation
Academics and Student Development

1999 – 2002
Executive Director for College Relations and Special Assistant to the President
Executive position reported to the college president, and oversaw internal communications and external affairs. Responsible for institutional marketing, community and legislative relations, alumni programs and the annual fund. The executive director managed 4 direct reports and served on the executive team.
Select Accomplishments

1995 – 1999
Director for College Relations
Position reported to the president. Responsible for the design and implementation of an effective marketing communications program. Budget: $400,000. Served as college spokesperson, a member of the President’s Executive Staff.

1993 – 1995
Director for Public Information and Publications (1993-1995)
Reported to the Assistant Vice President for Institutional Advancement. In charge of public information and publications efforts. Participated in marketing planning.

1990 – 1993
XXXXX, XXXXX, XXXXX Architects Engineers Planners, City, New York
Director of Public Relations
Position reported to the managing partner. Designed and implemented marketing, public relations and publication plan for a Top-50 national architectural engineering firm.

1987 – 1990
XXXXX Communications XXXXX Graphics, City, New York
Director of Publications

1985 – 1987
The Daily Newspaper, City, New York
Advertising Director (1986-87), Assistant Advertising Director 1985-86

1999 – 2000
XXXXXX University, XXXXX, State
Lecturer, Adjunct
1995 – 1999
Another Community College
Instructor, IBM Technology Education Center
1984 – Present
Consultant by Contract
Language Translator

EDUCATION AND PROFESSIONAL DEVELOPMENT
Graduate School of Arts and Sciences, XXXXXX University
City, New York
M.A., Ph.D. Japanese Literature. Minor: Chinese Philosophy
XXXXXX College, XXXXX University
City, New York
B.A., English Magna cum laude

AACC Presidents Academy, year

XXXXXX County Leadership Academy, year
Executive Leadership Institute, League for Innovation in the Community Colleges, year
American Management Association Seminar on Finance, year

MEMBERSHIPS AND RECOGNITIONS
County Workforce Investment Board Member, appointed by County Board of Supervisors, 2011-present
Southern Consortium for Community College Television Member 2008, Chair 2009-present
Intelecom, Intelligent Communications (non-profit educational corporation) Board Member, Board Chair year-present
Tri-County Education Alliance Member 2008-2011
State Community College Chief Instructional Officers (CCCIO) Region 6 Representative, year
Representative to the Academic Senate Curriculum Committee, year
President-Elect, year
Advisory Board for the State University Graduate Program in Educational Leadership Member, year-present
Community Colleges Consultation Council Assessment Task Force Member, year
Academic Senate of the State Community Colleges (ASCC) Curriculum Committee
CCCIO Representative, year
Association of State Community College Administrators (ASCCA) Member since 2005
Board of Directors, MetroWest Tech Prep Consortium
Academic Affairs Think Tank, XXXXX Center for Research in Higher Education (XXRCHE) Coordinator, year; Member, year
National Council of Marketing and Public Relations (NCMPR)
State Representative, year
Member, year--year
National Paragon Awards for Publication and Radio Marketing: Silver and Bronze, year
No Place for Hate Initiative, Town of XXXXXX
Steering Committee Member, year
Town of XXXXXX Diversity Initiative
Representative, year--year
American Association of Community Colleges (AACC) Member since 1993
Merit Scholarships, XXXXXX University
University Scholar, year--year
University Fellowship, Summer Program International Center, Tokyo, Japan, year

PERIODICALS, PRESENTATIONS, MEDIA PLACEMENTS, VIDEO PRODUCTIONS
17 Presentations (details eliminated to maintain candidate's confidentiality)
11 Media Placements (details eliminated to maintain candidate's confidentiality)
2 Periodicals (details eliminated to maintain candidate's confidentiality)

Three References Requested by SWCC
Reference #1, PhD
Former Supervisor
Reference #2, PhD
Current Supervisor
Reference #3, EdD
Faculty Member