Pauly Group, Inc.
ACADEMIC SEARCH CONSULTING

Setting the standard for excellence in academic search consulting since 1990.
A Proposal

Prepared

For

Kellogg Community College

Presidential Search Consultant

RFP #HR-15-001

Due: Friday, July 10, 2015; 12:00 p.m. (EST)
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Firm Profile

- Please provide a brief profile of the firm and its location and main telephone number. Also include the key contact person's name, address, email and telephone.

Pauly Group, located in Springfield, Illinois, is a Corporation S and consists of two full time employees, ten 1099 research consultants, three company directors, and a Board Chair. Day-to-day operations involve the President, Office Staff, and Research Consultants.

Pauly Group is in compliance with all state and federal tax payments and regulations, and has no debt with any banks or the government. Pauly Group was organized in 1990 and incorporated in 1997. We are fully insured and carry adequate Errors and Omissions insurance for searches conducted.

Since our founding in 1990, Pauly Group has provided search services to community and technical colleges seeking expertise in their senior administrative searches. Pauly Group consciously chooses to work exclusively with community and technical colleges and no other fields. It is our objective to provide comprehensive search support in an ethical and cost-effective manner while remaining impartial and transparent to the process.

Key contact information is as follows:

Angela Provat, President
3901 Wood Duck Drive, Suite E
Springfield, IL 62711
(Off.) 217-241-5400
(Cell) 217-836-6116
aprovart@paulygroup.com
http://www.paulygroup.com
**Primary Search Consultant**

- Provide the name, title or position, email and telephone number of the person who would have primary responsibility for the College's project. Identify any other persons(s) proposed and the role and responsibilities as it relates to the College's project. Provide a resume for each of the named persons; specify the person's experience related to this kind of search, particular skills, education, other experience, significant accomplishments and any other pertinent information. Each resume should include at least two professional references and contact information. The successful firm is expected to commit that the staff identified in its proposal will actually perform the assigned work. Any staff substitution must be approved by the College.

Angela Provart  
President  
aprovart@paulygroup.com  
214/241-5400

**BIO**

Angela Provart, Pauly Group President and CEO, will lead all aspects of the project. She holds a Master of Arts in Organizational Communication from University of Illinois; Bachelors of Arts in Communication and Psychology from McKendree University, and has been with the group since 1996. She controls, directs, and evaluates all activities of the firm. Ms. Provart also serves as the key contact for all college projects and coordinates the behind-the-scenes work of the staff and Research Consultants.

Ms. Provart joined Pauly Group as Projects Assistant in 1996 and was promoted to Operations Manager in 1998, Director of Operations in 1999, Vice President in 2002, and Managing Principal in 2003. She became President in April, 2004.

Ms. Provart is a graduate of the National Institute for Leadership Development, and the Asilomar (California) Leadership Program. Ms. Provart was named to the Board of Directors for the National Institute for Leadership Development in 2005. She is now a member of the Advisory Board for Leaders.

Ms. Provart also maintains a highly active, national presence as a speaker and panelist. She participates in candidate training sessions and workshops for various organizations at annual conventions and regional conferences. The organizations include the American Association of Community Colleges, the Asilomar (California) Women's Leadership Conference, Leaders, American Association of Women in Community Colleges, American Council on Education, and the Midwestern Women's Leadership Conferences.
Angela Provart is supported by a team of Research Consultants and technical staff in the office. However, Angela is the only person to have contact with client colleges. The minimum requirements for Pauly Group consultants are as follows:

- Passion for the unique mission of Community and Technical Colleges.
- Former professional on a Community and/or Technical College Campus or other higher education institution.
- Master’s Degree from an accredited University; many of the Pauly Group consultants possess Doctorate Degrees.

Angela Provart is assisted by Sue Carline, Operations Director, and Rebecca Albertini, Project Manager, who has been with the firm for 10 years. As Angela is the key contact for client colleges, any of the references listed on Page 17 and 18 of the Proposal are able testify to the level of work completed by Angela in each of their searches.
Approach and Methodology

- Describe your firm's general approach and methodology, and how you interpret your role when filling executive leadership positions. Include an overview of the process, project requirements, and tasks to be completed.

Angela Provart, Pauly Group President, is the primary consultant for all recruitment and search projects. Her role is to be a facilitator for the committee and to lead them as needed. There tends to be a natural flow to the committee process, and once that is determined, committees need a facilitator to guide them through the process. It is important to the success of the next Kellogg Community College President that the committee makes the decisions about who to interview and begin to buy-in to success early in the search process.

Because of this philosophy, Angela tends to do a lot of coaching and advising for the committee. In our searches, the committee is an active participant, choosing candidates, finalizing interview questions, interviewing candidates, and determining candidates for the next stage of the process. One of our goals is to ensure that the committee enjoys the process and for individual members to see the value of their input.

Following is an overview of the Pauly Group Services; (1) Recruitment, (2) Referencing, and (3) Comprehensive Search. These services are offered individually or as a complete search package (reference Fee Schedule, Page 21).
CANDIDATE RECRUITMENT SERVICES

The key to a successful search is to attract a wide and diverse candidate pool. Successful candidate recruitment involves five-steps:

- Position Profile Development
- Print Advertising
- Database Management and E-Mail Notification
- Individual Telephone Calls
- Connect with potential applicants by posting on LinkedIn and Twitter
- Follow-up Calls for further encouragement to apply

Therefore purpose of the recruiting process is to generate a large enough pool to include a viable number of qualified candidates for the position.

**Position Profile Development**

Pauly Group begins all recruiting projects by consulting with the various constituency groups on the development of the position profile. This profile frames the direction of the recruiting efforts.

The four elements which make up the position profile are:

The position profile becomes the keystone for the entire search process. It contains the specifics of the position as identified by the campus, the search committee, and the college leaders.

**Individual Recruiting Calls**

First, a team of Pauly Group Research Consultants is assembled and briefed on the client college, community, and position particulars. Next, up to 1,000 individuals from the Pauly Group database are selected for contact by a Pauly Group consultant. Finally, Research Consultants begin to telephone possible applicants and nominators and provide position information, search dates, and answer any questions anyone may have about the search. Those individuals who have expressed interest in the position are carefully tracked throughout the recruiting process.

**Follow-up Calls**

While the college is receiving applicant packets and the search committee begins reading the material, the PGI president works very closely with (1) the consulting team to identify who has expressed interest, (2) the college to identify those who have applied, and (3) those potential applicants who have expressed interest in the position but have not yet applied.
All the while, the group president is carefully monitoring the depth and breadth of the applicant pool.

As the deadline date for applications nears, follow-up calls are placed to all of those who have expressed an interest in the opening. Additional questions are answered, the deadline date is given as a reminder, and applications are encouraged.
CANDIDATE REFERENCING SERVICES

All reference projects begin with written authorization from the community college for Pauly Group to act on behalf of the school, as well as written permission from the candidates to conduct reference interviews.

Pauly Group contacts each candidate to review the packet of forms, fully discuss the referencing process, and answer any questions. In addition, an informal interview is conducted with each candidate.

It should be noted that candidates have the right to opt out of the reference process, modify the release s/he signs, or limit the list of references. Any requests by the candidate must be honored by the Pauly Group. The college is notified of the requests and Pauly Group proceeds as desired by the college and the candidate.

Reference Questions

For each position referenced, a list of questions is developed for college approval. Toward the beginning of the project, the Pauly Group president develops a list of reference questions. Some are specific to the college and the position, but others are questions that have been created to draw out information about candidates who might pose detrimental consequences to the college if selected. Once developed, the college contact and/or search committee is asked to review the questions and recommend changes.

Once the questions are approved, in-depth interviews are conducted with listed and unlisted sources, and a thorough report is prepared for the college.

Semifinal Candidate Reference Report

The group consultant conducts thorough telephone interviews with three to four listed references for each semifinal candidate, and prepares a report that contains quotes from sources in response to each of the reference interview questions.

Final Candidate Reference Report

For final candidates, eight to 10 telephone interviews are conducted with listed and unlisted references and a comprehensive report is prepared (see addendum). The Pauly Group consultant contacts both listed and unlisted academic and community leaders throughout the country who have firsthand knowledge of the candidate's professional history.

The Final Candidate Reference Report, like the semifinalist version, includes first-person, non-attributed direct responses to the interview questions. The report is forwarded to the
college without suggestions, recommendations, or summaries. Pauly Group is able to provide as much candidate background information as possible. While Pauly Group supports the college community, we respect the right of each college to make their own decisions.

**Additional Background Services**

Pauly Group has the capacity to facilitate personal credit and criminal background checks. Access to credit bureau and criminal files require a special regulatory license as well as professional investigative skills. Therefore, Pauly Group works closely with a national investigative firm with the appropriate credentials and necessary licenses to access local, regional, state, and federal law enforcement and credit data bases.

The company used by PGI for this service, bills Pauly Group directly. The invoice is paid and forwarded to the college for reimbursement. There are no additional PGI fees for background services.
COMPREHENSIVE SEARCH SERVICE

All Comprehensive Search Service projects include the previously described candidate recruitment and candidate referencing services. Moreover, each comprehensive search, begins with an in-depth and private interview (in-person or by video meeting or telephone) with the college leadership, committee chair, search committee, and affected constituencies. In addition to obtaining statistical information about the college, the current developmental posture of the institution and community are discussed, staffing issues are identified, and the ideal candidate characteristics are defined.

Search Preparation

Working with the administrator in charge of organizing the search, the Pauly Group president establishes a tentative search calendar and the creation of the search committee is discussed. Generally, it is suggested that the search committee should be large enough to represent all the various constituency groups but small enough to be manageable. Ideally the committee should have 12 to 15 members plus the committee chair.

The search committee can be comprised of faculty members, administrators, technical and support staff, as well as members of the community and students. In addition, an equal number of women and men, as well as long-term employees and new hires can all be included. The racial demographics of the district should also be represented on the search committee.

Orientation Meeting

The comprehensive search program entails three video conference or in-person meetings by the group president. The meetings include orientation, semifinal candidate selection, and semifinal candidate interview process management. As mentioned before, while many colleges take advantage of the video conference meetings, some colleges feel that an in-person visit by the Pauly Group president is warranted for one or more of these meetings, despite the added cost involved.

Should a client college initially contract for a project with video conference meetings, and later realize on-campus support is needed, requests for in-person visits can be accommodated. Please note that should this be the need of the college, an additional fee of $2,500 per day on campus will apply.

While the following are examples of possible visit agendas, each college is encouraged to suggest ways that the Pauly Group leadership can be most productive while visiting the campus.
There are three objectives for the Orientation Meeting.

**Institutional Analysis:** Private meetings with the various campus leaders and constituency groups are held to identify challenges and opportunities facing the successful candidate.

**Committee Organization:** Review of the duties and responsibilities of the search committee is provided; recommendations to enhance effective communication with the constituency groups are discussed, and strategies for discussing who has applied without violating candidate confidentiality are provided.

**Committee Orientation:** The basics of the paper screening process, including the identification of personal biases, how to evaluate grammatical or clerical errors and how to review nontraditional candidates is discussed. A search calendar is established. Rules of confidentiality are outlined. The position profile is begun or reviewed and the recruiting process explained.

**Semifinal Candidate Selection Meeting**

The objective is to work with the search committee to fairly and equitably review all applicants, and identify the strongest possible semifinal candidates who meet the current and future needs of the college.

The Pauly Group president works regularly with candidates, their references, and nominators, and can therefore to identify strengths and weaknesses not readily apparent from the paper screening. There are three visit objectives.

**Applicant Review:** Systematically identify the strengths and weaknesses of all applicants, providing the committee with additional information, when available.

**Candidate Selection:** Following proven group dynamic methods, work with the committee to identify the strongest possible semifinal candidates based on the position profile.

**Interview Preparation:** Work with the committee to develop appropriate interview questions that cover all relevant areas of the college in clear, precise language, and which a candidate with the appropriate background and experience can reasonably answer in the allotted time. Remind the committee of interview etiquette and legal limitations.
Candidate Videoconference Interview Management Meeting

This meeting should ensure that the medium does not overshadow the candidates’ message or the search process. There are three visit objectives.

Overview of Videoconference Medium: Discuss with the committee members the strengths and weaknesses inherent in a videoconference interview.

Videoconferencing versus Television: Work with committee members to develop a clear understanding of the difference between a professional actor and an administrative applicant. This is a key to successful use of the medium.

Monitor Videoconference Interviews: Provide assistance and support as the committee members assume their roles as interviewers in the new medium. Direct the initial candidate reviews, pointing out possible hidden medium biases or undue medium influences.

The college may choose to interview each finalist in person, rather than by way of videoconference. Videoconferencing is recommended for initial interviews because it is less costly than accruing candidate travel expenses. Additionally videoconference interviews add confidentiality for candidates during this stage of the search. They are able to interview with the committee, without leaving campus for an extended period of time.
**Search Project Calendar**

Given the targeted start date for the project, we are presenting a sample calendar including dates and tasks to be completed. This calendar may be amended to accommodate the college and provide a more comfortable time frame.

| Week of Aug. 24 | Signed Contract Received in PGI Office  
**Develop Advertising Materials & Profile**  
Develop Project Calendar |
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<tr>
<td><strong>Thursday, August 27th – Classes Begin</strong></td>
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<tr>
<td>Week of Aug. 31</td>
<td>Continue Development of Advertising Materials &amp; Profile</td>
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| Week of Sept. 7 | **Finalize Advertising Materials & Profile**  
Finalize Project Calendar  
Email and Recruiting Call Lists Developed  
Meetings with Constituency Groups  
Initial Committee Meeting with Search Consultant – *Date TBD*:  
| Sept. 7: College closed for Labor Day |
| Week of Sept. 14 | Prepare Electronic Mailings  
Post Profile with Pauly Group associated organizations  
**Post Profile on College Website**  
Post Profile on Pauly Group Website  
Packets to Consultants— *Friday, Sept. 18th* |
| Week of Sept. 21 | **Submit Advertising Text (Electronic Only)— *Mon., Sept. 21st***  
*Ad placement is at the discretion of the college. The Chronicle of Higher Education, HigherEdJobs.com, or CommunityCollegejobs.com are suggested. Please note, it is not necessary to post with all of these.*  
Advertise(s) Appear— *Tuesday, September 22nd*  
Electronic Mailings Go Out— *Tuesday, September 22nd*  
Recruiting Calls Begin— *Tuesday, September 22nd* |
| Week of Sept. 28 | Recruiting Calls Continue  
**Committee Reviews Applicant Pool** |
**Recruiting Calls Continue**

**Meeting with Angela to Review Applicant Pool**—Date TBD
Committee Reviews Applicant Pool

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<tr>
<th>Week of Oct. 5</th>
<th><strong>Recruiting Calls Continue</strong></th>
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<tr>
<td></td>
<td>Meeting with Angela to Review Applicant Pool—Date TBD</td>
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<tr>
<td><strong>Committee Reviews Applicant Pool</strong></td>
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<tr>
<th>Week of Oct. 12</th>
<th>Recruiting Calls Conclude</th>
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<tr>
<td></td>
<td>Recruiting Reports due from PG Consultants—Fri., Oct. 16th</td>
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<tr>
<td><strong>Committee Reviews Applicant Pool</strong></td>
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<th>Week of Oct. 19</th>
<th>Follow-Up Calls</th>
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<td><strong>Committee Reviews Applicant Pool</strong></td>
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<tr>
<th>Week of Oct. 26</th>
<th>Monday, October 26th—Soft Close Date for Applicants</th>
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<td></td>
<td><strong>Committee Reviews Applicant Pool</strong></td>
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<tr>
<th>Week of Nov. 2</th>
<th><strong>Committee Identifies Semifinalists, Finalize Interview Questions</strong></th>
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<tr>
<td></td>
<td>Date TBD</td>
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<td></td>
<td>Initial Referencing Begins</td>
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<tr>
<th>Week of Nov. 9</th>
<th>Initial Referencing Continues</th>
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<td>Week of Nov. 16</td>
<td>Initial Referencing Continues</td>
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<tr>
<th>Week of Nov. 23</th>
<th>Preliminary Reference Reports to Committee</th>
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<td></td>
<td><strong>Interviews with Semifinalists—Dates TBD</strong></td>
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<td><strong>Committee Identifies Final Candidates</strong></td>
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**Nov. 26-28: College closed for Thanksgiving**

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<th>Week of Nov. 30</th>
<th>Final Referencing Begins</th>
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<tr>
<th>Week of Nov. 16</th>
<th>Final Referencing Continues</th>
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<td></td>
<td><strong>On-Campus Interviews—Dates TBD</strong></td>
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<td></td>
<td><strong>Gather Feedback from Campus Communities</strong></td>
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<tr>
<th>Week of Dec. 7</th>
<th>Final Reference Report to Decision Maker</th>
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<td></td>
<td><strong>On-Campus Interviews—Dates TBD (If Needed)</strong></td>
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<td></td>
<td><strong>Gather Feedback from Campus Communities</strong></td>
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<th>Week of Dec. 14</th>
<th><strong>Final Decision, Negotiation, and Hire</strong></th>
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<td><strong>Dec. 14: Classes end</strong></td>
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<tr>
<th>January, 2016</th>
<th>Selected Candidate Begins Post</th>
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**Denotes tasks to be completed by Search Committee or other College Office**

TBD = To Be Determined
Experience

- Describe your firm's particular strengths and experience in executive searches for the chief executive officer of community colleges. Include at least three (3) references of successful searches your firm has performed in the last five (5) years and note the name of the firm's representative on each of these searches. Provide reference contact names for each of those searches including both Chair of the Board of Trustees and College/Board Liaison at the time of the search.

What began as a passion and grew into a company 20 years ago is providing today's college leaders and their search committee's with dependable academic search consulting services. Pauly Group, Incorporated is a national group of former college, university, and other professionals, who have united to advance administrative excellence in community and technical colleges through diversity and gender equity. It is our objective to provide comprehensive search support in an ethical and cost-effective manner while remaining impartial and transparent to the process.

One of the strengths of Pauly Group is communication - with the college leadership, the search committee, the search liaison, other college constituents, and the candidates.

Effective communication is accomplished in a number of ways. Regular project updates are given to college leaders. The group president communicates by telephone, e-mail and facsimile on a regular basis, at least weekly, with the college leaders and the search committee chair.

During referencing, semifinal and final candidates are given updates on their status in the search. In addition, each candidate's enthusiasm for the search is assessed and encouraged, with levels of interest carefully monitored throughout the selection process.

References / 2015

Angela Provart represented Pauly Group on each of the following Presidential searches:

Dr. Ron Anderson, President
Century College
3300 Century Avenue North
White Bear Lake, Minnesota 55110
Telephone: 651-779-3342
E-Mail: ron.anderson@century.edu

- Dr. Anderson served as Chair for the Presidential Search Committee for Normandale Community College, one of many colleges within the Minnesota State Colleges and Universities.
Mr. Michael Freeman, Trustee  
Mott Community College  
1401 E. Court Street  
Flint, Michigan 48503  
Telephone: 810-962-9153 (Cell)  
Email: mfreeman225@comcast.net  
  • Mr. Freeman was on the Board of Trustees during the College’s Presidential Search in 2014. He served as a Co-Chair.

Mr. Mark Kennedy, Retired  
Former Chief Human Resources Officer  
Mott Community College  
Telephone: 810-516-3166 (cell)  
Email: mkennedy8468@icloud.com  
  • Mark Kennedy was the liaison.

Dr. Gwendolyn Harris, Trustee  
Mercer County Community College  
1200 Old Trenton Road  
Trenton, New Jersey 08690  
Telephone: 856-225-6268  
Email: gharris@camden.rutgers.edu  
  • Dr. Harris served on the Board of Trustees during the Presidential Search just completed in May, 2015. She was the Committee Chair.

Diane Badessa  
Executive Assistant to the President and the Board of Trustees  
Mercer County Community College  
PO Box 17202  
Trenton, NJ 08690  
609-570-3613  
Email: BADESSAD@mccc.edu  
  • Diane was the liaison.
Candidate Pool Diversity

- Identify any particular strategies you would recommend to ensure an appropriate and diverse pool of candidates, including advertising strategies, additional recruitment efforts, etc.

Ms. Provart is an active participant in many organizations which has enabled her to establish a wide and diverse network of recruiting resources. Pauly Group maintains a database inclusive of minority and female candidates. To date, our searches have resulted in the hiring of 32 percent people of color, 60 percent women, and 40 percent Caucasian males.

Pauly Group will not participate in a process to select a predetermined individual or a candidate of a particular race or gender. However, as the above statistics clearly demonstrate, Pauly Group protocols and procedures result in diverse, inclusive candidate pools and final hires who are the best of national fields.

Confidentiality

- Identify methods used to ensure confidentiality of the search process as well as compliance with legal requirements.

All Pauly Group members are pledged to honor the confidentiality of our client colleges, search committees and candidates. The search committee, in accepting the formal charge from the college leadership, also agrees to abide by formal confidentiality policies established by the college.

Additionally, Pauly Group will coach and advise search committee members and board members on confidentiality requirements. Confidentiality Agreements may be provided to document the guidelines and the members’ acceptance.
Conflicts of Interest

- Disclose any work your firm does in support of applicants, paid or nonpaid, including placement services, candidate preparation or candidate coaching. Disclose any other work your firm is engaged in that would potentially be seen as a conflict of interest including current searches for other educational entities.

Ms. Provart maintains a highly active, national presence as a speaker and panelist. She participates in unpaid candidate training sessions and workshops for various organizations at annual conventions and regional conferences. The organizations include the American Association of Community Colleges, the Asilomar (California) Women's Leadership Conference, Leaders, American Association of Women in Community Colleges, American Council on Education, and the Midwestern Women’s Leadership Conferences.

Pauly Group accepts two executive level searches per semester. Recruiting for these positions is done separately for each educational entity and client colleges are always notified of candidates that are in multiple searches in the interest of full disclosure and to avoid any perception of conflict of interest. Given the uniqueness of each of our clients, often times there is no overlap in candidates.
Fee Schedule

- Although the total cost of the consulting services contract will depend on finalization of the scope of services, please submit information on how fees are calculated, the rates of named consultants, and the level of detail provided with billings, schedule of billings and how they relate to completed work. (Provide a sample invoice showing detail).

Consultant Fees

Each college is unique, as is every search. To meet the needs of client colleges, Pauly Group offers each of the major search components separately or collectively as a full search service package.

Our fees are assessed every two to three years and are based on the median community college CEO base salary according to the Chronicle of Higher Education yearly review.

Pauly Group can provide any level of detail on invoicing that the client college desires. However, the standard procedure is to invoice by project at the time the contract is signed. Any additional costs for consultant travel, videoconferencing, candidate travel, and advertisements would be presented to the client with supporting documentation for reimbursement. Sample invoices are included.

Individual Search Services

Recruiting Services Only:

With all expenses included: ...........................................................................................................$33,300

(Note: Additional fees apply for highly technical positions.)

Additional Consulting Support:

Hourly Rate: .........................................................................................................................$250/hour
Campus Visit: ...................................................................................................................... $2,500/day on Campus, plus expenses

This service is available to any college contracting for Recruiting Services.

Reference Services Only:

Administrative Fee (Per Position)................................................................. $1,200
Final Candidate Referencing (Per Candidate) ....................................................... $1,500

(Note: Additional fees apply for highly technical positions.)

Certified Interim Placement Program:

With all expenses included: ............................................................................................................$12,300

(Note: This is a contingency fee and payable only if a Pauly Group candidate is selected.)
Full Search Service Packages

Comprehensive Full Search Services, via Video Conference Meetings:
All-inclusive Search ...........................................................................................................................................$47,800
(Note: Video conference meetings between the Pauly Group president and campus groups are included in the above fee. On-campus visits are available and carry an additional fee of $2,500 per day on campus, plus travel expenses.)

Comprehensive Full Search Services, In-Person Meetings:
All-inclusive Search ...........................................................................................................................................$55,300
(Note: Three days of In-Person meetings between the Pauly Group president and campus groups are included in the above fee. Additional on-campus visits are available and carry an additional fee of $2,500 per day on campus, plus travel expenses.)

Typical College Expenses

Following are typical expenses colleges incur. As each college is different, these expenses are presented as examples, only.

Consultant Reimbursement $2,700
Reimbursement of receipted expenses for travel, lodging, meals, and auto rental, if necessary. Reimbursement of receipted photocopies, printing, as well as postage, express shipping charges, and applicable state and federal taxes.

Candidate Videoconference Interviews $3,500
Services are provided by a third-party and are billed directly to the college. Typical costs are $350 per candidate (based on 10 semifinal candidates.) Should the college choose to interview the candidates in person for the initial round of interviews, the Candidate Travel amount increases.

Candidate Travel $3,000
Typical travel, lodging and per diem charges average $1,000 per candidate; typically three final candidates. Travel arrangements and reimbursements are handled directly between the candidates and college.

Advertisements $2,000

Total (Estimated) Expenses: ..............................................................................................................................$11,200
Panly Group, Inc.
3901 Wood Duck Drive, E
Springfield, Illinois 62711
Telephone: (217) 341-5400

Sample Invoice
Services

Description Of Services                      Amount
Search Services -- Presidential Search       10,300.00
Final of 3 Invoices.  20% of Total Fee $51,500.00

Invoice

Total:                                         $10,300.00
Payment/Credit                                 -$10,300.00
Balance Due                                   $0.00

Invoice Date: 4/13/2015
Invoice #: 2015.114(S)
Due Date: 5/13/2015
Terms: Net 30

PAID
06/18/2015
Pauly Group, Inc.  
3901 Wood Duck Drive, E  
Springfield, Illinois 62711  
Telephone: (217) 241-5400  
FEIN: 37-1365750

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<tr>
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<tr>
<td>Air Travel Expense</td>
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Total:                                                            
Payment/Credit:                                                  
Balance Due:
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Total:                                                                                     
Payment/Credit                                                                              
Balance Due
Sample Contract

- Provide a sample of your consulting services contract.

SEARCH SERVICES AGREEMENT

THIS AGREEMENT is made and entered into on July 9, 2015 by and between Pauly Group, Inc., an Illinois corporation (hereinafter “Pauly Group”), and Name of College, City, State, Zip, (hereinafter “Client”).

NOW, THEREFORE, the parties agree as follows:

1. **Services Performed.** Pauly Group will provide professional search consulting services to the Client for the purposes of identifying, recruiting, screening, interviewing and hiring candidates for the position of Open Position (the “Open Position”). The final selection of the candidate to be hired for the Open Position shall be at the sole discretion of the Client.

2. **Term.** The term of this Agreement shall commence upon the year and date executed by the Client, and shall end with the presentation of the final pool of candidates for the Open Position to the Client’s Decision Maker. The time for completion of this Search Services Agreement is substantially dependent upon prompt performance of Client’s obligations, as set forth below, as well as the scheduling of the meetings and interviews contemplated hereunder by the Client. No warranty is expressed or implied with regard to the time of completion.

3. **Fees.**
   
   A. Client shall pay to Pauly Group a fee of $47,800.00 (for Video Meetings) or $55,300 (for In-Person Meetings), which shall be due within thirty (30) days of the date of invoice. Said fee does not cover expenses as more fully set forth below.

   B. All expenses incurred by Pauly Group shall be paid by Client within thirty (30) days of invoice. Such expenses shall include, but not be limited to, travel for campus visits, room and board during campus visits, and mailing charges. Invoice for travel expenses and room and board expenses will be submitted to the Client at the conclusion of each visit. Related search services expenses will be submitted by invoice at the conclusion of the term.

   C. In the event the Client requests Pauly Group personnel to visit Client’s institution, then Client will pay the additional fees of $2,500 per day on campus, plus all travel related expenses, including but not limited to the cost of transportation, meals and lodging. Such travel fees and expenses will be invoiced upon completion of each particular campus visit, and are due and payable within thirty (30) days of invoice.

4. **Termination.** This Agreement may be terminated at any time, by either party. In the event
of early termination, all fees collected by Pauly Group shall be retained by Pauly Group. In the event payment of fees has not yet been received by Pauly Group, then Client shall pay for all time incurred by Pauly Group to the date of termination at the rate of $250 per hour and all expenses, including but not limited to, consultant fees and expenses, incurred by Pauly Group to the date of termination.

5. **Client Duties.**
A. Within commencement of this Agreement, the Client shall provide Pauly Group with a full and complete job description for the open position, the salary range the Client is willing to pay for the open position, electronic documents of any advertisements previously used to publicize the open position, a complete list of the names, addresses and telephone numbers of all persons who have been previously contacted regarding the open position, and all persons who have previously applied for or been interviewed for the open position, and any other information or qualifications which the Client believes are relevant to the Project.

B. After receipt of the information from Client referred to in A. above, and preparation of a proposed position profile by Pauly Group for the Open Position, client shall confer with Pauly Group towards approval of a final position profile by Client.

C. Client shall prepare and maintain a comprehensive and complete applicant list, and shall forward the same to Pauly Group immediately upon request.

D. Client shall list Pauly Group as the Search Consultant in all advertisements and promotional brochures, including the position profile, or documents produced for the open position.

E. Client shall post a copy of the profile on the Client’s website.

F. Client will comply with the Fair Credit Reporting Act (FCRA), 15 U.S.C. § 1681 et seq. in every regard in connection with the Client’s hiring of a candidate for the Open Position. The Client acknowledges that:

(i) it has received from Pauly Group the “Notice to Users of Consumer Reports”, published by the Federal Trade Commission and attached hereto as Exhibit A, which explains the Client’s obligations under the FCRA; and

(ii) Pauly Group shall not be obligated to furnish the written reports described in Paragraphs 6L and 6N below or furnish any information regarding any candidate to the Client until the Client certifies to Pauly Group by executing the certification attached hereto as Exhibit B that it has (a) provided to each candidate for whom a written report is prepared a clear and conspicuous written disclosure that a background report may be requested and (b) obtained from each such candidate a written consent in the form attached hereto as Exhibit C authorizing
Pauly Group to conduct the background investigation described in Exhibit C, to prepare the written report and to furnish such written report to the Client.

6. **Pauly Group Duties.**

   A. After execution of this Agreement, Pauly Group shall conduct a meeting via video conference or in-person with the Client in order to conduct institutional analysis with various college constituency groups. During the visit, Pauly Group shall meet with Client’s search committee to provide training with regard to screening and selecting semi-finalists, developing written interview questions and conducting interviews.

   B. Pauly Group shall prepare a proposed position profile for the Open Position and confer with Client towards approval of a final position profile by Client. In addition, Pauly Group shall assist Client in preparation of advertisement to be placed by Client in magazines, trade journals and similar publications.

   C. Pauly Group shall develop a list of 6,500 potential applicants and nominators and prepare electronic postings of the position profile therefore. These names shall come from Pauly Group’s public and confidential databases. From this list, Pauly Group shall send an electronic posting of the Open Position.

   D. Pauly Group shall post a copy of the profile on the Pauly Group website.

   E. Pauly Group shall contact by telephone nominators and potential applicants concerning the open position. Pauly Group shall contact in total a minimum of 800 nominators and potential applicants.

   F. From the list of names of persons who have expressed an interest to Pauly Group consultants in the Open Position, but have not yet applied for the Open Position, Pauly Group shall make appropriate follow-up calls on behalf of the Client to encourage additional applicants.

   G. After the deadline for receipt of applications has passed, Pauly Group shall provide a final written recruitment report on all Pauly Group activities from the time of execution of this Agreement up to said deadline.
H. After the deadline for receipt of applications has passed, Pauly Group shall conduct a meeting via video conference or in-person with Client in order to meet with the search committee to assist with the selection of semifinalists for the Open Position.

I. Pauly Group shall advise and consult with Client regarding packets of information regarding Client that shall be sent by Client to each Semifinalist. Said packet will be sent electronically by Pauly Group.

J. Pauly Group will forward to each semifinalist the Candidate Reference Packet consisting of a Candidate Release Form, Salary and Benefit Statement, Expanded Reference List, and EEOC Form.

K. The investigations will commence with the return of the completed Candidate Reference Packet and a notification call from Pauly Group to each candidate to explain the reference process and review of the application materials.

L. For semifinalists, Pauly Group will conduct a minimum of three (3) reference interviews with individuals named by the candidate for up to 15 (fifteen) candidates, and will provide to Client a written report regarding those interviews.

M. Pauly Group will assist the search committee via video conference or in-person in organizing and conducting semi-finalists interviews and facilitate the process of choosing finalists for the Open Position.

N. For finalists, Pauly Group will conduct a minimum of eight (8) reference interviews with individuals named and unnamed by the candidate. The final written report will be delivered electronically, via Pauly Group’s secure website. Client will be given a user name and password to access the report. The report will be available for five (5) days, and no other copy will be supplied, unless specifically requested by Client.

7. **Confidentiality of Pauly Group Work Product.** The Client acknowledges that Pauly Group will develop lists, names, documents and materials which are the proprietary work product of Pauly Group. The Client agrees that the same are revealed to the Client in confidence, solely for the purposes of the search services called for herein, and to enable the Client to hire a suitable candidate for the open position named in this Agreement. The Client agrees that both during and for three (3) years after the term of this Agreement.

A. Neither the Client nor any of its officers, directors, employees or agents will disclose or copy any of the mailing lists, lists of potential applicant and nominator names and any project reports to any other person, institution or entity, unless required by law; and
Neither the Client nor any of its officers, directors, employees or agents shall use any such lists, names and reports in connection with any other or different search for applicants to be considered for any other open position. In furtherance of this Paragraph 7, the Client will make no copies or other permanent record of the lists, names and reports provided by Pauly Group, and the Client will institute and enforce such procedures as are necessary to ensure that all officers, directors, employees and agents of the Client shall maintain such confidentiality.

The parties stipulate that Pauly Group’’s damages for breach of the Paragraph would be speculative and difficult to prove, and that Pauly Group’’s remedies at law would be inadequate. Therefore, upon breach of this Paragraph, Pauly Group shall be entitled to enforce it by (a) seeking an injunction from an appropriate court of competent jurisdiction and (b) by recovering the sum of $10,000 for each violation of this Paragraph which the parties agree is reasonable and not disproportionate to the presumable loss or injury.

8. **Confidentiality of Candidate Information.**

   A. The Client acknowledges that Pauly Group will produce a report regarding each candidate which may contain confidential and/or potentially damaging information or allegations regarding a candidate. The Client further acknowledges that the dissemination of the report or the information or allegations contained therein to the public or to anyone within the college who does not have a strict need to know would subject Pauly Group and the Client to potential liability.

   B. The Client agrees that the report and the information or allegations contained therein are disclosed to the Client in confidence, solely for the purposes of the search services project called for herein, and to enable the Client to hire a suitable applicant for the open position contemplated in this Agreement. The Client agrees that neither the Client, nor any of its officers, directors, employees or agents, will disclose or copy any portion of the report or the information or allegations contained therein to any other person, institution or entity, unless required by law.

   C. In furtherance of this paragraph, only one (1) copy of the report will be provided by Pauly Group to the Client, which shall be available to be read only by the Client’s Decision Maker. The Client will make no copies or other permanent record of the report and the information or allegations contained therein. Only verbal reports of the information or allegations contained in that report may be shared with other officers, directors, employees and agents of the Client, but only on a strict need to know basis.

   D. The client will institute and enforce such procedures as are necessary to ensure that all officers, directors, employees and agents of the Client are aware of the confidentiality requirements contained in this Agreement and will maintain such confidentiality.
E. The parties stipulate that Pauly Group’s damages for breach of this paragraph would be speculative and difficult to prove, and that Pauly Group’s remedies at law would be inadequate. Therefore, upon breach of this paragraph, Pauly Group shall be entitled to enforce it by (a) seeking an injunction from an appropriate court of competent jurisdiction and (b) by enforcing and receiving from the Client the indemnification agreed to below in Paragraph 9.

F. The obligations of the Client pursuant to this paragraph will survive the term of this Comprehensive Search Services Agreement, and shall continue indefinitely.

9. **Indemnification.** In furtherance of the Client=s confidentiality obligations as set forth in Paragraph 8 above, the Client agrees to protect, indemnify, defend and hold harmless Pauly Group, and its officers, directors, employees and agents, from and against any and all claims, damages, losses, liabilities, obligations, penalties, actions, judgments, suits, costs and expenses, including, without limitation, reasonable attorney’s fees and costs of expert witnesses, that maybe incurred by or asserted against Pauly Group or its officers, directors, employees or agents, in each case arising out of or in connection with or related to any breach by the Client, or any of the Client=s officers, directors, employees or agents, of the obligations set forth in Paragraph 8 above. The agreements and obligations of the Client contained in this paragraph shall survive the term of the Comprehensive Search Services Agreement, and will continue indefinitely.

10. **Non-Binding Arbitration.** If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith in negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be submitted to non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator. However, no judgment may be entered upon the award rendered by the arbitrators without agreement of the parties. In the event the parties do not so agree, then the parties may resort to litigation in the jurisdiction specified below.

11. **Client Expenses.** The Client is responsible for its own expenses, including but not limited to printing, postage, telephone expenses and advertising costs. In addition, the Client is responsible for all candidate expenses as related to interviewing.

12. **Late Payments.**
   A. Interest of two percent (2%) per month shall accrue during all or any part of a month in which any payment to be paid hereunder is made after the due date thereof. Such interest shall continue to be charged on the first day of each and every month thereafter on the balance then due and shall continue to accrue until all sums due are paid in full.
B. Each payment when made shall be credited first to the interest accrued, if any then due, and the remainder shall be credited to the balance due.

13. **Attorney’s Fees.** The Client will pay on demand all costs of collection, legal expenses, including, but not limited to, court costs and reasonable attorney’s fees incurred or paid by Pauly Group in collecting or enforcing the terms of this Agreement, and such costs, expenses and fees shall be assessed against the Client in any litigation filed with regard to this Agreement.

14. **Illinois Jurisdiction.** The Client agrees that this Agreement shall be deemed to have been executed in Sangamon County, Illinois, that Pauly Group will perform substantial services under this Agreement in Sangamon County, Illinois and that jurisdiction and venue in the event of any litigation pursuant to this Agreement shall be in Sangamon County, Illinois.

15. **Law Governing Agreement.** This Agreement shall be governed by and construed in accordance with the laws of the State of Illinois.

16. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties, and supersedes all prior oral or written agreements or understandings between Pauly Group and Client. This Agreement has been duly executed and delivered by Client and Pauly Group and constitutes the legal, valid and binding obligation of the parties, and the undersigned have been authorized to execute this Agreement on behalf of the parties hereto.

17. **Severability.** If any one or more of the provisions contained in this Agreement shall be held illegal or unenforceable by a court, no other provision shall be affected by this holding.

18. **Headings.** The headings have been inserted for convenience only and are not to be considered when interrupting the provisions of this Agreement.

19. **Amendments.** This Agreement may only be amended or modified by mutual consent of the parties, in writing.

20. **Notices.** Any notice or demand given or made under the terms of this Agreement shall be served either in person or by regular mail, postage prepaid and addressed to:

   A. If to Pauly Group, it shall be sent to 3901 Wood Duck Drive, Suite E, Springfield, Illinois 62711, or to any new address Pauly Group designates in writing.

   B. If to Client, it shall be sent to College, Street Address, City, State, Zip, or to any new address Client designates in writing.

   C. Any notice or demand shall be deemed to have been given and effective when it has been received.
IN WITNESS WHEREOF, the parties hereto have executed this Agreement on July 9, 2015.

Pauly Group, Inc., an Illinois Corporation
FEIN: 37-1365750

By: Angela D. Provart, President

Client

By: 

Printed Name

Title

Street Address

City/State/Zip
Work Product

- Provide examples of specific work products your firm created/assisted in creating for prior searching including, profile, job description, advertisements, interim reports, and applicant package.

Pauly Group has supplied an example of a Presidential Position Profile completed recently for Mercer County Community College.
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College Overview .............................................3
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MCCC Mission, Goals, and Values .................4
Vision...............................................................5
Students & Student Success........................5
Faculty ...............................................................5
Opportunity Overview ................................5
Minimum Requirements ...................................9
Application Process ........................................10
Due to the retirement of Dr. Patricia Donohue, the Mercer County Community College Board of Trustees announces the search for their next President.

College Overview

Established in 1966, Mercer County Community College (MCCC) is a publicly supported comprehensive educational institution that provides opportunities for higher education through an open-door admission policy.

MCCC offers 68 associate degree programs and enjoys a diverse student body that brings a variety of background and experiences to campus. More than 13,000 students enroll in one or more credit courses each year.
The scenic 292-acre West Windsor Campus was opened in 1972 to serve the needs of Mercer County residents. The campus is surrounded by public use sites such as Mercer County Park and Mercer County educational facilities which give the campus a wonderful natural setting. The campus consists of 15 buildings. The academic buildings are clustered together in the center of the site and positioned to form a collection of handsome courtyards and pedestrian spaces.

The newly-expanded Downtown Campus or Trenton Campus, located in downtown Trenton (pictured at left), serves as an educational and cultural hub for city residents. From its roots as the Evening Drawing School in 1890, this Campus stands today as a testimony to educational leaders whose vision and persistence have created a dynamic educational institution. The Trenton Campus serves the changing needs of thousands of students seeking educational fulfillment and personal and career growth.

Read about the history and formation of the two campuses [here](#).
MCCC Mission, Goals, and Values

Mercer County Community College is a comprehensive, publicly supported two-year institution focused on learning and student success. The college welcomes students of all ages from a wide variety of backgrounds, abilities, interests, levels of education, and economic circumstances to a challenging and supportive environment dedicated to meeting the educational needs of 21st century global citizens and lifelong learners. Mercer responds to a broad array of community needs, offering programs and services for employers, continuing education and training for the workforce, enrichment for youth, and cultural opportunities for people in the region.

The following goals guide the college’s quest to fulfill its mission:

To provide high-quality academic programs, courses, and instruction for a broad, diverse student population including:
- associate degree programs consisting of first- and second-year courses that transfer to four-year colleges and universities offering baccalaureate degrees;
- associate degree and certificate programs that prepare students for direct entry into occupations and careers;
- preparatory programs and courses to strengthen students’ reading, writing, and quantitative skills;
- general education courses and experiences for each student that incorporate the best traditions of higher learning while supporting the educational needs of 21st century global citizens, workers, and lifelong learners;
- high-quality instruction and engaging learning experiences from dedicated faculty.

To offer high-quality continuing education programs including:
- professional development opportunities for individuals to enhance existing skills, learn new skills, and obtain industry certifications;
- training programs and resources for businesses, government agencies, and not-for-profit organizations;
- personal development and enrichment programs responsive to the current and emerging needs of individuals throughout the community.

To provide services and activities that support individual student success including:
- learning assistance, resources, and services beyond the classroom to support the identification and attainment of individual education objectives and career goals;
- co-curricular activities and services that build leadership skills, foster social and emotional growth, promote health and wellness, and prepare students for global citizenship.

To foster a campus culture that celebrates and values diversity, inclusiveness, and respect and supports the personal and intellectual growth of all students, faculty, and staff in a setting that is characterized by:
- integrity and responsible behavior;
- effective internal and external communication.

To maintain resources that support open admissions, affordability, quality teaching, innovation, and a safe and sustainable campus including:
- financial assistance to all eligible students;
- innovation and technology in programs, services, and methods of instruction that respond to community needs and contribute to student achievement and success;
- a safe, clean, and well maintained campus with practices and programs that promote and support institutional and environmental sustainability.

To foster community connections that enhance the cultural and economic vitality of Mercer County including:
- activities and programs which contribute to the civic, cultural, aesthetic, and recreational life of the community;
- cooperative relationships with other educational institutions, government agencies, community organizations, professional associations, and business and industry;
- year-round and summer activities for youth, including those that foster development through academics, recreation, and creative expression.

To maintain a commitment to assessment to evaluate the college’s success in meeting these goals and improving institutional effectiveness.
Vision

A vital college, engaged with its community, and dedicated, above all else, to student success.

Students & Student Success

Mercer County Community College enjoys a diverse student body that brings a variety of background and experiences to campus. A brief introduction to Mercer students:

- More than 13,000 students enroll in one or more credit courses each year.
- Mercer County residents comprise three-fourths of the student population.
- International students (non-immigrant) representing more than 100 countries make up 4.3% of the student population.
- Enrollment includes 63% part-time students, 37% full-time; 48% men and 52% women.
- The average age of a full-time student is 22. The average age of a part-timer is 29.
- The average class size is 21.
- More than 35% of Mercer’s graduates transfer to senior colleges or universities.
- MCCC offers 70 degree program options and 30 credit certificate programs. The three most heavily enrolled areas are Liberal Arts, Nursing, and Business.

Faculty

Mercer has a cosmopolitan full-time and part-time faculty with advanced degrees from many universities throughout the United States and foreign countries. Faculty members dedicate most of their time to teaching, academic advising, and various college services and community activities. Each faculty member keeps office hours. Students are encouraged to get to know their faculty members. They are a tremendous asset to an education at MCCC and are here to assist the students.

Student Life @ Mercer

Faculty Spotlight
Opportunity Overview

Academic Success
The College sits at the hub of a pharmaceutical industry, with Bristol-Meyers Squibb, Johnson and Johnson, and Novo Nordisk being partners for the institution. To add to its excellent location, MCCC is situated also in the middle of Einstein Alley. This is New Jersey’s premiere research hub which includes Rutgers and Princeton Universities, and has grown, attracted, and cultivated some of the most innovative start-ups in the country.

In addition, the College has the opportunity to continue to grow their cutting edge Advanced Manufacturing, Culinary, Cyber Security, and Funeral Service programs. MCCC is described as an entrepreneurial organization that develops new programs to meet the needs of the service areas. The College has expanded the number of articulation agreements in order to better serve transfer students. A listing of the College's on-site advanced degree programs may be found at University Center at Mercer or for a list of transfer agreements, please click on Transfer Agreements.

Given the local push for increased STEM programs including Cyber Security programs and degrees, k-12 partnerships, and the growing Trenton campus, a strong academic leader with a history of taking risks, increasing enrollment, and growing a branch campus will be most successful in this position.

Community Partnerships
Mercer County Community College is very well respected in the County and communities. MCCC is an established leader in partnering with social service agencies, faith-based agencies, and entities to aid Veterans’ transitions in returning home from overseas. In addition, the College is seen as the go-to resource in the community for niches in the educational sector.

The President will continue to serve on community boards and even further develop these positive relationships. The President of MCCC will be a charismatic leader who will inspire people to buy-in to the community college mission and make Mercer County Community College a first choice in higher education for all prospective students.

Branch Campus Experience
Serving suburban and urban populations, Mercer County Community College has two campuses, with very different student bodies, needs, and communities. Some of the College’s newest and most innovative programs are being offered on the Trenton Campus in order to further develop the campus. On the West Windsor Campus the Math and Science Building is being renovated while an addition is being made to the Engineering Building in order to meet the needs of the Advanced Manufacturing Program.

The successful President will have an appreciation for leading and effectively building support for change—continued on next page
Opportunity Overview—continued

within a college with multiple campuses. Included in this leadership is having a strong vision for the renovations and expansions on the West Windsor Campus, as well as appropriately marketing the strengths and unique qualities of the Trenton Campus. A leader who is passionate about taking a defining role and working closely with State, County, and City leaders in an area that is being revitalized is critical to the future of Trenton and the growth of the College.

Resource Development and Marketing
The College is financially stable and has done an outstanding job of controlling costs. Mercer County Community College is funded by three entities: 12% from the State of New Jersey, 28% from Mercer County, and 52% from student tuition and fees. The college is in the advanced stages of developing their alumni relations and grant writing programs. In addition, the College is steadfast in their efforts to further strengthen the Foundation Board and their initiatives, as well as to successfully fund an on-going capital campaign. A Higher Ed Bond was approved in November, 2013 and is resulting in substantial renovations on both campuses.

The President will have an understanding of how funding is changing, demonstrated corporate fundraising experience, the ability to raise money to fund new programs and initiatives, and the capacity to lead a marketing and branding campaign. Part of the monies raised from the capital campaign will go toward the acquisition of a new building for the Trenton Campus.

Multicultural Sensitivity and Appreciation
Mercer County is diverse and the students represent this diversity. The County is 15% Hispanic, 9% Asian, and 20% African American. The College also attracts a large, and growing, foreign student population. With strong ESL and Adult and Workforce Development —continued on next page

Unique Academic Programs

- American Honors at Mercer
- Architecture
- Aviation Technology
- TV Production, Radio Production
- Culinary Arts
- Cybersecurity
- Game Design/Programming
- Entertainment Technology
- Exercise Science
- Funeral Service
- Fashion Design
- Fashion Merchandizing
- Fire Science
- Horticulture
- Physical Therapy Assistant
- Security Systems and Technology

...continued on next page
Opportunity Overview—continued

programs, Mercer County Community College is often referred to as a community resource for social service agencies.

The President must have a keen interest in increasing diversity at the faculty level. Additionally, the President will present with cultural competence, as well as a passion and appreciation for working, living, and thriving in multicultural communities.

Student Centeredness

Students are well supported at Mercer County Community College and the faculty and staff are committed to seeing students succeed. There are a number of innovative student development programs, as well as initiatives for increasing retention. One of these programs is First Thirty. This unique program concentrates on students’ first 30 credits. Its development has been an extensive college-wide program involving research concentrating on many constituency groups including students, faculty, and staff and an analysis of classes with larger recorded withdrawals and lower grades. One of the actions resulting from the data has been additional development focused on student retention and student success for staff and full and part-time faculty.

The President of MCCC will continue the tradition of leading an institution that is student-centered. A charismatic President who walks the halls and hosts formal and informal opportunities to listen to student comments and concerns will be most successful in this position.

Unique Student Service and Student Success Programs

- Coaching in the First 30 Project
- DREAM program (Developing Real Expectations for Achieving Mastery)
- The EOF Summer Academy — Academic Preparation
- The Pipeline Project-Builds relationships with immigrant communities
- Holocaust Genocide Center-Lectures, film, discussions and conferences about human issues
- Leadership Education Development Program (L.E.A.D)
- Peer Mentors Program
- SSAAM Program—Successful Student Athletes Achieve More
- Back On Track Workshops—Assisting students in academic difficulty
- Dual Enrollment High School Programs
- Jump Start- High School Students in College
- One Stop Enrollment
- Veterans Peer Mentoring and Tutoring
- Dual Admissions Programs
- University Center
- Agreement with the University of Paris
Presidential Search

**POSITION PROFILE**

Mercer County Community College

**Administrative/Leadership Ability**

Mercer County Community College has a number of unique and state-of-the-art academic programs and is the only college in the Northeast to have the acclaimed American Honors Program. MCCC’s culinary program is one of the most respected in the Country. They are addressing their enrollment decline issues and are in the process of an academic program review while increasing the number of academic programs offered. The College is excited and ready for new leadership and the changes that they face.

The President will be experienced at facing positive change and managing it successfully. Someone who spends time and resources developing faculty and staff is high on the list of importance for MCCC. The College has five unions and the President can expect to negotiate contracts early in his/her tenure. An engaged and approachable leader who is seen in the hallways and interacts with students, faculty, and staff of all levels is important to the MCCC constituency groups.

**Minimum Requirements**

Advanced Degree required from an accredited institution. A Doctorate is preferred.

- Administrative experience
- Passion for providing access to an education for all people
- Demonstrated understanding of a comprehensive community college
- Experience with resource development
Application Process

Please direct all confidential inquiries, nominations, and application materials to the College’s search consultant, Pauly Group, Inc.

Application materials should include a detailed cover letter (not to exceed five pages) addressing the Minimum Requirements and characteristics addressed in the Opportunity Overview included in this profile, a current resume or curriculum vitae, and a list of five professional references. Electronic submission of materials is strongly encouraged.

The committee will begin review of applications immediately. Applications will be accepted until the position is filled, with materials submitted by Thursday, March 5, 2015 receiving priority consideration. All applications are confidential and references will not be contacted without the expressed authorization of the applicant.

For more information about this presidential search, please visit MCC Presidential Search.

To learn more about Mercer County Community College, please visit www.mccc.edu